

STRATEGI *AGILITY* UNTUK MENINGKATKAN KINERJA RANTAI PASOK PETANI KOPI MILENIAL JAWA BARAT

DISERTASI

Diajukan untuk Memenuhi sebagian Syarat Memperoleh Gelar Doktor
Bidang Manajemen pada Program Studi Doktor Manajemen



Oleh :
RETNO SETYORINI
NIM. 2010323

**PROGRAM STUDI S3 MANAJEMEN
FAKULTAS PENDIDIKAN EKONOMI DAN BISNIS
UNIVERSITAS PENDIDIKAN INDONESIA
2025**

STRATEGI *AGILITY* UNTUK MENINGKATKAN KINERJA RANTAI PASOK PETANI KOPI MILENIAL JAWA BARAT

Oleh:

RETNO SETYORINI

S.T Universitas Pasundan, Bandung, 2003

M.M Universitas Telkom (d/h Institut Manajemen Telkom), 2011

Sebuah disertasi yang diajukan untuk memenuhi salah satu syarat memperoleh
gelar Doktor (Dr.) pada Program Studi Doktor Manajemen
Fakultas Pendidikan Ekonomi dan Bisnis

© Retno Setyorini 2025
Universitas Pendidikan Indonesia
Agustus 2025

Hak Cipta dilindungi undang-undang,
Disertasi ini tidak boleh diperbanyak seluruhnya atau sebagian dengan cetak ulang,
difoto kopi atau cara lainnya tanpa izin dari penulis.

LEMBAR PENGESAHAN
STRATEGI *AGILITY* UNTUK MENINGKATKAN KINERJA
RANTAI PASOK PETANI KOPI MILENIAL JAWA BARAT

Disertasi ini disetujui dan disahkan oleh:

Promotor



Prof. Dr. H. Agus Rahayu, M.P.
NIP. 196206071987031002

Ko-Promotor



Dr. Lili Adi Wibowo, S.Pd., S.Sos., M.M.
NIP. 196904041999031011

Anggota



Dr. H. Mokh. Adib Sultan, S.T., M.T.
NIP. 198103102009122002

Mengetahui,

Ketua Program Studi Doktor Manajemen



Dr. Maya Sari, S.E., M.M.
NIP. 197107052004012001

ABSTRAK

Retno Setyorini. Strategi *Agility* untuk Meningkatkan Kinerja Rantai Pasok Petani Kopi Milenial Jawa Barat. Disertasi Doktor Manajemen, Fakultas Pendidikan Ekonomi dan Bisnis, Universitas Pendidikan Indonesia di bawah bimbingan Prof. Dr. H. Agus Rahayu, M.P., Dr. Lili Adi Wibowo, S.Pd., S.Sos., M.M., dan Dr. H. Mokh. Adib Sultan, S.T., M.T.

Penelitian ini bertujuan untuk membangun dan menguji model peningkatan *supply chain performance* berbasis *ambidexterity* dan *agility* dalam konteks petani kopi milenial di Jawa Barat. Petani milenial menghadapi tantangan dalam menghadapi dinamika pasar, rendahnya ketahanan rantai pasok, serta keterbatasan penciptaan nilai bersama mitra usaha. Model dikembangkan dengan pendekatan *Resource-Based View* (RBV), *Dynamic Capabilities* (DC), *Relational View* (RV), dan *Contingency Theory* (CT), yang mengintegrasikan *Ambidexterity Capability* sebagai pemicu terbentuknya *Strategic Agility*, *Supply Chain Resilience*, dan *Supply Chain Value Realization* (SCVR) untuk meningkatkan *Supply Chain Performance*. Metode penelitian menggunakan pendekatan kuantitatif dengan teknik survei, dan dianalisis menggunakan *Covariance-Based Structural Equation Modeling* (CB-SEM). Responden penelitian terdiri dari 143 petani kopi milenial di Jawa Barat yang tergabung dalam koperasi produsen. Hasil penelitian menunjukkan bahwa jalur paling signifikan adalah dari *Ambidexterity Capability* melalui *Strategic Agility* dan SCVR, kemudian berdampak langsung terhadap peningkatan *Supply Chain Performance*. SCVR dioperasionalkan ke dalam empat dimensi aplikatif: *customer-oriented*, *information-based*, *partnership-driven*, dan *innovation-driven*. Peningkatan *supply chain performance* tidak dapat dicapai secara langsung, tetapi melalui proses strategis bertahap yang dimulai dari kelincahan (*agility*), ketahanan (*resilience*), hingga penciptaan nilai (*value realization*). Temuan ini memberikan kontribusi teoretis terhadap literatur manajemen rantai pasok berbasis kapabilitas dan menawarkan panduan praktis bagi pengembangan organisasi serta strategi pendampingan petani kopi milenial berbasis nilai.

Kata kunci: *Ambidexterity Capability*, *Strategic Agility*, *Supply Chain Resilience*, *Value Realization*, *Performance*, Petani Kopi Milenial

ABSTRACT

Retno Setyorini. *Strategic Agility to Improve the Supply Chain Performance of Millennial Coffee Farmers in West Java. Doctoral Dissertation in Management, Faculty of Economics and Business Education, Universitas Pendidikan Indonesia, under the supervision of Prof. Dr. H. Agus Rahayu, M.P., Dr. Lili Adi Wibowo, S.Pd., S.Sos., M.M., and Dr. H. Mokh. Adib Sultan, S.T., M.T.*

This study aims to develop and validate a strategic model for improving supply chain performance based on ambidexterity and agility within the context of millennial coffee farmers in West Java. These farmers face significant challenges, including market dynamics, limited supply chain resilience, and constraints in value creation with business partners. The model was developed using theoretical frameworks from the Resource-Based View (RBV), Dynamic Capabilities (DC), Relational View (RV), and Contingency Theory (CT), integrating Ambidexterity Capability as the foundational driver of Strategic Agility, Supply Chain Resilience, and Supply Chain Value Realization (SCVR) to enhance overall Supply Chain Performance. This quantitative research employed a survey method and was analyzed using Covariance-Based Structural Equation Modeling (CB-SEM). The respondents consisted of 143 millennial coffee farmers affiliated with producer cooperatives across West Java. The findings reveal that the most significant pathway occurs through a serial mediation from Ambidexterity Capability, Strategic Agility to SCVR, which in turn directly impacts Supply Chain Performance. SCVR is operationalized into four applicable dimensions: customer-oriented, information-based, partnership-driven, and innovation-driven. The results suggest that improving supply chain performance cannot be achieved instantly but must follow a gradual strategic process starting with agility, followed by resilience, and culminating in value realization. This research contributes theoretically to the literature on capability-based supply chain management and offers practical guidance for cooperative development and value-driven support strategies for millennial coffee farmers.

Keywords: *Ambidexterity Capability, Strategic Agility, Supply Chain Resilience, Value Realization, Performance, Millennial Coffee Farmers*

DAFTAR ISI

KATA PENGANTAR	i
ABSTRAK	vi
ABSTRACT	vii
DAFTAR ISI	viii
DAFTAR GAMBAR	xi
DAFTAR TABEL	xii
BAB I PENDAHULUAN	1
1.1. Latar Belakang Penelitian	1
1.2. Rumusan Masalah	25
1.3. Tujuan Penelitian	26
1.4. Manfaat Penelitian	26
1.4.1. Manfaat Penelitian Secara Teoritis	26
1.4.2. Manfaat Praktis	27
1.5. Ruang Lingkup Penelitian.....	27
1.6. Struktur Organisasi Disertasi	28
BAB II KAJIAN PUSTAKA, KERANGKA PEMIKIRAN DAN HIPOTESIS	30
2.1. Kajian Pustaka	30
2.1.1. Pendekatan Teori	30
2.1.2. Konsep <i>Supply Chain Performance</i>	41
2.1.3. Konsep <i>Supply Chain Value Realization</i>	44
2.1.4. Konsep <i>Supply Chain Resilience</i>	46
2.1.5. Konsep <i>Strategic Agility in Supply Chain</i>	48
2.1.6. Konsep <i>Ambidexterity Capability</i>	50
2.2. Kerangka Pemikiran.....	52
2.3. Hipotesis	62
BAB III METODE PENELITIAN	63
3.1. Objek dan Subjek Penelitian.....	63
3.1.1. Objek Penelitian	63
3.1.2. Subjek Penelitian.....	64
3.2. Metode Penelitian	66
3.2.1. Jenis Penelitian dan Metode yang Digunakan	66
3.2.2. Operasionalisasi Variabel	68
3.2.3. Jenis dan Sumber Data	73
3.2.4. Populasi dan Sampel	74
3.2.5. Teknik Pengumpulan Data	76
3.2.6. Pengujian Validitas dan Reliabilitas Instrumen.....	77
3.2.7. Teknik/Rancangan Analisa Data	79
3.2.8. Pengujian Hipotesis.....	90

BAB IV HASIL PENELITIAN	96
4.1. Profil Industri Kopi di Jawa Barat	96
4.1.1. Gambaran Industri Kopi di Jawa Barat	97
4.1.2. Karakteristik Responden	99
4.2. Hasil Penelitian	108
4.2.1. Hasil Penelitian Deskriptif	108
4.2.2. Hasil Pengujian Hipotesis	155
BAB V PEMBAHASAN HASIL PENELITIAN	185
5.1. Pembahasan Hasil Deskriptif	185
5.1.1. Variabel <i>Ambidexterity Capability</i>	185
5.1.2. Variabel <i>Strategic Agility in Supply Chain</i>	187
5.1.3. Variabel <i>Supply Chain Resilience</i>	190
5.1.4. Variabel <i>Supply Chain Value Realization</i>	192
5.1.5. Variabel <i>Supply Chain Performance</i>	194
5.2. Hasil Pengujian Hipotesis	197
5.2.1. Hasil Hipotesis Pertama <i>Ambidexterity Capability</i> terhadap <i>Supply Chain Performance</i> dimediasi secara paralel oleh <i>Strategic Agility in Supply Chain</i>	197
5.2.2. Hasil Pengujian Hipotesis Kedua: Pengaruh <i>ambidexterity capability</i> terhadap <i>supply chain performance</i> dimediasi secara paralel oleh <i>supply chain value realization</i>	198
5.2.3. Hasil Pengujian Hipotesis Ketiga : <i>Ambidexterity Capability</i> terhadap <i>Supply Chain Performance</i> dimediasi secara paralel oleh <i>Supply Chain Resilience</i>	200
5.2.4. Hasil Pengujian Hipotesis Keempat: Pengaruh <i>Ambidexterity Capability</i> terhadap <i>Supply Chain Performance</i> dimediasi secara serial oleh <i>Strategic Agility in Supply Chain</i> dan <i>Supply Chain Resilience</i>	202
5.2.5. Hasil Pengujian Hipotesis Kelima: Pengaruh <i>Ambidexterity Capability</i> terhadap <i>Supply Chain Performance</i> dimediasi secara serial oleh <i>Strategic Agility in Supply Chain</i> dan <i>Supply Chain Value Realization</i>	205
5.2.6. Pembahasan Pengujian Hipotesis Keenam: Pengaruh <i>Ambidexterity Capability</i> terhadap <i>Supply Chain Performance</i> dimediasi secara serial oleh <i>Supply Chain Resilience</i> dan <i>Supply Chain Value Realization</i>	206
5.2.7. Pembahasan Pengujian Hipotesis Ketujuh: Pengaruh <i>Ambidexterity Capability</i> terhadap <i>Supply Chain Performance</i> dimediasi secara serial oleh <i>Strategic Agility in Supply Chain</i> , <i>Supply Chain Resilience</i> , dan <i>Supply Chain Value Realization</i>	208

5.3. Novelty Penelitian.....	209
BAB VI KESIMPULAN, IMPLIKASI DAN SARAN.....	215
6.1. Kesimpulan	215
6.2. Implikasi	220
6.3. Saran	222
6.4. Keterbatasan Penelitian.....	226
DAFTAR PUSTAKA.....	229

DAFTAR GAMBAR

Gambar 1. 1 Negara Produsen Kopi Dunia	5
Gambar 1. 2 Negara Tujuan Ekspor Kopi	7
Gambar 1. 3 Produksi Kopi Nasional	10
Gambar 2.1. Analisis Dokumen Manajemen Strategis dan <i>Supply Chain</i> <i>Performance</i>	31
Gambar 2. 2 Elemen Dasar Proses Manajemen Strategis	32
Gambar 2. 3 Kerangka Konseptual Penelitian	59
Gambar 2. 4. Paradigma Penelitian.....	60
Gambar 3. 1. Garis Kontinum Penelitian	82
Gambar 3. 2. Model Persamaan Struktural	85
Gambar 4. 1 Karakteristik Responden Berdasarkan Usia	102
Gambar 4. 2 Karakteristik Berdasarkan Tingkat Pendidikan.....	103
Gambar 4. 3 Karakteristik Jumlah Tenaga Kerja (Karyawan)	105
Gambar 4. 4 Karakteristik Lama Pengalaman di Industri Kopi.....	106
Gambar 4. 5 <i>Ambidexterity Capability</i> di Industri Kopi Jawa Barat	108
Gambar 4. 6 Garis Kontinum Variabel <i>Ambidexterity Capability</i>	110
Gambar 4. 7 Variabel <i>Supply Agility in Supply Chain</i>	117
Gambar 4. 8 Garis Kontinum Variabel <i>Strategic Agility in Supply Chain</i>	120
Gambar 4. 9 Variabel <i>Supply Chain Resilience</i>	128
Gambar 4. 10 Garis Kontinum Variabel <i>Supply Chain Resilience</i>	130
Gambar 4. 11 Variabel <i>Supply Chain Value Realization</i>	136
Gambar 4. 12 Garis Kontinum Variabel <i>Supply Chain Value Realization</i>	138
Gambar 4. 13 Variabel <i>Supply Chain Performance</i>	146
Gambar 4. 14 Garis Kontinum Variabel <i>Supply Chain Performance</i>	148
Gambar 4. 15 Grafik Histogram Residual	157
Gambar 4. 16 Struktur <i>Outer Model</i>	159
Gambar 4. 17. Hasil <i>Outer Model (Loading)</i>	163
Gambar 4. 18 Model Struktural	166
Gambar 5. 1 Model Integratif Berbasis Pendekatan <i>Capability-Based Supply</i> <i>Chain</i>	210
Gambar 5. 2 Dimensi Pembentukan Variabel SCVR.....	212
Gambar 5. 3 Jalur Transformasi <i>Supply Chain Performance</i>	213

DAFTAR TABEL

Tabel 3. 1. Operasionalisasi Variabel	68
Tabel 3. 2. Distribusi Populasi dan Sampel Petani Milenial	74
Tabel 3. 3. Analisis Deskriptif.....	81
Tabel 4. 1 Karakteristik Responden Berdasarkan Lokasi Usaha	99
Tabel 4. 2 Gambaran Dimensi <i>Adaptability</i>	112
Tabel 4. 3 Gambaran Dimensi <i>Alignment</i>	115
Tabel 4. 4 Gambaran Dimensi <i>Market Sensing</i>	121
Tabel 4.5. Gambaran Dimensi <i>Agility</i>	123
Tabel 4. 6. Gambaran Dimensi <i>Flexibility</i>	124
Tabel 4. 7. Gambaran Dimensi <i>Supplier Partnership</i>	126
Tabel 4. 8. Gambaran Dimensi <i>Readiness</i>	131
Tabel 4. 9. Gambaran Dimensi <i>Response</i>	132
Tabel 4.10. Gambaran Dimensi <i>Recovery</i>	134
Tabel 4. 11. Gambaran Dimensi <i>Customer-Oriented</i>	140
Tabel 4. 12. Gambaran Dimensi <i>Information-Based</i>	141
Tabel 4. 13. Gambaran Dimensi <i>Partnership-Driven</i>	143
Tabel 4.14. Gambaran Dimensi <i>Innovation & Knowledge Implementation</i>	144
Tabel 4. 15. Gambaran Dimensi <i>Cost Efficiency</i>	149
Tabel 4.16. Gambaran Dimensi Manajemen Stok dan Produksi	150
Tabel 4.17. Gambaran Dimensi Respon terhadap Pelanggan	152
Tabel 4.18. Gambaran Dimensi Manajemen Resiko.....	154
Tabel 4. 19 Uji Multikolinearitas	158
Tabel 4.20. Faktor Loading	160
Tabel 4. 21 <i>Construct Reliability and Validity</i>	160
Tabel 4. 22 <i>Heterotrait-Monotrait Ratio (HTMT)</i>	161
Tabel 4. 23 <i>Fornell-Larcker Criterion</i>	162
Tabel 4. 24 Pengujian Model Pengukuran (<i>Goodness-of-Fit</i>)	165
Tabel 4.25. <i>Path Coefficients</i>	169
Tabel 4. 26 Pengujian Model Struktural (<i>Goodness-of-Fit</i>).....	172
Tabel 4.27. Evaluasi Koefisien Determinasi (R^2)	173
Tabel 4.28. Pengujian Hipotesis 1	176
Tabel 4.29. Pengujian Hipotesis 2.....	178
Tabel 4. 30. Pengujian Hipotesis 3	180

DAFTAR PUSTAKA

- Adler, P. S., Benner, M., Brunner, D. J., MacDuffie, J. P., Osono, E., Staats, B. R., Takeuchi, H., Tushman, M. L., & Winter, S. G. (2009). Perspectives on the Productivity Dilemma. *Journal of Operations Management*, 27(2), 99–113. <https://doi.org/10.1016/j.jom.2009.01.004>
- ALfarajat, J. M. (2023). *Strategic Agility And Supply Chain Agility: Potential antecedents of SMEs performance. Uncertain Supply Chain Management*, 11(3), 875–884. <https://doi.org/10.5267/j.uscm.2023.5.011>
- Ali, A., Mahfouz, A., & Arisha, A. (2017). Analysing supply chain resilience: Integrating the constructs in a concept mapping framework via a systematic literature review. *Supply Chain Management: An International Journal*, 22(1), 16–39. <https://doi.org/10.1108/scm-06-2016-0197>
- Altay, N., Gunasekaran, A., Dubey, R., & Childe, S. J. (2018). Agility and resilience as antecedents of supply chain performance under moderating effects of organizational culture within the humanitarian setting: A dynamic capability view. *Production Planning & Control*, 29(14), 1158–1174. <https://doi.org/10.1080/09537287.2018.1542174>
- Amrouk, E. M., Palmeri, F., & Magrini, E. (2024). *Global coffee market and recent price developments*. FAO. <https://www.teaandcoffee.net/wp-content/uploads/FAO-Global-Coffee-Market-Recent-Price-Developments-Report-2025.pdf>
- ANTARA, A. (2024). *BPS: Ekspor kopi Januari-September 2024 capai 1,49 miliar dolar AS* [Online post]. ANTARA. <https://www.antaranews.com/berita/4398841/bps-ekspor-kopi-januari-september-2024-capai-149-miliar-dolar-as>
- Aoki, K., & Wilhelm, M. (2017). The Role of Ambidexterity in Managing Buyer–Supplier Relationships: The Toyota Case. *Organization Science*, 28(6), 1080–1097. <https://doi.org/10.1287/orsc.2017.1156>
- Arzu Akyuz, G., & Erman Erkan, T. (2010). Supply chain performance measurement: A literature review. *International Journal of Production Research*, 48(17), 5137–5155. <https://doi.org/10.1080/00207540903089536>
- Asdemir, O., Fernando, G. D., & Tripathy, A. (2013). Market perception of firm strategy. *Managerial Finance*, 39(2), 90–115. <https://doi.org/10.1108/03074351311293972>
- Aslam, H., Blome, C., Roscoe, S., & Azhar, T. M. (2018). Dynamic supply chain capabilities: How market sensing, supply chain agility and adaptability affect supply chain ambidexterity. *International Journal of Operations & Production Management*, 38(12), 2266–2285. <https://doi.org/10.1108/IJOPM-09-2017-0555>

- Aslam, H., Khan, A. Q., Rashid, K., & Rehman, S. (2020). Achieving supply chain resilience: The role of supply chain ambidexterity and supply chain agility. *Journal of Manufacturing Technology Management*, 31(6), 1185–1204. <https://doi.org/10.1108/JMTM-07-2019-0263>
- Azevedo, S. G., Carvalho, H., & Cruz Machado, V. (2011). The influence of green practices on supply chain performance: A case study approach. *Transportation Research Part E: Logistics and Transportation Review*, 47(6), 850–871. <https://doi.org/10.1016/j.tre.2011.05.017>
- Bais, B., Nassimbeni, G., & Orzes, G. (2024). Global Reporting Initiative: Literature review and research directions. *Journal of Cleaner Production*, 471, 143428. <https://doi.org/10.1016/j.jclepro.2024.143428>
- Baker, P. (2008). The design and operation of distribution centres within agile supply chains. *International Journal of Production Economics*, 111(1), 27–41. <https://doi.org/10.1016/j.ijpe.2006.09.019>
- Baker, W. E. (1990). Market Networks and Corporate Behavior. *American Journal of Sociology*, 96(3), 589–625. <https://doi.org/10.1086/229573>
- Bakhshi Movahed, A., Aliahmadi, A., Parsanejad, M., & Nozari, H. (2023). A systematic review of collaboration in supply chain 4.0 with meta-synthesis method. *Supply Chain Analytics*, 4, 100052. <https://doi.org/10.1016/j.sca.2023.100052>
- Balfaqih, H., Nopiah, Z. Mohd., Saibani, N., & Al-Nory, M. T. (2016). Review of supply chain performance measurement systems: 1998–2015. *Computers in Industry*, 82, 135–150. <https://doi.org/10.1016/j.compind.2016.07.002>
- Bali, S., Gunasekaran, A., Aggarwal, S., Tyagi, B., & Bali, V. (2022). A strategic decision-making framework for sustainable reverse operations. *Journal of Cleaner Production*, 381, 135058. <https://doi.org/10.1016/j.jclepro.2022.135058>
- Bappeda Garut (Director). (2017). *Budidaya Tanaman Kopi Specialty (Garut Specialty Coffee)* [Video recording]. <https://www.youtube.com/watch?v=gOQ1YYmeE6o>
- Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17(1), 99–120. <https://doi.org/10.1177/014920639101700108>
- Barney, J. B., & Arian, A. M. (2005). The Resource-based View: Origins and Implications. In M. A. Hitt, R. E. Freeman, & J. S. Harrison (Eds.), *The Blackwell Handbook of Strategic Management* (1st ed., pp. 123–182). Wiley. <https://doi.org/10.1111/b.9780631218616.2006.00006.x>
- Bashiri, M., Tjahjono, B., Lazell, J., Ferreira, J., & Perdana, T. (2021). The Dynamics of Sustainability Risks in the Global Coffee Supply Chain: A Case of Indonesia–UK. *Sustainability*, 13(2), 589. <https://doi.org/10.3390/su13020589>

- Beamon, B. M. (1999). Measuring supply chain performance. *International Journal of Operations & Production Management*, 19(3), 275–292. <https://doi.org/10.1108/01443579910249714>
- Becker, G. S. (2009). *Human Capital: A Theoretical and Empirical Analysis, with Special Reference to Education*. University of Chicago Press.
- Belhadi, A., Kamble, S., Gunasekaran, A., & Mani, V. (2022). Analyzing the mediating role of organizational ambidexterity and digital business transformation on industry 4.0 capabilities and sustainable supply chain performance. *Supply Chain Management: An International Journal*, 27(6), 696–711. <https://doi.org/10.1108/SCM-04-2021-0152>
- Bierly, P. E., & Daly, P. S. (2007). Alternative Knowledge Strategies, Competitive Environment, and Organizational Performance in Small Manufacturing Firms. *Entrepreneurship Theory and Practice*, 31(4), 493–516. <https://doi.org/10.1111/j.1540-6520.2007.00185.x>
- Birkie, S. E., Trucco, P., & Fernandez Campos, P. (2017). Effectiveness of resilience capabilities in mitigating disruptions: Leveraging on supply chain structural complexity. *Supply Chain Management: An International Journal*, 22(6), 506–521. <https://doi.org/10.1108/SCM-01-2017-0009>
- Bititci, U. S., Turner, Ut., & Begemann, C. (2000). Dynamics of performance measurement systems. *International Journal of Operations & Production Management*, 20(6), 692–704. <https://doi.org/10.1108/01443570010321676>
- Bourne, M., Melnyk, S., & Bititci, U. S. (2018). Performance measurement and management: Theory and practice. *International Journal of Operations & Production Management*, 38(11), 2010–2021. <https://doi.org/10.1108/IJOPM-11-2018-784>
- BPS. (2024a). *BPS Indonesia*. <https://www.bps.go.id/>
- BPS, B. (2024b). *Statistik Kopi Indonesia* (Vol. 8, 2024). Badan Statistik Indonesia. <https://assets.dataindonesia.id/2025/04/28/1745824522364-37-28.-statistik-kopi-indonesia-2023.pdf>
- Brandon-Jones, E., Squire, B., Autry, C. W., & Petersen, K. J. (2014). A Contingent Resource-Based Perspective of Supply Chain Resilience and Robustness. *Journal of Supply Chain Management*, 50(3), 55–73. <https://doi.org/10.1111/jscm.12050>
- Braunscheidel, M. J., & Suresh, N. C. (2009). The organizational antecedents of a firm's supply chain agility for risk mitigation and response. *Journal of Operations Management*, 27(2), 119–140. <https://doi.org/10.1016/j.jom.2008.09.006>
- Burton, M. D., O'Reilly, C. A., & Bidwell, M. J. (2012). Management Systems for Exploration and Exploitation. *Academy of Management Proceedings*, 2012(1), 11809. <https://doi.org/10.5465/AMBPP.2012.11809abstract>

- Byrne, B. M. (2010). *Structural equation modeling with AMOS: Basic concepts, applications, and programming* (Second edition (Online-Ausg.)). Routledge.
- Cai, J., Liu, X., Xiao, Z., & Liu, J. (2009). Improving supply chain performance management: A systematic approach to analyzing iterative KPI accomplishment. *Decision Support Systems*, 46(2), 512–521. <https://doi.org/10.1016/j.dss.2008.09.004>
- Cao, Q., Gedajlovic, E., & Zhang, H. (2009). Unpacking Organizational Ambidexterity: Dimensions, Contingencies, and Synergistic Effects. *Organization Science*, 20(4), 781–796. <https://doi.org/10.1287/orsc.1090.0426>
- Carpenter, M. A., Geletkanycz, M. A., & Sanders, Wm. G. (2004). Upper Echelons Research Revisited: Antecedents, Elements, and Consequences of Top Management Team Composition. *Journal of Management*, 30(6), 749–778. <https://doi.org/10.1016/j.jm.2004.06.001>
- Chan, F. T. S. (2003). Performance Measurement in a Supply Chain. *The International Journal of Advanced Manufacturing Technology*, 21(7), 534–548. <https://doi.org/10.1007/s001700300063>
- Chandler, A. D. (2001). *Strategy and structure: Chapters in the history of the industrial enterprise* (22. print). MIT Press.
- Chen, C.-C., Khan, A., Lu, K.-H., Wibowo, A., Chen, S.-C., & Ruangkanjanases, A. (2021). Supply Chain Ambidexterity and Green SCM: Moderating Role of Network Capabilities. *Sustainability*, 13(11), 5974. <https://doi.org/10.3390/su13115974>
- Chowdhury, M. M. H., Quaddus, M., & Agarwal, R. (2019). Supply chain resilience for performance: Role of relational practices and network complexities. *Supply Chain Management: An International Journal*, 24(5), 659–676. <https://doi.org/10.1108/SCM-09-2018-0332>
- Chowdhury, Md. M. H., & Quaddus, M. A. (2015). A multiple objective optimization based QFD approach for efficient resilient strategies to mitigate supply chain vulnerabilities: The case of garment industry of Bangladesh. *Omega*, 57, 5–21. <https://doi.org/10.1016/j.omega.2015.05.016>
- Christopher, M. (2016). *Logistics & supply chain management* (Fifth Edition). Pearson Education.
- Christopher, M., & Holweg, M. (2011). “Supply Chain 2.0”: Managing supply chains in the era of turbulence. *International Journal of Physical Distribution & Logistics Management*, 41(1), 63–82. <https://doi.org/10.1108/09600031111101439>

- Christopher, M., & Peck, H. (2004). Building the Resilient Supply Chain. *The International Journal of Logistics Management*, 15(2), 1–14. <https://doi.org/10.1108/09574090410700275>
- Christopher, M., & Towill, D. (2001). An integrated model for the design of agile supply chains. *International Journal of Physical Distribution & Logistics Management*, 31(4), 235–246. <https://doi.org/10.1108/09600030110394914>
- Chunsheng, L., Wong, C. W. Y., Yang, C.-C., Shang, K.-C., & Lirn, T. (2019). Value of supply chain resilience: Roles of culture, flexibility, and integration. *International Journal of Physical Distribution & Logistics Management*, 50(1), 80–100. <https://doi.org/10.1108/IJPDLM-02-2019-0041>
- Claassen, M. J. T., Van Weele, A. J., & Van Raaij, E. M. (2008). Performance outcomes and success factors of vendor managed inventory (VMI). *Supply Chain Management: An International Journal*, 13(6), 406–414. <https://doi.org/10.1108/13598540810905660>
- Cohen, A. (2007). One Nation, Many Cultures: A Cross-Cultural Study of the Relationship Between Personal Cultural Values and Commitment in the Workplace to In-Role Performance and Organizational Citizenship Behavior. *Cross-Cultural Research*, 41(3), 273–300. <https://doi.org/10.1177/1069397107302090>
- Coulter, M. K. (2005). *Strategic management in action* (3rd ed., intern. ed). Pearson Prentice Hall.
- Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed). SAGE Publications.
- Daft, R. L. (2001). *Organization theory and design* (7th ed). South-Western College Publishing.
- Darnhofer, I., Fairweather, J., & Moller, H. (2010). Assessing a farm's sustainability: Insights from resilience thinking. *International Journal of Agricultural Sustainability*, 8(3), 186–198. <https://doi.org/10.3763/ijas.2010.0480>
- De Toni, A., & Tonchia, S. (2001). Performance measurement systems—Models, characteristics and measures. *International Journal of Operations & Production Management*, 21(1/2), 46–71. <https://doi.org/10.1108/01443570110358459>
- DeGroote, S. E., & Marx, T. G. (2013). The impact of IT on supply chain agility and firm performance: An empirical investigation. *International Journal of Information Management*, 33(6), 909–916. <https://doi.org/10.1016/j.ijinfomgt.2013.09.001>
- Dess, G. G., McNamara, G., & Eisner, A. B. (2016). *Strategic management: Text and cases* (Eight edition). McGraw-Hill Education.

- Dinas Perkebunan. (2023). *Laporan Kinerja Instansi Pemerintah Dinas Perkebunan Provinsi Jawa Barat Tahun Anggaran 2023*.
- Disbun Jabar. (2017). *Statistik Perkebunan Provinsi Jawa Barat*. Dinas Perkebunan Provinsi Jawa Barat.
- Ditjenbun Kementan RI. (2023). *Statistik Perkebunan Indonesia (Ditjenbun Kementan RI, 2023*. <https://ditjenbun.pertanian.go.id/?publikasi=buku-statistik-perkebunan-2023-2025-jilid-i>
- Do, T.-N., Kumar, V., & Do, M.-H. (2019). Prioritize the key parameters of Vietnamese coffee industries for sustainability. *International Journal of Productivity and Performance Management*, 69(6), 1153–1176. <https://doi.org/10.1108/IJPPM-06-2019-0282>
- Dolan, C., & Humphrey, J. (2004). Changing Governance Patterns in the Trade in Fresh Vegetables between Africa and the United Kingdom. *Environment and Planning A: Economy and Space*, 36(3), 491–509. <https://doi.org/10.1068/a35281>
- Donaldson, L. (2006). The Contingency Theory of Organizational Design: Challenges and Opportunities. In R. M. Burton, D. D. Håkonsson, B. Eriksen, & C. C. Snow (Eds.), *Organization Design* (Vol. 6, pp. 19–40). Springer US. https://doi.org/10.1007/0-387-34173-0_2
- Doz, Y. L., & Kosonen, M. (2010). Embedding Strategic Agility. *Long Range Planning*, 43(2–3), 370–382. <https://doi.org/10.1016/j.lrp.2009.07.006>
- Dwayne Whitten, G., Green, K. W., & Zelbst, P. J. (2012). Triple-A supply chain performance. *International Journal of Operations & Production Management*, 32(1), 28–48. <https://doi.org/10.1108/01443571211195727>
- Dyer, J. H., & Singh, H. (1998). The Relational View: Cooperative Strategy and Sources of Interorganizational Competitive Advantage. *The Academy of Management Review*, 23(4), 660. <https://doi.org/10.2307/259056>
- Ebben, J. J., & Johnson, A. C. (2005). Efficiency, flexibility, or both? Evidence linking strategy to performance in small firms. *Strategic Management Journal*, 26(13), 1249–1259. <https://doi.org/10.1002/smj.503>
- Eckstein, D., Goellner, M., Blome, C., & Henke, M. (2015). The performance impact of supply chain agility and supply chain adaptability: The moderating effect of product complexity. *International Journal of Production Research*, 53(10), 3028–3046. <https://doi.org/10.1080/00207543.2014.970707>
- Eisenhardt, K. M. (1989). Agency Theory: An Assessment and Review. *The Academy of Management Review*, 14(1), 57. <https://doi.org/10.2307/258191>
- Fiske, S. T., & Taylor, S. E. (1991). *Social cognition* (2nd ed). McGraw-Hill.

- Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39. <https://doi.org/10.2307/3151312>
- Frohlich, M. T., & Westbrook, R. (2001). Arcs of integration: An international study of supply chain strategies. *Journal of Operations Management*, 19(2), 185–200. [https://doi.org/10.1016/S0272-6963\(00\)00055-3](https://doi.org/10.1016/S0272-6963(00)00055-3)
- Furrer, O., Thomas, H., & Goussevskaia, A. (2008). The structure and evolution of the strategic management field: A content analysis of 26 years of strategic management research. *International Journal of Management Reviews*, 10(1), 1–23. <https://doi.org/10.1111/j.1468-2370.2007.00217.x>
- Gellynck, X., & Molnár, A. (2009). Chain governance structures: The European traditional food sector. *British Food Journal*, 111(8), 762–775. <https://doi.org/10.1108/00070700910980900>
- Gereffi, G., & Fernandez-Stark, K. (2016). *Global Value Chain Analysis: A Primer, 2nd Edition* (Second Edition). <https://hdl.handle.net/10161/12488>
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25* (Edisi 9).
- Gibson, C. B., & Birkinshaw, J. (2004). THE ANTECEDENTS, CONSEQUENCES, AND MEDIATING ROLE OF ORGANIZATIONAL AMBIDEXTERITY. *Academy of Management Journal*, 47(2), 209–226. <https://doi.org/10.2307/20159573>
- Giovannucci, D., & Ponte, S. (2005). Standards as a new form of social contract? Sustainability initiatives in the coffee industry. *Food Policy*, 30(3), 284–301. <https://doi.org/10.1016/j.foodpol.2005.05.007>
- Giudici, A., & Reinmoeller, P. (2012). Dynamic capabilities in the dock: A case of reification? *Strategic Organization*, 10(4), 436–449. <https://doi.org/10.1177/1476127012457977>
- Gligor, D. M., Holcomb, M. C., & Stank, T. P. (2013). A Multidisciplinary Approach to Supply Chain Agility: Conceptualization and Scale Development. *Journal of Business Logistics*, 34(2), 94–108. <https://doi.org/10.1111/jbl.12012>
- Gopal, P. R. C., & Thakkar, J. (2012). A review on supply chain performance measures and metrics: 2000-2011. *International Journal of Productivity and Performance Management*, 61(5), 518–547. <https://doi.org/10.1108/17410401211232957>
- Grant, R. M. (1996). Toward a knowledge-based theory of the firm: Knowledge-based Theory of the Firm. *Strategic Management Journal*, 17(S2), 109–122. <https://doi.org/10.1002/smj.4250171110>
- Guerras-Martín, L. Á., Madhok, A., & Montoro-Sánchez, Á. (2014). The evolution of strategic management research: Recent trends and current directions.

- BRQ Business Research Quarterly*, 17(2), 69–76. <https://doi.org/10.1016/j.brq.2014.03.001>
- Guimarães, Y. M., Eustachio, J. H. P. P., Leal Filho, W., Martinez, L. F., Do Valle, M. R., & Caldana, A. C. F. (2022). Drivers and barriers in sustainable supply chains: The case of the Brazilian coffee industry. *Sustainable Production and Consumption*, 34, 42–54. <https://doi.org/10.1016/j.spc.2022.08.031>
- Gunasekaran, A., Patel, C., & McGaughey, R. E. (2004). A framework for supply chain performance measurement. *International Journal of Production Economics*, 87(3), 333–347. <https://doi.org/10.1016/j.ijpe.2003.08.003>
- Hair, J. F. (Ed.). (2010). *Multivariate data analysis* (7th ed). Prentice Hall.
- Hair, J. F., Babin, B. J., Ringle, C. M., Sarstedt, M., & Becker, J.-M. (2025). Covariance-based structural equation modeling (CB-SEM): A SmartPLS 4 software tutorial. *Journal of Marketing Analytics*. <https://doi.org/10.1057/s41270-025-00414-6>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate data analysis* (7. Auflage, Pearson new internat. ed). Pearson.
- Hamann, P. M., & Schiemann, F. (2021). Organizational performance as a set of four dimensions: An empirical analysis. *Journal of Business Research*, 127, 45–65. <https://doi.org/10.1016/j.jbusres.2021.01.012>
- Hambrick, D. C., & Mason, P. A. (1984). Upper Echelons: The Organization as a Reflection of Its Top Managers. *The Academy of Management Review*, 9(2), 193. <https://doi.org/10.2307/258434>
- Harrison, J. S., & Freeman, R. E. (1999). STAKEHOLDERS, SOCIAL RESPONSIBILITY, AND PERFORMANCE: EMPIRICAL EVIDENCE AND THEORETICAL PERSPECTIVES. *Academy of Management Journal*, 42(5), 479–485. <https://doi.org/10.2307/256971>
- Harvey, D. F. (1988). *Strategic management and business policy* (2nd ed). Merrill.
- Hausman, W. H. (2004). Supply Chain Performance Metrics. In *The Practice of Supply Chain Management: Where Theory and Application Converge* (Vol. 62, pp. 61–73). Springer-Verlag. https://doi.org/10.1007/0-387-27275-5_4
- He, Z.-L., & Wong, P.-K. (2004). Exploration vs. Exploitation: An Empirical Test of the Ambidexterity Hypothesis. *Organization Science*, 15(4), 481–494. <https://doi.org/10.1287/orsc.1040.0078>
- Heij, C. V., Volberda, H. W., & Hollen, R. M. A. (2024). To replicate or to renew your business model? The performance effect in dynamic environments. *Long Range Planning*, 57(3), 102440. <https://doi.org/10.1016/j.lrp.2024.102440>
- Herrmann, P. (2005). Evolution of strategic management: The need for new dominant designs. *International Journal of Management Reviews*, 7(2), 111–130. <https://doi.org/10.1111/j.1468-2370.2005.00108.x>

- Herscovis, M. S. (2011). "Incivility, social undermining, bullying...oh my!": A call to reconcile constructs within workplace aggression research. *Journal of Organizational Behavior*, 32(3), 499–519. <https://doi.org/10.1002/job.689>
- Higgins, J. M., & Vincze, J. W. (1993). *Strategic management: Text and cases* (5th ed). Dryden Press.
- Hill, S. A., & Birkinshaw, J. (2014). Ambidexterity and Survival in Corporate Venture Units. *Journal of Management*, 40(7), 1899–1931. <https://doi.org/10.1177/0149206312445925>
- Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2009). *Strategic management: Competitiveness and globalization: concepts & cases* (8th ed). South-Western.
- Holling, C. S. (1973). Resilience and Stability of Ecological Systems. *Annual Review of Ecology and Systematics*, 4(1), 1–23. <https://doi.org/10.1146/annurev.es.04.110173.000245>
- Hu, L., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A Multidisciplinary Journal*, 6(1), 1–55. <https://doi.org/10.1080/10705519909540118>
- Huda, A. M., & Martanti, D. E. (2018). *PENGANTAR MANAJEMEN STRATEGIK*. Jayapangus Press.
- Hult, G. T. M., Ketchen, D. J., & Slater, S. F. (2005). Market orientation and performance: An integration of disparate approaches. *Strategic Management Journal*, 26(12), 1173–1181. <https://doi.org/10.1002/smj.494>
- Huo, B., Ye, Y., Zhao, X., & Shou, Y. (2016). The impact of human capital on supply chain integration and competitive performance. *International Journal of Production Economics*, 178, 132–143. <https://doi.org/10.1016/j.ijpe.2016.05.009>
- ICO. (2023). *International Coffee Organization (ICO)*,. <https://ico.org/>
- ICO, I. (2025). *Coffee Market report* (Juni 2025). International Coffee Organization. <https://www.ico.org/documents/cy2024-25/cmr-0125-e.pdf>
- Ivanov, D., & Dolgui, A. (2020). Viability of intertwined supply networks: Extending the supply chain resilience angles towards survivability. A position paper motivated by COVID-19 outbreak. *International Journal of Production Research*, 58(10), 2904–2915. <https://doi.org/10.1080/00207543.2020.1750727>
- Junni, P., Sarala, R. M., Taras, V., & Tarba, S. Y. (2013). Organizational Ambidexterity and Performance: A Meta-Analysis. *Academy of Management Perspectives*, 27(4), 299–312. <https://doi.org/10.5465/amp.2012.0015>

- Jüttner, U., Christopher, M., & Baker, S. (2007). Demand chain management-integrating marketing and supply chain management. *Industrial Marketing Management*, 36(3), 377–392. <https://doi.org/10.1016/j.indmarman.2005.10.003>
- Kang, S., & Moon, T. (2018). *Influence of Supply Chain Orientation on Supply Chain Performance through Dynamic Collaboration Capability* (08). ICIC International 学会. <https://doi.org/10.24507/icicel.12.08.855>
- Kaplan., R. S., & Norton, D. P. (1992). *The balanced scorecard—Measures that drive performance*. Harvard business review, 70(1), 71–79. <https://pubmed.ncbi.nlm.nih.gov/10119714/>
- Kaupila, O.-P. (2010). Creating ambidexterity by integrating and balancing structurally separate interorganizational partnerships. *Strategic Organization*, 8(4), 283–312. <https://doi.org/10.1177/1476127010387409>
- Kementan. (2021). *Renstra KEMENTAN 2020-2024*.
- Kementerian Pertanian RI. (2021). *Profil Petani Milenial dan Strategi Penguatan Regenerasi Petani di Indonesia*. Pusat Penyuluhan Pertanian, Badan Penyuluhan dan Pengembangan SDM Pertanian.
- Kenworthy, T. P., & Verbeke, A. (2015). The future of strategic management research: Assessing the quality of theory borrowing. *European Management Journal*, 33(3), 179–190. <https://doi.org/10.1016/j.emj.2015.03.007>
- Kilmann, R. H., Pondy, L. R., & Slevin, D. P. (Eds.). (1976). *The management of organization design*. North Holland.
- Kim, M., & Chai, S. (2017). The impact of supplier innovativeness, information sharing and strategic sourcing on improving supply chain agility: Global supply chain perspective. *International Journal of Production Economics*, 187, 42–52. <https://doi.org/10.1016/j.ijpe.2017.02.007>
- Kline, R. B. (2023). *Principles and practice of structural equation modeling* (Fifth edition). The Guilford Press.
- Kouadio, L., Tixier, P., Byraredy, V., Marcussen, T., Mushtaq, S., Rapidel, B., & Stone, R. (2021). Performance of a process-based model for predicting robusta coffee yield at the regional scale in Vietnam. *Ecological Modelling*, 443, 109469. <https://doi.org/10.1016/j.ecolmodel.2021.109469>
- Krause, D. R., Handfield, R. B., & Tyler, B. B. (2007). The relationships between supplier development, commitment, social capital accumulation and performance improvement. *Journal of Operations Management*, 25(2), 528–545. <https://doi.org/10.1016/j.jom.2006.05.007>
- Kristal, M. M., Huang, X., & Roth, A. V. (2010). The effect of an ambidextrous supply chain strategy on combinative competitive capabilities and business performance. *Journal of Operations Management*, 28(5), 415–429. <https://doi.org/c>

- Kumar, S., Sahoo, S., Lim, W. M., Kraus, S., & Bamel, U. (2022). Fuzzy-set qualitative comparative analysis (fsQCA) in business and management research: A contemporary overview. *Technological Forecasting and Social Change*, 178, 121599. <https://doi.org/10.1016/j.techfore.2022.121599>
- Kurniawan, B. P. Y., Sundari, S., & Wardati, I. (2019). Confirmatory Factor Analysis and the Development of a Supply Chain Management for Creating Sustainable Competitive Advantage of Coffee Production in Jember Indonesia. *International Journal of Supply Chain Management*, 8(4), 610–621. <https://doi.org/10.59160/ijscm.v8i4.3545>
- Kwak, D.-W., Seo, Y.-J., & Mason, R. (2018). Investigating the relationship between supply chain innovation, risk management capabilities and competitive advantage in global supply chains. *International Journal of Operations & Production Management*, 38(1), 2–21. <https://doi.org/10.1108/IJOPM-06-2015-0390>
- Lambert, D. M., & Cooper, M. C. (2000). Issues in Supply Chain Management. *Industrial Marketing Management*, 29(1), 65–83. [https://doi.org/10.1016/s0019-8501\(99\)00113-3](https://doi.org/10.1016/s0019-8501(99)00113-3)
- Lawrence, P. R., Hall, R. H., & Lorsch, J. W. (1968). Organization and Environment: Managing Differentiation and Integration. *Administrative Science Quarterly*, 13(1), 180. <https://doi.org/10.2307/2391270>
- Lebas, M., & Euske, K. (2002). A conceptual and operational delineation of performance. In A. Neely (Ed.), *Business Performance Measurement* (1st ed., pp. 65–79). Cambridge University Press. <https://doi.org/10.1017/CBO9780511753695.006>
- Lee, H. L. (2002). Aligning Supply Chain Strategies with Product Uncertainties. *California Management Review*, 44(3), 105–119. <https://doi.org/10.2307/41166135>
- Lee, S. M., & Rha, J. S. (2016). Ambidextrous supply chain as a dynamic capability: Building a resilient supply chain. *Management Decision*, 54(1), 2–23. <https://doi.org/10.1108/MD-12-2014-0674>
- Lenny Koh, S. C., Demirbag, M., Bayraktar, E., Tatoglu, E., & Zaim, S. (2007). The impact of supply chain management practices on performance of SMEs. *Industrial Management & Data Systems*, 107(1), 103–124. <https://doi.org/10.1108/02635570710719089>
- Lévesque, M., & Minniti, M. (2006). The effect of aging on entrepreneurial behavior. *Journal of Business Venturing*, 21(2), 177–194. <https://doi.org/10.1016/j.jbusvent.2005.04.003>
- Levinthal, D. A., & March, J. G. (1993). The myopia of learning. *Strategic Management Journal*, 14(S2), 95–112. <https://doi.org/10.1002/smj.4250141009>

- Li, S., Ragu-Nathan, B., Ragu-Nathan, T. S., & Subba Rao, S. (2006). The impact of supply chain management practices on competitive advantage and organizational performance. *Omega*, 34(2), 107–124. <https://doi.org/10.1016/j.omega.2004.08.002>
- Lodico, M. G., Spaulding, D. T., & Voegtler, K. H. (2006). *Methods in educational research: From theory to practice* (1. ed). Jossey-Bass.
- Lubatkin, M. H., Simsek, Z., Ling, Y., & Veiga, J. F. (2006). Ambidexterity and Performance in Small-to Medium-Sized Firms: The Pivotal Role of Top Management Team Behavioral Integration. *Journal of Management*, 32(5), 646–672. <https://doi.org/10.1177/0149206306290712>
- March, J. G. (1991). Exploration and Exploitation in Organizational Learning. *Organization Science*, 2(1), 71–87. <https://doi.org/10.1287/orsc.2.1.71>
- Marcoulides, G. A. (Ed.). (1998). *Modern Methods for Business Research* (0 ed.). Psychology Press. <https://doi.org/10.4324/9781410604385>
- Maskell, B. H. (1991). *Performance measurement for world class manufacturing: A model for American companies*. Productivity Press.
- McAdam, R., Miller, K., & McSorley, C. (2019). Towards a contingency theory perspective of quality management in enabling strategic alignment. *International Journal of Production Economics*, 207, 195–209. <https://doi.org/10.1016/j.ijpe.2016.07.003>
- Mentzer, J. T., DeWitt, W., Keebler, J. S., Min, S., Nix, N. W., Smith, C. D., & Zacharia, Z. G. (2001). DEFINING SUPPLY CHAIN MANAGEMENT. *Journal of Business Logistics*, 22(2), 1–25. <https://doi.org/10.1002/j.2158-1592.2001.tb00001.x>
- Mintzberg, H., & Waters, J. A. (1985). Of strategies, deliberate and emergent. *Strategic Management Journal*, 6(3), 257–272. <https://doi.org/10.1002/smj.4250060306>
- Moberg, C. R., Cutler, B. D., Gross, A., & Speh, T. W. (2002). Identifying antecedents of information exchange within supply chains. *International Journal of Physical Distribution & Logistics Management*, 32(9), 755–770. <https://doi.org/10.1108/09600030210452431>
- Montero, M., Schmalenberg, A.-C., Quirós, O., & Doluschitz, R. (2018). Identification of Supply Chain Performance Indicators: Case Study of Costa Rican Coffee Production. *Universal Journal of Industrial and Business Management*, 6(1), 1–10. <https://doi.org/10.13189/ujibm.2018.060101>
- Mukherjee, S., Nagariya, R., Mathiyazhagan, K., & Scuotto, V. (2023). Linking supply chain resilience with knowledge management for achieving supply chain performance. *Journal of Knowledge Management*. <https://doi.org/10.1108/JKM-12-2022-0985>

- Nag, R., Hambrick, D. C., & Chen, M.-J. (2007). What is strategic management, really? Inductive derivation of a consensus definition of the field. *Strategic Management Journal*, 28(9), 935–955. <https://doi.org/10.1002/smj.615>
- Neely, A. (1999). The performance measurement revolution: Why now and what next? *International Journal of Operations & Production Management*, 19(2), 205–228. <https://doi.org/10.1108/01443579910247437>
- Neely, A. (2005). The evolution of performance measurement research: Developments in the last decade and a research agenda for the next. *International Journal of Operations & Production Management*, 25(12), 1264–1277. <https://doi.org/10.1108/01443570510633648>
- Ng, E. S. W., & Gossett, C. W. (2013). Career Choice in Canadian Public Service: An Exploration of Fit With the Millennial Generation. *Public Personnel Management*, 42(3), 337–358. <https://doi.org/10.1177/0091026013495767>
- Nguyen, G. N. T., & Sarker, T. (2018). Sustainable coffee supply chain management: A case study in Buon Me Thuot City, Daklak, Vietnam. *International Journal of Corporate Social Responsibility*, 3(1), 1. <https://doi.org/10.1186/s40991-017-0024-x>
- Nunnally, J. C., & Bernstein, I. H. (2010). *Psychometric theory* (3. ed., [Nachdr.]). McGraw-Hill.
- O'Reilly, C. A., & Tushman, M. (2013). Organizational Ambidexterity: Past, Present and Future. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.2285704>
- Otto, A., & Kotzab, H. (2003). Does supply chain management really pay? Six perspectives to measure the performance of managing a supply chain. *European Journal of Operational Research*, 144(2), 306–320. [https://doi.org/10.1016/S0377-2217\(02\)00396-X](https://doi.org/10.1016/S0377-2217(02)00396-X)
- Palomino, E. R., Meza, S. H., Montes, D. R., Raffo, F. S., & Lo, W.-S. (2017). Organic Coffee Supply Chain Management in the San Martin Region of Peru. *International Journal of Innovation, Management and Technology*, 9–16. <https://doi.org/10.18178/ijimt.2017.8.1.694>
- Parnell, J. A. (2014). *Strategic Management: Theory and Practice*. SAGE Publications, Ltd. <https://doi.org/10.4135/9781506374598>
- Patel, P. C., Terjesen, S., & Li, D. (2012). Enhancing effects of manufacturing flexibility through operational absorptive capacity and operational ambidexterity. *Journal of Operations Management*, 30(3), 201–220. <https://doi.org/10.1016/j.jom.2011.10.004>
- Peng, M. W. (2001). The resource-based view and international business. *Journal of Management*, 27(6), 803–829. <https://doi.org/10.1177/014920630102700611>

- Peng, M. Y.-P., & Lin, K.-H. (2019). Impact of Ambidexterity and Environmental Dynamism on Dynamic Capability Development Trade-Offs. *Sustainability*, 11(8), 2334. <https://doi.org/10.3390/su11082334>
- Peterson, W., Gijsbers, G., & Wilks, M. (2003). *An Organizational Performance Assessment System for Agricultural Research Organizations: Concepts, Methods, and Procedures*. <https://doi.org/10.22004/AG.ECON.310698>
- Pettit, T. J., Croxton, K. L., & Fiksel, J. (2013). Ensuring Supply Chain Resilience: Development and Implementation of an Assessment Tool. *Journal of Business Logistics*, 34(1), 46–76. <https://doi.org/10.1111/jbl.12009>
- Pisano, G., & Shuen, A. (2008). DYNAMIC CAPABILITIES AND STRATEGIC MANAGEMENT. In D. J. Teece, *Technological Know-How, Organizational Capabilities, and Strategic Management* (pp. 27–51). WORLD SCIENTIFIC. https://doi.org/10.1142/9789812834478_0002
- Ponomarov, S. Y., & Holcomb, M. C. (2009). Understanding the concept of supply chain resilience. *The International Journal of Logistics Management*, 20(1), 124–143. <https://doi.org/10.1108/09574090910954873>
- Ponte, S. (2002). The 'Latte Revolution'? Regulation, Markets and Consumption in the Global Coffee Chain. *World Development*, 30(7), 1099–1122. [https://doi.org/10.1016/s0305-750x\(02\)00032-3](https://doi.org/10.1016/s0305-750x(02)00032-3)
- Porter, M. E. (1985). *Competitive advantage: Creating and sustaining superior performance* (4. printing). Free Pr. [u.a.].
- Porter, M. E., & Kramer, M. R. (2011, February). Creating Shared Value. *Harvard Business Review*, 89. <https://hbr.org/2011/01/the-big-idea-creating-shared-value>
- Pratondo, K., Kusmantini, T., & Sabihaini, S. (2021). Gaining Supply Chain Resilience and Performance Sustainability through Supply Chain Agility in Furniture SMEs in Yogyakarta. *International Journal of Social Science and Business*, 5(3), 392. <https://doi.org/10.23887/ijssb.v5i3.37945>
- Prensky, M. (2001). Digital Natives, Digital Immigrants Part 1. *On the Horizon*, 9(5), 1–6. <https://doi.org/10.1108/10748120110424816>
- Pundziene, A., Nikou, S., & Bouwman, H. (2022). The nexus between dynamic capabilities and competitive firm performance: The mediating role of open innovation. *European Journal of Innovation Management*, 25(6), 152–177. <https://doi.org/10.1108/EJIM-09-2020-0356>
- Queiroz, M. M., Ivanov, D., Dolgui, A., & Fosso Wamba, S. (2022). Impacts of epidemic outbreaks on supply chains: Mapping a research agenda amid the COVID-19 pandemic through a structured literature review. *Annals of Operations Research*, 319(1), 1159–1196. <https://doi.org/10.1007/s10479-020-03685-7>
- Quinn, J. B. (1980). *Strategies for change: Logical incrementalism*. R.D. Irwin.

- Raisch, S., & Birkinshaw, J. (2008). Organizational Ambidexterity: Antecedents, Outcomes, and Moderators. *Journal of Management*, 34(3), 375–409. <https://doi.org/10.1177/0149206308316058>
- Raisch, S., Birkinshaw, J., Probst, G., & Tushman, M. L. (2009). Organizational Ambidexterity: Balancing Exploitation and Exploration for Sustained Performance. *Organization Science*, 20(4), 685–695. <https://doi.org/10.1287/orsc.1090.0428>
- Ramos, E., Patrucco, A. S., & Chavez, M. (2023). Dynamic capabilities in the “new normal”: A study of organizational flexibility, integration and agility in the Peruvian coffee supply chain. *Supply Chain Management: An International Journal*, 28(1), 55–73. <https://doi.org/10.1108/SCM-12-2020-0620>
- Ramos-Rodríguez, A.-R., & Ruíz-Navarro, J. (2004). Changes in the intellectual structure of strategic management research: A bibliometric study of the Strategic Management Journal, 1980–2000. *Strategic Management Journal*, 25(10), 981–1004. <https://doi.org/10.1002/smj.397>
- Rigdon, E. E., Sarstedt, M., & Ringle, C. M. (2017). On Comparing Results from CB-SEM and PLS-SEM: Five Perspectives and Five Recommendations. *Marketing ZFP*, 39(3), 4–16. <https://doi.org/10.15358/0344-1369-2017-3-4>
- Rodríguez-González, R. M., Madrid-Guijarro, A., & Maldonado-Guzmán, G. (2023). Digital organizational culture and absorptive capacity as precursors to supply chain resilience and sustainable performance. *Journal of Cleaner Production*, 420, 138411. <https://doi.org/10.1016/j.jclepro.2023.138411>
- Rojo, A., Llorens-Montes, J., & Perez-Arostegui, M. N. (2016). The impact of ambidexterity on supply chain flexibility fit. *Supply Chain Management: An International Journal*, 21(4), 433–452. <https://doi.org/10.1108/SCM-08-2015-0328>
- Roshani, A., Walker-Davies, P., & Parry, G. (2024). Designing resilient supply chain networks: A systematic literature review of mitigation strategies. *Annals of Operations Research*, 341(2–3), 1267–1332. <https://doi.org/10.1007/s10479-024-06228-6>
- Ruiz-Benítez, R., López, C., & Real, J. C. (2018). The lean and resilient management of the supply chain and its impact on performance. *International Journal of Production Economics*, 203, 190–202. <https://doi.org/10.1016/j.ijpe.2018.06.009>
- Sabahi, S., & Parast, M. M. (2020). Firm innovation and supply chain resilience: A dynamic capability perspective. *International Journal of Logistics Research and Applications*, 23(3), 254–269. <https://doi.org/10.1080/13675567.2019.1683522>
- Sangari, M. S., Hosnavi, R., & Zahedi, M. R. (2015). The impact of knowledge management processes on supply chain performance: An empirical study. *The International Journal of Logistics Management*, 26(3), 603–626. <https://doi.org/10.1108/IJLM-09-2012-0100>

- Sarache-Castro, W. A., Costa-Salas, Y. J., & Martínez-Giraldo, J. P. (2015). Environmental performance evaluation under a green supply chain approach. *DYNA*, 82(189), 207–215. <https://doi.org/10.15446/dyna.v82n189.48550>
- Sarimveis, H., Patrinos, P., Tarantilis, C. D., & Kiranoudis, C. T. (2008). Dynamic modeling and control of supply chain systems: A review. *Computers & Operations Research*, 35(11), 3530–3561. <https://doi.org/10.1016/j.cor.2007.01.017>
- Sarstedt, M., Hair, J. F., Ringle, C. M., Thiele, K. O., & Gudergan, S. P. (2016). Estimation issues with PLS and CBSEM: Where the bias lies! *Journal of Business Research*, 69(10), 3998–4010. <https://doi.org/10.1016/j.jbusres.2016.06.007>
- Saunders, M. N. K., Lewis, P., & Thornhill, A. (2009). *Research methods for business students* (5th ed). Prentice Hall.
- Saunila, M., Ukko, J., & Jääskeläinen, A. (2024). The importance of performance measurement and management in sustainable supply chain governance among SMEs. *International Journal of Operations & Production Management*, 44(13), 229–250. <https://doi.org/10.1108/IJOPM-06-2023-0492>
- Sawik, T. (2017). A portfolio approach to supply chain disruption management. *International Journal of Production Research*, 55(7), 1970–1991. <https://doi.org/10.1080/00207543.2016.1249432>
- Scholten, K., Sharkey Scott, P., & Fynes, B. (2014). Mitigation processes – antecedents for building supply chain resilience. *Supply Chain Management: An International Journal*, 19(2), 211–228. <https://doi.org/10.1108/SCM-06-2013-0191>
- Schumacker, R., & Lomax, R. (2012). *A Beginner's Guide to Structural Equation Modeling* (0 ed.). Routledge. <https://doi.org/10.4324/9780203851319>
- Seashore, S. E., & Yuchtman, E. (1967). Factorial Analysis of Organizational Performance. *Administrative Science Quarterly*, 12(3), 377. <https://doi.org/10.2307/2391311>
- Shahadat, M. M. H., Chowdhury, A. H. M. Y., Nathan, R. J., & Fekete-Farkas, M. (2023). Digital Technologies for Firms' Competitive Advantage and Improved Supply Chain Performance. *Journal of Risk and Financial Management*, 16(2), 94. <https://doi.org/10.3390/jrfm16020094>
- Sheffi, Y., & Rice, J. B. (2005). *A Supply Chain View of the Resilient Enterprise*. <https://sloanreview.mit.edu/article/a-supply-chain-view-of-the-resilient-enterprise/>
- Shuo Shan, Li, L., Shou, Y., Kang, M., & Park, Y. W. (2023). Sustainable sourcing and agility performance: The moderating effects of organizational ambidexterity and supply chain disruption. *Australian Journal of*

- Management*, 48(2), 262–283.
<https://doi.org/10.1177/03128962211071128>
- Silva, G. M., Patrucco, A. S., & Gomes, P. J. (2025). Advancing green supply chains through downstream digitalization: An information processing theory perspective. *Journal of Purchasing and Supply Management*, 101015.
<https://doi.org/10.1016/j.pursup.2025.101015>
- Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2003). *Designing and managing the supply chain: Concepts, strategies, and case studies* (2nd ed). McGraw-Hill/Irwin.
- Simsek, Z. (2009). Organizational Ambidexterity: Towards a Multilevel Understanding. *Journal of Management Studies*, 46(4), 597–624.
<https://doi.org/10.1111/j.1467-6486.2009.00828.x>
- Sirmon, D. G., Hitt, M. A., & Ireland, R. D. (2007). Managing Firm Resources in Dynamic Environments to Create Value: Looking Inside the Black Box. *Academy of Management Review*, 32(1), 273–292.
<https://doi.org/10.5465/amr.2007.23466005>
- Soni, U., Jain, V., & Kumar, S. (2014). Measuring supply chain resilience using a deterministic modeling approach. *Computers & Industrial Engineering*, 74, 11–25. <https://doi.org/10.1016/j.cie.2014.04.019>
- Sousa, R., & Voss, C. A. (2008). Contingency research in operations management practices. *Journal of Operations Management*, 26(6), 697–713.
<https://doi.org/10.1016/j.jom.2008.06.001>
- Stange, R. (2017). *Strategic management at the level of purchase categories: A multiple case study to explore purchase category strategy development in practice*. Master's thesis, University of Twente.
- Stevenson, M., & Spring, M. (2007). Flexibility from a supply chain perspective: Definition and review. *International Journal of Operations & Production Management*, 27(7), 685–713.
<https://doi.org/10.1108/01443570710756956>
- Sukati, I., Hamid, A. B., Baharun, R., & Yusoff, R. M. (2012). The Study of Supply Chain Management Strategy and Practices on Supply Chain Performance. *Procedia - Social and Behavioral Sciences*, 40, 225–233.
<https://doi.org/10.1016/j.sbspro.2012.03.185>
- Supriadi, E. (2022). *Mandiri dengan Kopi dan Koperasi*.
<https://wartakoperasi.net/mandiri-dengan-kopi-dan-koperasi-detail-441165.html>
- Swafford, P. M., Ghosh, S., & Murthy, N. (2006). The antecedents of supply chain agility of a firm: Scale development and model testing. *Journal of Operations Management*, 24(2), 170–188.
<https://doi.org/10.1016/j.jom.2005.05.002>

- Swafford, P. M., Ghosh, S., & Murthy, N. (2008). Achieving supply chain agility through IT integration and flexibility. *International Journal of Production Economics*, 116(2), 288–297. <https://doi.org/10.1016/j.ijpe.2008.09.002>
- Syahputra, A. N., Pujiyanto, T., & Ardiansah, I. (2020). Analisis dan Pengukuran Kinerja Rantai Pasok Kopi di PT Sinar Mayang Lestari. *Jurnal Ekonomi Pertanian Dan Agribisnis*, 4(1), 58–67. <https://doi.org/10.21776/ub.jepa.2020.004.01.6>
- Talluri, S. S., Kull, T. J., Yildiz, H., & Yoon, J. (2013). Assessing the Efficiency of Risk Mitigation Strategies in Supply Chains. *Journal of Business Logistics*, 34(4), 253–269. <https://doi.org/10.1111/jbl.12025>
- Tamayo-Torres, J., Gutierrez-Gutierrez, L., & Ruiz-Moreno, A. (2014). The relationship between exploration and exploitation strategies, manufacturing flexibility and organizational learning: An empirical comparison between Non-ISO and ISO certified firms. *European Journal of Operational Research*, 232(1), 72–86. <https://doi.org/10.1016/j.ejor.2013.06.040>
- Tang, C. S. (2006). Robust strategies for mitigating supply chain disruptions. *International Journal of Logistics Research and Applications*, 9(1), 33–45. <https://doi.org/10.1080/13675560500405584>
- Tarafdar, M., & Qrunfleh, S. (2017). Agile supply chain strategy and supply chain performance: Complementary roles of supply chain practices and information systems capability for agility. *International Journal of Production Research*, 55(4), 925–938. <https://doi.org/10.1080/00207543.2016.1203079>
- Taticchi, P., Tonelli, F., & Cagnazzo, L. (2010). Performance measurement and management: A literature review and a research agenda. *Measuring Business Excellence*, 14(1), 4–18. <https://doi.org/10.1108/13683041011027418>
- Tavani, S. N., Sharifi, H., & Ismail, H. S. (2013). A study of contingency relationships between supplier involvement, absorptive capacity and agile product innovation. *International Journal of Operations & Production Management*, 34(1), 65–92. <https://doi.org/10.1108/IJOPM-09-2011-0331>
- Tawse, A., & Tabesh, P. (2023). Thirty years with the balanced scorecard: What we have learned. *Business Horizons*, 66(1), 123–132. <https://doi.org/10.1016/j.bushor.2022.03.005>
- Teece, D. J. (2007). Explicating dynamic capabilities: The nature and microfoundations of (sustainable) enterprise performance. *Strategic Management Journal*, 28(13), 1319–1350. <https://doi.org/10.1002/smj.640>
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509–533. [https://doi.org/10.1002/\(SICI\)1097-0266\(199708\)18:7<509::AID-SMJ882>3.0.CO;2-Z](https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z)

- Teece, D., Peteraf, M. A., & Leih, S. (2016). Dynamic Capabilities and Organizational Agility: Risk, Uncertainty and Entrepreneurial Management in the Innovation Economy. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.2771245>
- Tempelaar, M. P., & Van De Vrande, V. (2012). Dynamism, Munificence, Internal and External Exploration-Exploitation and Their Performance Effects. *Academy of Management Proceedings*, 2012(1), 16656. <https://doi.org/10.5465/AMBPP.2012.16656abstract>
- Tenenhaus, M., Vinzi, V. E., Chatelin, Y.-M., & Lauro, C. (2005). PLS path modeling. *Computational Statistics & Data Analysis*, 48(1), 159–205. <https://doi.org/10.1016/j.csda.2004.03.005>
- Thakkar, J., Kanda, A., & Deshmukh, S. G. (2009). Supply chain performance measurement framework for small and medium scale enterprises. *Benchmarking: An International Journal*, 16(5), 702–723. <https://doi.org/10.1108/14635770910987878>
- Ton, G., Vellema, S., & De Ruyter De Wildt, M. (2010). Credible Evidence: Anticipating Validity Threats in Impact Evaluations of Agricultural Value Chain Support. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.1609680>
- Torabi, S. A., Baghersad, M., & Mansouri, S. A. (2015). Resilient supplier selection and order allocation under operational and disruption risks. *Transportation Research Part E: Logistics and Transportation Review*, 79, 22–48. <https://doi.org/10.1016/j.tre.2015.03.005>
- Townsend, R., Lampietti, J., & Treguer, D. (2019). *FUTURE of FOOD Harnessing Digital Technologies to Improve Food System Outcomes*. World Bank.
- Tracy, B. (2015). *Business strategy*. AMACOM, American Management Association.
- Trienekens, J. H. (2011). *Agricultural Value Chains in Developing Countries A Framework for Analysis*. <https://doi.org/10.22004/AG.ECON.103987>
- Trujillo-Gallego, M., Sarache, W., & Sellitto, M. A. (2020). Environmental performance in manufacturing companies: A benchmarking study. *Benchmarking: An International Journal*, 28(2), 670–694. <https://doi.org/10.1108/BIJ-05-2020-0225>
- USDA, U. F. (2025). *Indonesia: Coffee Annual* (June 2025). USDA. <https://apps.fas.usda.gov/psdonline/circulars/coffee.pdf>
- Van Looy, B., Martens, T., & Debackere, K. (2005). Organizing for Continuous Innovation: On the Sustainability of Ambidextrous Organizations. *Creativity and Innovation Management*, 14(3), 208–221. <https://doi.org/10.1111/j.1467-8691.2005.00341.x>

- Vanpoucke, E., & Ellis, S. C. (2019). Building supply-side resilience – a behavioural view. *International Journal of Operations & Production Management*, 40(1), 11–33. <https://doi.org/10.1108/IJOPM-09-2017-0562>
- Vega, D., Arvidsson, A., & Saïah, F. (2023). Resilient supply management systems in times of crisis. *International Journal of Operations & Production Management*, 43(1), 70–98. <https://doi.org/10.1108/IJOPM-03-2022-0192>
- Venkatraman, N., & Camillus, J. C. (1984). Exploring the Concept of “Fit” in Strategic Management. *Academy of Management Review*, 9(3), 513–525. <https://doi.org/10.5465/amr.1984.4279696>
- Venkatraman, N., & Ramanujam, V. (1986). Measurement of Business Performance in Strategy Research: A Comparison of Approaches. *The Academy of Management Review*, 11(4), 801. <https://doi.org/10.2307/258398>
- Vickery, S. K., Jayaram, J., Droge, C., & Calantone, R. (2003). The effects of an integrative supply chain strategy on customer service and financial performance: An analysis of direct versus indirect relationships. *Journal of Operations Management*, 21(5), 523–539. <https://doi.org/10.1016/j.jom.2003.02.002>
- Wang, S. L., Luo, Y., Maksimov, V., Sun, J., & Celly, N. (2019). Achieving Temporal Ambidexterity in New Ventures. *Journal of Management Studies*, 56(4), 788–822. <https://doi.org/10.1111/joms.12431>
- Wheelen, T. L., Hunger, J. D., & Hoffman, A. N. (2018). *Strategic management and business policy: Globalization, innovation, and sustainability* (Fifteenth edition). Pearson.
- Whittington, R. (2006). Completing the Practice Turn in Strategy Research. *Organization Studies*, 27(5), 613–634. <https://doi.org/10.1177/0170840606064101>
- Wieland, A., & Wallenburg, C. M. (2013). The influence of relational competencies on supply chain resilience: A relational view. *International Journal of Physical Distribution & Logistics Management*, 43(4), 300–320. <https://doi.org/10.1108/IJPDLM-08-2012-0243>
- Wijaya Ibr, H., & Zailani, S. (2010). A Review on the Competitiveness of Global Supply Chain in a Coffee Industry in Indonesia. *International Business Management*, 4(3), 105–115. <https://doi.org/10.3923/ibm.2010.105.115>
- Wilujeng, S., Sarwoko, E., & Nikmah, F. (2022). Triple-A strategy: For supply chain performance of Indonesian SMEs. *Uncertain Supply Chain Management*, 10(1), 95–100. <https://doi.org/10.5267/j.uscm.2021.10.007>
- Wong, H., Potter, A., & Naim, M. (2011). Evaluation of postponement in the soluble coffee supply chain: A case study. *International Journal of Production Economics*, 131(1), 355–364. <https://doi.org/10.1016/j.ijpe.2010.08.015>
- Xiao, T., Arian, A. M., & Barney, J. B. (2018). Resource-Based View. In M. Augier & D. J. Teece (Eds.), *The Palgrave Encyclopedia of Strategic Management*

- (pp. 1457–1466). Palgrave Macmillan UK. https://doi.org/10.1057/978-1-137-00772-8_512
- Yang, Y., & Jiang, Y. (2023). Buyer-supplier CSR alignment and firm performance: A contingency theory perspective. *Journal of Business Research*, 154, 113340. <https://doi.org/10.1016/j.jbusres.2022.113340>
- Youn, S., (Mark) Yang, M. G., & Hong, P. (2012). Integrative leadership for effective supply chain implementation: An empirical study of Korean firms. *International Journal of Production Economics*, 139(1), 237–246. <https://doi.org/10.1016/j.ijpe.2012.04.013>
- Zeithaml, V. A., “Rajan” Varadarajan, P., & Zeithaml, C. P. (1988). The Contingency Approach: Its Foundations and Relevance to Theory Building and Research in Marketing. *European Journal of Marketing*, 22(7), 37–64. <https://doi.org/10.1108/EUM0000000005291>
- Zhang, M., & Huo, B. (2013). The impact of dependence and trust on supply chain integration. *International Journal of Physical Distribution & Logistics Management*, 43(7), 544–563. <https://doi.org/10.1108/ijpdlm-10-2011-0171>
- Zhang, X., He, X., Du, X., Zhang, A., & Dong, Y. (2023). Supply Chain Practices, Dynamic Capabilities, and Performance: The Moderating Role of Big Data Analytics. *Journal of Organizational and End User Computing*, 35(3), 1–26. <https://doi.org/10.4018/JOEUC.325214>
- Zhao, N., Hong, J., & Lau, K. H. (2023). Impact of supply chain digitalization on supply chain resilience and performance: A multi-mediation model. *International Journal of Production Economics*, 259, 108817. <https://doi.org/10.1016/j.ijpe.2023.108817>
- Zsidisin, G. A., & Ellram, L. M. (2003). An Agency Theory Investigation of Supply Risk Management. *The Journal of Supply Chain Management*, 39(3), 15–27. <https://doi.org/10.1111/j.1745-493X.2003.tb00156.x>
- Zsidisin, G. A., & Wagner, S. M. (2010). DO PERCEPTIONS BECOME REALITY? THE MODERATING ROLE OF SUPPLY CHAIN RESILIENCY ON DISRUPTION OCCURRENCE. *Journal of Business Logistics*, 31(2), 1–20. <https://doi.org/10.1002/j.2158-1592.2010.tb00140.x>