



**The Influence of Internal Integration On Operational  
Performance Through Supplier Integration At PT  
Rotte Ragam Rasa (Rotte Bakery) Pekanbaru**

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ARTICLE INFO	ABSTRACT
<p>Accepted: 27 July 2024 Revised: 28 July 2024 Approved: 01 October 2024</p> <p>Keywords: <i>Internal Integration, Supplier Integration, Operational Performance</i></p>	<p>This research aims to determine the effect of Internal Integration on Operational Performance through Supplier Integration at PT. Rotte Ragam Rasa Pekanbaru. The population in this study consists of the management and operational teams at PT—Rotte Ragam Rasa Pekanbaru, totaling 35 individuals. The sampling technique that will be used in this research is Non-Probability Sampling, specifically referred to as saturation sampling. This means that all 35 management and operational teams at PT. Rotte Ragam Rasa Pekanbaru will be included. Structural Equation Modeling (SEM) is the analytical method used in this research, processed using SmartPLS version 4.0. The results of the hypothesis test from this study indicate that Internal Integration significantly and positively influences Operational Performance. Supplier Integration is significantly and positively influenced by internal integration. Operational performance is significantly and positively influenced by supplier integration. Supplier integration minimizes the influence of internal integration on operational performance</p>

**INTRODUCTION**

The food and beverage industry continues to show significant development in Indonesia. Its contribution to the economy is evident from the data on Indonesia's economic growth in 2023, which recorded a figure of 5.05%, with the food and beverage industry contributing 10.01%. (Badan Pusat Statistik, 2024). One of the subsectors that has experienced rapid growth is the bread industry, which plays a vital role in meeting consumer demand for high-quality food products.

Rotte Bakery, one of the companies operating in the bread industry in Pekanbaru, has experienced significant growth since its establishment in 2016 by Syafrizal Abdul Rasyid. This company now has 39 branches spread throughout the Riau Province, with most of the outlets located in Pekanbaru. Rotte Bakery focuses

on improving operational performance and internal integration through supplier integration to maintain competitiveness in the competitive industry.

Operational performance is the leading indicator in assessing how effectively a company conducts its business activities to achieve strategic goals. Good operational performance includes productivity, quality, cost efficiency, and speed in meeting market needs. In the supply chain context, operational performance is greatly influenced by how well the company can manage production processes, distribution, and relationships with suppliers and customers.

According to Fahmila (2018), a company's operational performance can be measured by achieving competitive advantage, divided into two main approaches: value and productivity. Value advantage denotes the company's capacity to provide items that deliver superior value relative to competitors, encompassing both quality and customer experience. Meanwhile, productivity advantage focuses on the company's ability to produce products at a lower cost without sacrificing quality, achieved through innovation and efficiency in the production process.

In the context of Rotte Bakery, operational performance is measured through the company's success in meeting sales targets, maintaining product quality at each branch, and ensuring efficiency in the raw material distribution process. Based on sales data over the past five years, the company has shown variation in target achievement; overall, these achievements have contributed to a comprehensive improvement in operational performance.

Prior studies have demonstrated that Internal Integration is crucial for enhancing operational performance. Djanim (2020) and Azhary and Siregar (2022) found that the better the internal coordination between departments, the higher the operational efficiency that can be achieved. This coordination allows the production process to run more smoothly, the response time to market demand to be faster, and the product quality to be better maintained.

Moreover, Supplier Integration substantially influences operational performance. According to Rahman and Martadisastra (2022), companies that effectively implement integration with suppliers will experience increased operational efficiency due to good coordination regarding raw material procurement, production planning, and product delivery. In the case of Rotte Bakery, delays or disruptions in the procurement of raw materials can negatively impact operational performance, as happened when there were obstacles in importing wheat raw materials from Russia.

Therefore, the organization must incorporate internal and supplier integration for optimal operational performance. Good integration between internal departments and close relationships with suppliers allow the company to increase efficiency, reduce production costs, and accelerate response times to market demand. This will ultimately positively impact productivity, product quality, and overall customer satisfaction.

## **LITERATURE REVIEW**

## **Operational Performance**

Operational performance is characterized by a company's efficacy in attaining its established objectives, encompassing quantitative and qualitative aspects. Operational success is assessed using many metrics, including manufacturing costs, product quality, flexibility, and delivery time. (Ellitan & Anatan, 2009). Good operational performance management allows companies to enhance competitiveness by providing high-quality services to customers and optimizing resource usage. (Siregar & Samsir, 2017). In the industry context, operational performance serves as the basis for assessing how well a company adapts to changes in the business environment. (Jabbour et al., 2011). Wahyu et al. (2022) define a firm's operational performance as a sequence of processes that create goods or services produced during a specified timeframe aligned with the company's established targets. From the explanation above, it can be concluded that Operational Performance is the process of producing goods or services that take a long time and are made by a business in a short time, based on the targets set by the company.

## **Internal Integration**

Internal Integration is the collaboration process between departments within a company to achieve common goals. Internal integration includes product design, procurement, production, and distribution. This cross-functional collaboration is essential to avoid task overlap and resource wastage that can affect the company's performance. (Firmansyah & Priyono, 2022). Prior studies indicate that effective internal integration significantly influences operational performance by expediting information flow and improving decision-making efficiency (Pagel, 2004; Turkulainen & Ketokivi, 2013). From this explanation, it can be inferred that if each department or section within the company does not work synergistically, it can result in overlapping tasks and responsibilities and a lack of coordination between teams. This will cause employees to feel burdened with tasks that should be completed more efficiently through good coordination. In addition, resource wastage may also occur due to job duplication or inefficient resource use.

## **Supplier Integration**

Supplier Integration refers to the collaborative process between a firm and its leading suppliers to align strategy and procedures throughout the supply chain. Supplier Integration enables organizations to enhance the acquisition of raw materials and guarantee that the quality of the manufactured goods adheres to established criteria. (He et al., 2014). With close collaboration, companies can reduce costs, accelerate production processes, and increase flexibility in responding to changes in market demand. According to Li et al. (2006), Supplier Integration provides benefits such as reduced production costs, minimized inventory, and enhanced competitive advantage. Supplier Integration is the process where both parties share information to influence costs, volume, and delivery and production schedules, aiming to simplify product flow and transition to a collaborative relationship. (Stevens dan Johnson, 2016). What is meant here is that cooperation with reliable suppliers guarantees the provision of raw materials or product

components with high-quality standards, ensuring that the final products produced have optimal quality.

### Hypothesis Development

1. Internal Integration has a positive and significant effect on Supplier Integration.
2. Internal Integration has a positive and significant effect on Operational Performance.
3. Supplier Integration has a positive and significant effect on Operational Performance.
4. Internal Integration positively and significantly affects Operational Performance through Supplier Integration.

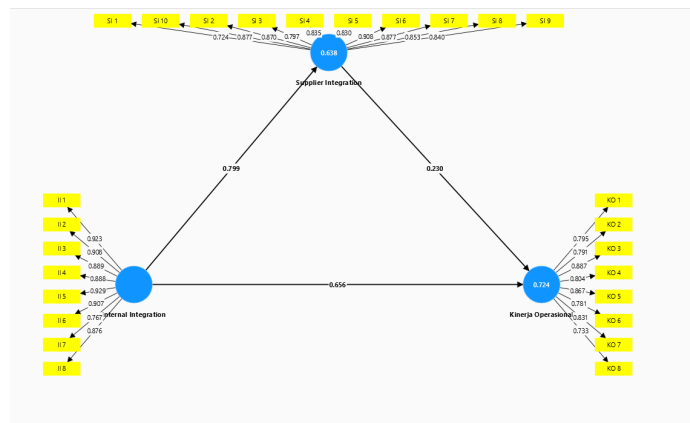
### METHOD

This study employs quantitative research methodologies. This study was performed at PT. Rotte Ragam Rasa (Rotte Bakery), Pekanbaru. The research population comprises 35 individuals who hold significant positions in the production and management operations at Rotte Bakery, including branch managers, HRD, quality control, and production and sales leaders. This study employs the saturation sampling technique, encompassing the entire population as the research sample, yielding a sample size of 35 individuals. The investigation utilized Structural Equation Modeling (SEM) using a Partial Least Squares (PLS) technique, executed through SmartPLS 4.0 software. The measuring model (outer model) and structural model (inner model) were evaluated to ascertain the validity and reliability of the study tools. Hypothesis testing is performed by analyzing the path coefficient and p-value, utilizing a significance level of 5% (0.05). The hypothesis is accepted when the p-value is below 0.05

### RESULTS AND DISCUSSION

This research uses SEM-PLS analysis, which, in the calculation stage, employs SmartPLS 4.0 software

### Outer Model



Source: Smart PLS 4.0  
**Figure 1: Outer Model**

Outer Model testing ensures that the research instruments are valid and reliable.

**Tabel 1.** Outer Loading, AVE, CA, CR

Variabel		OL	AVE	CA	CR
<i>Internal Integration</i>	II 1	0.923			
	II 2	0.908			
	II 3	0.889			
	II 4	0.888	0.663	0.961	0.965
	II 5	0.929			
	II 6	0.907			
	II 7	0.767			
	II 8	0.876			
Operational Performance	KO 1	0.795			
	KO 2	0.791			
	KO 3	0.887			
	KO 4	0.804	0.648	0.929	0.942
	KO 5	0.867			
	KO 6	0.781			
	KO 7	0.831			
	KO 8	0.733			
<i>Supplier Integration</i>	SI 1	0.724			
	SI 2	0.870			
	SI 3	0.797			
	SI 4	0.835			
	SI 5	0.830	0.614	0.954	0.957
	SI 6	0.908			
	SI 7	0.877			
	SI 8	0.853			
	SI 9	0.840			
	SI 10	0.877			

Source: processed data, (2024)

The outcomes of the Convergent Validity test indicate that all indicators possess a loading factor over 0.7, confirming their validity. Furthermore, the AVE value for each variable surpasses 0.5, signifying that the construct fulfills the validity requirements. All these Cronbach's Alpha values are above 0.7, indicating that the research instrument has an excellent level of reliability. This means that the indicators for each variable are consistent in measuring the same concept. The reliability test through Composite Reliability also yields values above 0.7, which means the research instrument has high reliability.

### Structural Model Evaluation (Inner Model)

**Table 2.** Results of the Coefficient of Determination (R2)

	R-square	R-square adjusted
<b>Kinerja Operasional</b>	0.987	0.986
<b>Supplier Integration</b>	0.962	0.961

Source: processed data, (2024)

The Inner Model test is performed to assess the correlation among latent variables. The R-Square ( $R^2$ ) value for Operational Performance is 0.987, and for Supplier Integration, it is 0.962, signifying that the predictive model employed is highly robust. The independent variable, Internal Integration, significantly impacts the dependent variables, Operational Performance and Supplier Integration.

### Hypothesis Testing

Hypothesis testing is a method employed to elucidate the nature of the relationship between independent and dependent variables. This study uses a significance threshold of 5%, corresponding to a confidence level 0.05, to reject a hypothesis, ensuring a 95% probability of reaching an accurate conclusion. Consequently, the criteria for decision-making are (1) if the p-value is less than 0.05, the hypothesis is accepted, and (2) if the p-value is more than 0.05, the hypothesis is rejected.

**Table 3.** Results of Direct Effect Hypothesis Testing Using Bootstrapping Technique

	O	M	STDEV	T-stat (O/STDEV)	P values
II -> KO	0.759	0.745	0.118	6.432	0.000
II -> SI	0.981	0.982	0.006	155.845	0.000
SI-> KO	0.238	0.253	0.119	2.004	0.045

Source: processed data, (2024)

### The Influence of Internal Integration on Operational Performance

The previously conducted hypothesis testing results indicate that internal integration positively and significantly influences operational performance at PT. Rotte Ragam Rasa. This suggests that Internal Integration, which includes collaboration between departments and alignment of business processes, is a critical factor in improving the efficiency and effectiveness of the organization. In this context, the importance of good communication between different teams cannot be overlooked, as it enables the rapid and accurate exchange of information, thereby reducing the likelihood of errors in operational processes. Moreover, the beneficial

effect of internal integration on operational performance is apparent through enhancing innovation in products and services. When various departments work together harmoniously, they tend to generate new ideas and creative solutions for the challenges faced by the company. Therefore, investing in building a collaborative work culture and an effective communication system is a strategic step to improve overall operational performance.

This aligns with the research undertaken by Djanim (2020), which indicates that the Internal Integration variable substantially benefits Operational Performance, both partially and concurrently. The findings of Yuen and Van Thai (2017) suggest that Internal Integration substantially impacts the organization's Operational Performance. Internal integration is a crucial element in attaining enhanced operational performance. El Mokadem and Khalaf's (2023) study demonstrated that internal integration positively and significantly influences operational performance.

Therefore, companies must continue strengthening efforts to enhance internal integration as a primary strategy to achieve operational and competitive excellence. With good integration, every part of the organization can work synergistically to achieve optimal results. For example, the marketing team can provide direct feedback to the production team regarding market demand so that the products produced align with customer needs. This enhances client happiness and accelerates response time to market fluctuations.

### **The Influence of Internal Integration on Supplier Integration**

The prior hypothesis testing two results indicate that Internal Integration positively and significantly influences Supplier Integration at PT. Rotte Ragam Rasa. This suggests that these findings enhance comprehension of the significance of internal integration inside a business and its influence on supplier relationships. Internal integration denotes the coordination and collaboration across departments inside the organization, facilitating enhanced information flow and expedited decision-making. When departments like production, marketing, and finance collaborate synergistically, they can develop more successful tactics to engage suppliers. The positive correlation between internal and supplier integration suggests that firms with robust internal communication and cooperation mechanisms are more likely to establish enduring ties with suppliers. In this context, supplier integration refers to the extent of supplier participation in the company's planning and operating procedures. When information regarding market demand or product modifications is clearly sent to suppliers, they can modify their production in accordance with the company's requirements. This enhances operational efficiency and fortifies the strategic alliance between the organization and its suppliers.

This aligns with the research undertaken by Zhao et al. (2011), which shown that internal integration significantly influences external integration (supplier). This outcome also signifies that internal integration acts as a robust basis for fostering more collaborative and strategic partnerships with suppliers. Zhang et al. (2018) demonstrated a substantial correlation between internal integration within the organization and supplier integration with trading partners in their research.

Companies that successfully integrate their operations internally will be better able to build and maintain mutually beneficial long-term partnerships with suppliers.

### **The Influence of Supplier Integration on Operational Performance**

The results of the prior hypothesis 3 test indicated that Supplier Integration positively and significantly influences Operational Performance at PT. Rotte Ragam Rasa. Zhang (2018) discovered that collaboration with supply chain partners interlinks functional activities, resulting in the efficient utilization of resources. This could result in improved efficiency and cost reductions that optimize operations.

The beneficial effect of Supplier Integration on Operational Performance at PT. Rotte Ragam Rasa demonstrates that enhanced integration with suppliers correlates with improved operational performance. A robust partnership with suppliers enables the organization to enhance the production process, minimize waiting times, elevate product quality, and decrease operational costs. A considerable influence indicates robust statistical evidence supporting the correlation between Supplier Integration and Operational Performance. This indicates that variations in the degree of supplier integration substantially influence alterations in the company's operational performance.

This aligns with the research conducted by Cheruiyot (2018), which demonstrates that Supplier Integration positively and significantly influences operational performance, indicating that it has the most substantial effect on an organization's operational performance. Regression research demonstrates that each unit increase in supplier integration favorably influences operational performance by 0.437 points. Additional research demonstrates a good and substantial effect of supplier integration on operational performance. El Mokadem and Khalaf (2023) indicate that supplier integration has a demonstrable positive and strong correlation with operational performance. However, the study conducted by Gunawan et al. (2024) shows different results, where in their research, supplier integration does not show significant results on operational performance.

**Tabel 4.** Result Of Hypotesis Testing Indirect Effect With Bootstrapping Technique

	O	M	STDEV	T-stat (O/STDEV)	P values
II -> SI -> KO	0.233	0.248	0.117	1.988	0.047

Source: processed data, (2024)

### **The Influence of Internal Integration on Operational Performance through Supplier Integration**

The results of the previously completed hypothesis testing 4 indicate that Internal Integration positively and significantly affects Operational Performance through Supplier Integration at PT. Rotte Ragam Rasa. Supplier Integration serves as an intermediary in the connection between Internal Integration and Operational



Performance. This indicates that a portion of Internal Integration's impact on Operational Performance is mediated by the improvement of Supplier Integration.

The positive influence indicates that if Internal Integration increases, Supplier Integration also increases, which ultimately contributes positively to Operational Performance. This means that PT. Rotte Ragam Rasa, which successfully integrates its internal functions well, also tends to have stronger relationships with suppliers, which in turn improves its operational performance. The significant influence produced also shows strong evidence that this relationship applies to the tested population. This substantiates the notion that Internal Integration significantly contributes to enhancing Operational Performance via Supplier Integration.

This research corroborates the findings of Afrifa et al. (2021), demonstrating that supplier integration considerably influences the relationship between internal integration and operational performance. This indicates that the effectiveness of internal management cannot be separated from the organization's ability to build strong relationships with its suppliers. In the study conducted by Dzogbewu et al. (2021), it was also found that there is a significant relationship between internal integration and operational performance mediated by supplier integration

In an operational context, good internal integration can enhance efficiency, accelerate decision-making, and minimize errors. Studies indicate a substantial correlation between internal integration and operational performance. When departments within an organization function harmoniously, the company can respond to market changes more quickly and effectively. Meanwhile, supplier integration plays an important role as a mediator in this relationship. Supplier integration involves close collaboration between the company and third parties that provide raw materials or essential components for production. Through good integration with suppliers, organizations can ensure a consistent and high-quality supply, as well as minimize the risk of delays in the production process.

## **CONCLUSIONS**

1. Internal Integration has a positive and significant impact on Operational Performance at PT. Rotte Ragam Rasa Pekanbaru.
2. Internal Integration has a positive and significant impact on Supplier Integration at PT Rotte Ragam Rasa Pekanbaru.
3. Supplier Integration has a positive and significant impact on Operational Performance at PT Rotte Ragam Rasa Pekanbaru.
4. Supplier Integration mediates the impact of Internal Integration on Operational Performance at PT Rotte Ragam Rasa Pekanbaru.

## **SUGGESTIONS**

1. Strengthen internal integration among production departments.
2. Periodically evaluate and update technology.
3. Adopt integrated communication for supplier relations.
4. Add dimensions and expand the sample size for future research.

## **IMPICATIONS**

1. **Improvement of Operational Performance:** This study shows that good internal integration positively contributes to operational performance through integration with suppliers. This supports the company in increasing production efficiency, reducing operational costs, and accelerating response time to market demand, all of which contribute to the company's competitiveness.
2. **Benefits of Inter-Departmental Synergy:** Internal integration encourages synergy between various departments within the company, such as production, marketing, and finance. With good collaboration, the company can formulate more effective strategies for interacting with suppliers, thereby ensuring the quality of the produced products is maintained.
3. **Support for Strategic Supplier Relationships:** These findings indicate that companies with strong internal integration tend to have closer and more strategic relationships with suppliers, allowing them to optimize the supply chain and establish mutually beneficial long-term partnerships.

### **LIMITATIONS**

1. **Limited Sample Size:** This study uses a limited sample of 35 decision-makers at PT Rotte Ragam Rasa. This may make the results difficult to generalize to other companies in the same or different industry.
2. **Focus on One Company:** Because this study focuses only on one company in the bakery industry, the results may not be valid externally. As a result, the obtained results may not be relevant for companies with different structures or business models.
3. **Limited Data Collection Methods:** If the methods or software used differ, SEM-PLS analysis with SmartPLS software may yield different results. This can impact the consistency and strength of the research findings.

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