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Impact of Organizational Readiness, Management Support, and Fintech on MSMEs Supply Chain Performance

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ABSTRACT

Micro, Small, and Medium Enterprises (MSMEs) play a pivotal role in Indonesia's economic stability, as demonstrated by their resilience during the 1998 economic crisis. This study examines the influence of organizational readiness, top management support, and financial technology on the supply chain performance of MSMEs in Pekanbaru, with the success of Accounting Information Systems (AIS) serving as a mediating factor. A purposive sample of 190 MSMEs was analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The findings indicate that organizational readiness, top management support, and the success of Accounting Information Systems significantly enhance supply chain performance. In contrast, financial technology does not have a direct impact on supply chain performance. However, organizational readiness, top management support, and financial technology all positively contribute to the success of Accounting Information Systems. Theoretical implications of this study reinforce the Resource-Based View (RBV) and the DeLone & McLean Information System Success Model, emphasizing the importance of organizational readiness and top management support in improving supply chain performance through the success of Accounting Information Systems. Additionally, this research contributes to the literature on financial technology within the framework of the Technology Acceptance Model (TAM), highlighting its potential to enhance supply chain integration and efficiency in MSMEs. These insights provide practical strategies for MSMEs to optimize their supply chain management by effectively leveraging organizational and technological resources.

ABSTRAK

Usaha Mikro, Kecil, dan Menengah (UMKM) memainkan peran krusial dalam stabilitas ekonomi Indonesia, sebagaimana ditunjukkan oleh ketahanan mereka selama krisis ekonomi tahun 1998. Penelitian ini mengkaji pengaruh kesiapan organisasi, dukungan manajemen puncak, dan teknologi keuangan terhadap kinerja rantai pasok UMKM di Pekanbaru, dengan keberhasilan Sistem Informasi Akuntansi (SIA) sebagai faktor mediasi. Sampel purposif sebanyak 190 UMKM dianalisis menggunakan Structural Equation Modeling-Partial Least Squares (SEM-PLS). Temuan penelitian menunjukkan bahwa kesiapan organisasi, dukungan manajemen puncak, dan keberhasilan Sistem Informasi Akuntansi secara signifikan meningkatkan kinerja rantai pasok. Sebaliknya, teknologi keuangan tidak memiliki dampak langsung terhadap kinerja rantai pasok. Namun, kesiapan organisasi, dukungan manajemen puncak, dan teknologi keuangan secara positif berkontribusi terhadap keberhasilan Sistem Informasi Akuntansi. Implikasi teoretis dari penelitian ini memperkuat Resource-Based View (RBV) dan Model Keberhasilan Sistem Informasi DeLone & McLean, yang menekankan pentingnya kesiapan organisasi dan dukungan manajemen puncak dalam meningkatkan kinerja rantai pasok melalui keberhasilan Sistem Informasi Akuntansi. Selain itu, penelitian ini memberikan kontribusi terhadap literatur mengenai teknologi keuangan dalam kerangka Technology Acceptance Model (TAM), yang menyoroti potensinya untuk meningkatkan integrasi dan efisiensi rantai pasok pada UMKM. Temuan ini memberikan strategi praktis bagi UMKM untuk mengoptimalkan manajemen rantai pasok mereka dengan memanfaatkan sumber daya organisasi dan teknologi secara efektif.

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1. INTRODUCTION

The economic growth of developing nations like Indonesia is significantly driven by Micro, Small, and Medium Enterprises (MSMEs). Data from the Indonesian Central Statistics Agency (BPS, 2021) reveals that despite a sharp decline in their numbers during the 1997-1998 economic crisis, MSMEs played a vital role in stabilizing the economy, contributing 52.24% to the Gross Domestic Product (GDP). This underscores their resilience under adverse conditions. Over the years, MSMEs have continued to sustain and grow, further solidifying their importance in Indonesia's economic landscape. However, the COVID-19 pandemic posed significant challenges to MSMEs. According to CNBC (2022), 8 out of 10 MSMEs experienced a decline in demand, and 62.21% faced financial difficulties related to staffing and operations. In 2020, approximately 30 million MSMEs went bankrupt out of the 64 million recorded nationally (CNBC, 2021). Despite these setbacks, 12.5% of MSMEs continued operations, and 27.6% even saw increased revenue during the pandemic (CNBC, 2021). The forecasted 2023 recession presents another challenge, yet MSMEs are viewed as key to mitigating its impact (Satriya, 2022). With 64.2 million MSMEs employing 119.6 million individuals, they remain a cornerstone of Indonesia's economic resilience. Nevertheless, MSMEs continue to face significant challenges, including difficulties in sourcing raw materials, limited access to capital, and supply chain disruptions (Liputan6.com, 2021).

Meredith and Shafer (2016) assert that the goal of Supply Chain Management (SCM) is to manage activities beyond the internal responsibilities of managers, such as overseeing second or third-tier suppliers or downstream customers, to reduce costs and enhance value. Beamon (1999) emphasizes that SCM encompasses the supply, storage, and movement of materials, information, personnel, equipment, and finished goods within and between organizations and their environments. The objective of SCM is to integrate the entire process of fulfilling customer needs along the supply chain. Hadinegoro (2021) highlights that during the COVID-19 pandemic, activity restrictions disrupted supply chains, leading to product shortages and price spikes. Made Andyana (2019) notes that while SCM practices may appear straightforward, they face various challenges in meeting the demands of both local and export markets. For instance, transportation costs for cattle from NTB to Jakarta are 40% higher than those from Australia, and the cost of shipping fresh meat has quadrupled compared to previous rates. A 2019 World Bank study on the Logistics Performance Index (LPI) found that Indonesia's SCM performance remains suboptimal, ranking 46th with a score of 3.15 (The World Bank, 2023). Sastra (2023), Deputy Chairman of the Indonesian Chamber of Commerce and Industry (Kadin), observes that only about 18% of MSMEs have integrated into the supply chain system. MSMEs in Pekanbaru face similar challenges, including a lack of information on backup suppliers, inconsistent pricing, limited adoption of information technology, and uncertainties in raw material supply chains, which contribute to price increases and reduced competitiveness.

Based on existing literature, several factors are suggested to influence SCM performance. Hume (2018) argues that organizational readiness impacts both financial and non-financial performance, while Simão et al. (2022) specifically highlight its effect on SCM performance. Shee et al. (2018) found that top management support significantly influences SCM outcomes, with stronger support leading to better performance. Additionally, the adoption of financial technology plays a crucial role in improving SCM performance (Lok, 2015; Phan et al., 2022). Beyond these factors, the success of accounting information systems (AIS) also drives SCM performance. DeLone and McLean (2016) argue that the success of an organization's information systems directly impacts both financial and non-financial performance. Previous studies have shown that technology adoption improves information system success, which in turn enhances organizational performance. The DeLone and McLean (2016) model explains that the success of information systems, including AIS, promotes both financial and non-financial performance. Building on this, the present research explores and expands the DeLone and McLean (2016) model to examine its role in influencing SCM performance, positioning it as a mediating variable between independent and dependent variables.

In light of recent phenomena and prior research findings, this study addresses the challenges surrounding SCM performance among MSMEs in Pekanbaru. In the context of globalization and economic uncertainty, the resilience and sustainability of MSMEs increasingly depend on the effectiveness of information systems, organizational readiness to adopt financial technology, and robust managerial support. Utilizing the DeLone and McLean (2016) model, this research explores key factors influencing SCM performance among MSMEs and examines how information system success can act as a crucial link in enhancing SCM

outcomes. The findings are expected to provide valuable insights for stakeholders, including policymakers, business practitioners, and academics, in designing more effective strategies to support the development and resilience of MSMEs, particularly in navigating the complexities of evolving supply chain challenges.

2. THEORETICAL FRAMEWORK AND HYPOTHESES

2.1. Resource Based View (RBV)

The Resource-Based View (RBV) is a theoretical framework that explains how firms operate. It is based on the assumption that resources within firms are distributed heterogeneously and are durable. According to RBV, the strategic allocation of resources plays a critical role in helping companies achieve higher organizational performance (Ogango, 2014). Resources are defined as the strengths or weaknesses of a company and include both tangible and intangible assets. Tangible resources encompass financial capital (such as equity, debt, and retained earnings) and physical capital (such as machinery and buildings). Intangible resources include entrepreneurial knowledge, skills, experience, standard operating procedures (SOPs), and organizational reputation (Eniola & Entebang, 2015). Weigel and Hiebl (2023) argue that an organization is essentially a collection of resources. RBV research is grounded in the idea of diversity within organizations (Ferreira & Ferreira, 2024). Furthermore, the theory posits that an organization is a combination of valuable, heterogeneous, imperfect, and immobile resources (Culotta et al., 2024). The primary goal of RBV is to explain how internal resources can serve as a firm's sustainable competitive advantage (Kraaijenbrink et al., 2010). Researchers in this field view strategic assets as key determinants of sustainable competitive advantage. Barney et al. (2011) emphasize that companies should leverage external opportunities by creatively utilizing their existing resources. The central premise of RBV is that a company can achieve competitive advantage, sustainability, growth, and enhanced performance if it owns and controls resources that are valuable, rare, incomparable, and irreplaceable—provided it has the capability to effectively absorb and utilize them.

2.2. Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM) was first introduced by Davis (1989), adapting components from the Theory of Reasoned Action (TRA), including belief, attitude, intention, and user behavior. TAM aims to explain the factors that influence the acceptance of information-based technologies. It also provides insights into how end-users respond to information technology across various applications and user populations, offering a framework for understanding the impact of external factors on psychological foundations. TAM is widely used to explore how individuals adopt new technologies and the variables that influence their selection, recognition, and intention to use innovations (Subowo, 2020). The model posits that an individual's intention to use a specific technology determines their readiness to adopt it (Tumsifu et al., 2020). TAM provides a theoretical foundation for identifying factors that influence technology acceptance within organizations. It clarifies the causal relationships between beliefs—specifically perceived usefulness and ease of use—and behavior, intentions, needs, and the actual use of an information system (Setiawan & Sulistiowati, 2018). These beliefs serve as the basis for empirical studies on the readiness to adopt new technologies. To date, TAM is regarded as the most relevant theory for predicting the willingness and readiness to adopt technology, due to its extensive application and validation across diverse research contexts, conditions, and subjects (Bertagnolli, 2011). One of TAM's key strengths is its parsimony; it is both simple and valid (Bouman et al., 2015). As a result, TAM remains highly relevant for interpreting user readiness to utilize information technology in contemporary settings.

2.3. Supply Chain Management Performance

Supply Chain Management Performance (SCMP), as defined by Namagembe and Mbago (2023), refers to the ability of a supply chain to effectively integrate key business processes such as planning, procurement, production, distribution, and customer service. This integration aims to achieve shared objectives and deliver value to customers at optimal costs. SCMP also involves the capacity to address challenges and barriers in a dynamic business environment, as well as the ability to adapt quickly to changes in demand and market trends. Abdelfattah et al. (2023) offer another perspective, defining supply chain performance as the quality of activities involved in the flow of goods from raw materials to the end consumer, including the management of information and financial aspects. Chopra and Peter (2016) emphasize that supply chain performance is determined by how effectively the supply chain is managed, particularly through the interaction of logis-

tical drivers (such as facilities, inventory, and transportation) and cross-functional drivers (such as information, resources, and pricing). These interactions influence performance levels in terms of responsiveness and efficiency. Kankam et al. (2023) describe SCMP as the strategic actions that guide the effective use of supply chain resources to meet business demands. Drawing on these expert perspectives, supply chain performance can be understood as the effectiveness of supply chain activities in meeting the needs of end consumers. This includes ensuring product availability, timely delivery, and maintaining adequate inventory and capacity within the supply chain. Such responsive performance is critical in creating a competitive advantage for the company.

2.4. Organizational Readiness

According to Weiner (2009), organizational readiness refers to the level of preparedness an organization has to face changes or new initiatives. This concept encompasses psychological, structural, and contextual dimensions, emphasizing that readiness is not solely about individual beliefs and motivation but also involves the organization's internal structure and external environmental factors. Thus, organizational readiness extends beyond personal preparedness to include organizational elements that facilitate adaptation to new situations or emerging changes.

Lalic and Marjanovic (2010) define organizational readiness as the extent to which an organization has optimized key attributes necessary for the successful implementation of technology-supported business strategies and initiatives. Similarly, Armenakis et al. (2022) describe it as the capability of individuals, groups, and the organization as a whole to adapt to changes within the organizational scope. This concept highlights the readiness of individuals and groups to manage transitions and reflects the organization's ability to implement changes effectively and efficiently. Therefore, organizational readiness involves both individual preparedness and collective teamwork, as well as the organization's capacity to manage the change process.

Shea et al. (2014) and Weiner (2006) argue that organizational readiness significantly impacts the performance of micro, small, and medium enterprises (MSMEs). Weiner's (2006) theory suggests that organizations with high levels of preparedness are more likely to succeed in implementing changes and achieving better performance. This is because such organizations can respond to environmental changes more quickly and effectively. In the context of MSMEs, organizational readiness enables businesses to identify new opportunities, manage risks, and implement effective practices. Additionally, Tagai et al. (2017) note that organizational readiness influences MSME performance through factors such as product development, human resource management, and innovation. Organizations with strong readiness are better equipped to develop new products and services, retain quality employees, and enhance operational efficiency, all of which positively impact overall performance. Furthermore, DeLone and McLean (2016) argue that organizational readiness affects performance through the successful integration of information systems. This involves how an organization understands, accepts, and incorporates information systems into its operations, leading to improved management practices and organizational outcomes. Thus, we hypothesize that:

H1. Organizational readiness influences supply chain management performance.

H5. Organizational readiness influences accounting information system success.

H8. Accounting information system success mediates the relationship between organizational readiness and influences supply chain management performance.

2.5. Top Management Support

Top management support is a critical factor in the success of projects, as it can take various forms, such as helping teams overcome barriers, demonstrating commitment to the work, and motivating subordinates. This support often ensures the timely availability of financial resources, the allocation of human and physical resources, and the delegation of necessary authority to project leaders and teams, all of which are essential for successful project completion (Boonstra, 2013; Ur Rehman Khan et al., 2014). In the context of large-scale strategic information system (IS) projects, top management support is believed to enhance organizational understanding among users, leading to better outcomes. However, the concept of top management support is complex and multidimensional, and its practical implications—such as the specific behaviors and patterns associated with it—are not yet fully understood (Boonstra, 2013; Hartono et al., 2007).

In the context of technology adoption, top management support includes approving new initiatives, introducing new technologies, allocating resources, actively participating in the change management process, and guiding the organization toward a shared vision of the desired technological change. According to

Magee et al. (2013), top management support plays a key role in aligning information systems with business strategies to achieve competitive excellence. Within this framework, top management support becomes a crucial driver of information system success, which ultimately enhances supply chain management (SCM) performance. This perspective is supported by several studies, including Velusamy et al. (2021), which found that top management support significantly impacts the successful implementation of information systems in SCM. In practice, support from top leadership boosts project team motivation, ensures adequate resource allocation, and facilitates effective coordination between departments and functions involved in the supply chain. Similarly, Nigel et al. (2016) found that top management support positively contributes to SCM performance by improving coordination across departments and functions. Hence, we hypothesize that:
H2. Top management support influences supply chain management performance.
H6. Top management support influences accounting information system success.
H9. Accounting information system success mediates the relationship between top management support and supply chain management performance.

2.6. Financial Technology

Financial Technology, commonly abbreviated as Fintech, refers to technological innovations in financial services. According to Barroso and Laborda (2022), Fintech involves the use of technology in the financial system to create new products, services, technologies, and business models that can impact monetary stability, financial system stability, and the efficiency, security, and reliability of payment systems. Fintech facilitates the digital use of various financial services, including payments, loans, investments, and insurance. Arner et al. (2015) expand this definition to include companies that leverage technology to provide efficient, secure, and cost-effective financial services to consumers and businesses. This encompasses areas such as digital payments, peer-to-peer lending, online insurance, and security technologies. Through Fintech, individuals can conduct payment transactions without face-to-face interaction, obtain loans without visiting a bank branch, select financial products tailored to their needs, make investments with ease, and receive financial planning consultations (Anggono & Riskiyadi, 2021; Arner et al., 2015; Lutfi et al., 2022). Fintech also plays a critical role in enabling financial institutions to assess creditworthiness and verify customer identities electronically, which helps Micro, Small, and Medium-sized Enterprises (MSMEs) access loans and other financial services (Chishti, 2016). Lontchi et al. (2023) suggest that Fintech assists SMEs in managing their finances, enhancing profitability, and simplifying financial services and transactions. Similarly, Vergara and Agudo (2021) highlight that Fintech makes it easier for individuals to use and benefit from digital financial services, including payments, loans, investments, and insurance.

The Technology Acceptance Model (TAM) provides a framework for understanding the cause-and-effect relationship between beliefs (such as perceived usefulness and ease of use) and behaviors, intentions, goals, and the actual use of an information system. This study suggests that when SMEs implement Fintech, it simplifies their operations and enhances performance. This perspective is supported by Daud et al. (2022) and Putri et al. (2022), who have demonstrated that Fintech significantly impacts supply chain management performance. Based on these insights, the following hypotheses are proposed:
H3. Financial technology influences supply chain management performance.
H7. Financial technology influences accounting information system success.
H10. Accounting information system success mediates the relationship between financial technology and supply chain management performance.

2.7. Accounting Information System Success

Accounting Information System (AIS) Success is an extension of the DeLone and McLean (2016) model, which describes the extent to which an information system achieves its intended objectives and delivers the anticipated benefits. This concept encompasses six main dimensions: system quality, information quality, service quality, system use, individual impact, and organizational impact (DeLone & McLean, 2003, 2013). According to Davis et al. (1989), the success of an information system can be measured by the adoption and acceptance of the technology by users, focusing on the psychological and behavioral factors that influence their use of the system. Additionally, Subiyakto et al. (2020) suggest that the success of an information system is determined by how effectively users can operate it, their satisfaction with the system, and how well the organization can leverage the system to achieve its goals. Based on these expert definitions, Accounting Information System Success can be broadly understood as a measure of information system success that includes

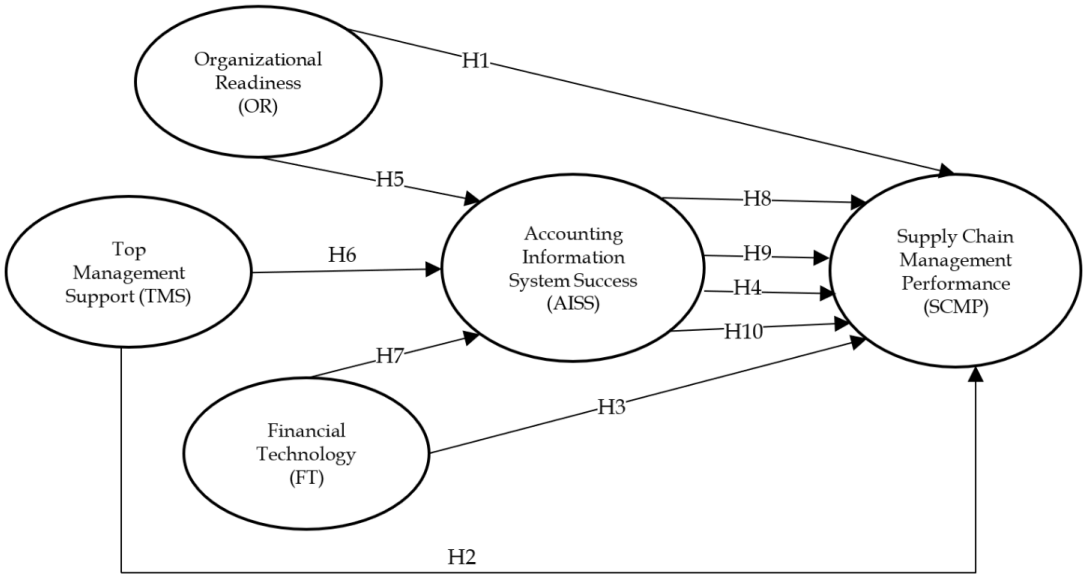

Figure 1. Research framework

factors such as user adoption and acceptance, individual intentions to use the system, its impact on organizational performance, user satisfaction, and perceptions of benefits and costs. While these perspectives vary, they collectively highlight that the success of accounting information systems involves technical, psychological, behavioral, and organizational impact aspects. Based on these insights, we hypothesize that:
H4. Accounting information system success influences supply chain management performance.

Based on the discussion above, Figure 1 visualizes the proposed research framework.

3. RESEARCH METHOD

This study employs a quantitative approach to examine the relationships between independent, dependent, and mediating variables. All variables in this research are reflective indicators, meaning they reflect variations in the underlying latent constructs. In a reflective model, the latent construct drives the indicators, and these indicators must exhibit internal consistency to ensure their validity (Hair et al., 2023).

3.1. Measurement Development

The study measures key constructs using established frameworks. Supply chain management performance is assessed using the framework by Simão et al. (2022), which includes dimensions of efficiency, output, and flexibility. Organizational readiness is evaluated based on Miake-Lye et al. (2020), focusing on motivation for change, capability and skills, and available resources. Top management support is measured using the model by Mohsin Kar et al. (2018), encompassing resource provision, structural arrangements, communication, expertise, and authority. Financial technology is analyzed using Nguyen et al. (2024), emphasizing efficiency, innovation, and security and privacy. Accounting Information System is assessed using DeLone & McLean's (2016) framework, which includes system usage, information quality, system effectiveness, and user satisfaction. The specific measurement items for each construct are detailed in Appendix 1, providing a comprehensive overview of the indicators used in this study.

3.2. Questionnaire Design

The questionnaire was designed to clearly define and capture the characteristics of each research variable, ensuring clarity and accessibility for a general audience. It was developed following the guidelines of Sekaran & Bougie (2011). The questionnaire was initially tested with academics knowledgeable in the research area to ensure its appropriateness. After validation, it was distributed to business owners, who served as the study's sample. The questionnaire demonstrated strong validity and reliability, confirming its suitability as a measurement tool.

Table 1. Demographic respondents

Respondents	Frequency	Percentage (%)
Gender		
Male	150	59.29
Female	103	40.71
Age		
17-25 Years Old	18	9.47
26-30 Years Old	29	15.26
31-40 Years Old	56	29.47
40 - 50 Years Old	55	28.95
> 50 Years Old	32	16.84
Type of Business		
Culinary	41	21.58
Handicrafts	3	1.58
Fashion/Apparel	20	10.53
Automotive Business	4	2.11
Printing	31	16.32
Tailoring	8	4.21
Retail	21	11.05
Café or Restaurant	36	18.95
Coffee Shop	20	10.53
Baby Shop	2	1.05
Mobile Phone Store, Computer Store, Building Supply Store, Start-Up	1	0.53
Business Capital		
< Rp 1.000.000.000	130	68.42
Rp 1.000.000.000- Rp 5.000.000.000	60	31.58
Rp 5.000.000.000- Rp 10.000.000.000	0	0.00
Annual Income		
< Rp 2.000.000.000	123	64.74
Rp 2.000.000.000-Rp 15.000.000.000	67	35.26
Rp 15.000.000.000-Rp 50.000.000.000	0	0.00

3.3. Population and Sampling Procedure

The study employs purposive sampling, targeting businesses with implemented and evaluable accounting systems. Following Sarstedt (2019) and Hair et al. (2018), a sample size of 190 respondents was determined using the formula (indicators + latent variables) × (5–10). Data were collected from micro, small, and medium enterprise (MSME) owners in Pekanbaru through direct questionnaire distribution to ensure alignment with the research objectives.

3.4. Data Collection Process

Data analysis was conducted using SEM-PLS 4. The process began with validity and reliability tests for the latent variables. Once these criteria were met, hypothesis testing was performed by evaluating t-test and p-value results. This approach allowed for the examination of the influence of independent variables on dependent variables and the analysis of the mediating role of intervening variables.

3.5. Common Method Bias

Common Method Bias (CMB) occurs when independent and dependent variables are collected from the same source, potentially inflating correlations and threatening the validity of findings. In this study, CMB was not observed, as evidenced by Variance Inflation Factor (VIF) values that met the specified criteria. Further details are provided in Appendix 2.

3.6. Non-Response Bias

Non-response bias arises when non-respondents differ systematically from respondents, potentially skewing results. To mitigate this, the study ensured that respondents were business owners or managers with a clear understanding of the variables and their operations. Any discrepancies led to the exclusion of the respondent from the sample.

3.7. Statistical Estimation

Statistical estimation involves using sample data to infer population parameters (Cooper & Schindler, 2014; Purwanto, 2019). This study utilizes SEM-PLS 4, a statistical tool capable of handling models with multiple latent variables, indicators, and complex path relationships. SEM-PLS is particularly suited for exploring relationships between variables rather than testing theories, making it an appropriate choice for this research. It accommodates both reflective indicators (where latent variables influence indicators) and formative indicators (where indicators shape latent variables).

4. DATA ANALYSIS AND DISCUSSION

The study's respondent profile reveals key demographic and business characteristics. The majority of participants were male, representing 150 individuals (59.29%). In terms of age, the largest group was respondents aged 31–40, totaling 56 individuals (29.47%). Regarding business types, the culinary sector was the most represented, with 41 respondents (21.58%). Most businesses in the study had a capitalization of less than Rp. 1,000,000,000, comprising 130 businesses (68.42%). Additionally, the majority of businesses reported annual revenues of less than Rp. 2,000,000,000, accounting for 123 respondents (54.74%). These findings provide a clear snapshot of the study's sample composition.

4.1. Outer Model Analysis

4.1.1. Validity and Reliability Test

Validity measurement evaluates how effectively the values of a developed instrument represent its intended indicators. Higher values indicate a stronger representation of the measurement indicators (Latan & Ghozali, 2017). Validity is assessed by examining the relationships among variables, with a focus on Discriminant Validity and Average Variance Extracted (AVE). An AVE value greater than 0.5 is considered acceptable (Sarstedt et al., 2020). For reliability measurement, composite reliability is calculated for constructs with reflective indicators. In confirmatory research, composite reliability should exceed 0.7, while values between 0.6 and 0.7 are acceptable for exploratory research (Latan & Ghozali, 2017). In this study, validity was assessed by evaluating the outer loading of each construct within the latent variables. All outer loading values exceeded 0.5, as recommended by Kwong (2013). These results are detailed in Table 2. Additionally, Table 3 demonstrates that the AVE values for each latent variable are greater than 0.5, confirming their convergent validity. Reliability was further supported by a Cronbach's alpha value exceeding 0.7, meeting the criteria established by Sekaran & Bougie (2011). In this study, Cronbach's alpha value surpassed 0.8, indicating that the measurement tools are robust and consistently measure the same construct. This confirms the reliability of the instruments used in the research.

Table 2. Outer loadings

	Accounting Information System Success	Financial Technology	Organizational Readiness	Supply Chain Management Performance	Top Management Support
AISS1	0.858				
AISS2	0.874				
AISS3	0.904				
AISS4	0.894				
AISS5	0.860				
AISS6	0.875				
AISS7	0.842				
AISS8	0.816				
AISS9	0.901				
AISS10	0.862				
AISS11	0.839				
FT1		0.736			
FT2		0.772			
FT3		0.829			
FT4		0.828			
FT5		0.780			
FT6		0.788			

	Accounting Information System Success	Financial Technology	Organizational Readiness	Supply Chain Management Performance	Top Management Support
FT7		0.778			
FT8		0.799			
OR1			0.770		
OR2			0.824		
OR3			0.816		
OR4			0.863		
OR5			0.859		
OR6			0.848		
OR7			0.842		
OR8			0.754		
SCMP1				0.819	
SCMP2				0.863	
SCMP3				0.828	
SCMP4				0.887	
SCMP5				0.835	
SCMP6				0.856	
TMS1					0.676
TMS3					0.765
TMS4					0.715
TMS5					0.759
TMS6					0.744
TMS8					0.785
TMS9					0.802
TMS10					0.795
TMS11					0.811
TMS12					0.819

Table 3. Convergent validity

Latent Variable	Cronbach's Alpha	Average Variance Extracted (AVE)
OR	0.931	0.677
TMS	0.917	0.543
FT	0.913	0.623
AISS	0.967	0.750
SCPM	0.922	0.719

Table 4. Discriminant validity

Indicator	OR	TMS	FT	AISS	SCPM
Organizational Readiness (OR)					
OR1	0.770	0.574	0.570	0.422	0.530
OR2	0.824	0.573	0.553	0.392	0.552
OR3	0.816	0.545	0.548	0.403	0.451
OR4	0.863	0.639	0.677	0.446	0.551
OR5	0.859	0.552	0.582	0.421	0.478
OR6	0.848	0.599	0.661	0.365	0.439
OR7	0.842	0.628	0.622	0.444	0.446
OR8	0.754	0.584	0.576	0.407	0.418
Top Management Support (TMS)					
TMS1	0.390	0.676	0.423	0.377	0.329
TMS3	0.453	0.765	0.388	0.397	0.422
TMS4	0.375	0.715	0.375	0.396	0.397
TMS5	0.362	0.759	0.347	0.407	0.302
TMS6	0.345	0.744	0.296	0.309	0.351
TMS8	0.506	0.785	0.460	0.422	0.446
TMS9	0.448	0.802	0.432	0.359	0.488
TMS10	0.499	0.795	0.435	0.363	0.473

Indicator	OR	TMS	FT	AISS	SCPM
TMS11	0.534	0.811	0.479	0.399	0.483
TMS12	0.560	0.819	0.522	0.458	0.510
Financial Technology (FT)					
FT1	0.505	0.474	0.736	0.283	0.333
FT2	0.590	0.599	0.772	0.435	0.511
FT3	0.705	0.611	0.829	0.443	0.534
FT4	0.659	0.542	0.828	0.455	0.486
FT5	0.582	0.483	0.780	0.376	0.451
FT6	0.703	0.709	0.788	0.554	0.562
FT7	0.579	0.485	0.778	0.363	0.408
FT8	0.643	0.682	0.799	0.487	0.549
Accounting Information System Success (AISS)					
AISS1	0.724	0.607	0.489	0.858	0.534
AISS2	0.712	0.588	0.460	0.874	0.540
AISS3	0.718	0.640	0.524	0.904	0.615
AISS4	0.739	0.643	0.506	0.894	0.645
AISS5	0.717	0.635	0.494	0.860	0.652
AISS6	0.678	0.635	0.499	0.875	0.558
AISS7	0.636	0.636	0.529	0.842	0.573
AISS8	0.575	0.580	0.462	0.816	0.548
AISS9	0.676	0.609	0.520	0.901	0.640
AISS10	0.673	0.608	0.498	0.862	0.604
AISS11	0.666	0.615	0.556	0.839	0.586
Supply Chain Management Performance (SCMP)					
SCMP1	0.659	0.638	0.572	0.476	0.819
SCMP2	0.566	0.488	0.489	0.455	0.863
SCMP3	0.534	0.423	0.431	0.470	0.828
SCMP4	0.533	0.492	0.440	0.430	0.887
SCMP5	0.588	0.513	0.488	0.484	0.835
SCMP6	0.567	0.523	0.549	0.438	0.856

Table 5. Reliability test result

Latent Variable	Composite Reliability
OR	0.933
TMS	0.932
FT	0.915
AISS	0.967
SCPM	0.924

4.2. Inner Model Analysis

4.2.1. R_Square

R-square measures the proportion of variation in the dependent (endogenous) variables that can be explained by the independent (exogenous) variables. It serves as a useful indicator for evaluating the predictive strength of a model. The R-square values of endogenous latent variables provide insights into the model's effectiveness: a value of 0.75 suggests a substantial (very good) model, 0.50 indicates a moderate model, and 0.25 reflects a weak model (Cooper & Schindler, 2014). This metric helps determine the overall quality and explanatory power of the model.

4.2.2. Hypothesis Testing

The purpose of this test is to evaluate the path coefficients within the structural model. Its primary objective is to assess the significance of each relationship, thereby testing the study's hypotheses. In this investigation, hypothesis testing is divided into direct effects and indirect effects. The path coefficients presented below reflect the results of this hypothesis testing, derived from data analysis conducted using the SmartPLS 4.0 software. These coefficients provide insights into the strength and direction of the relationships examined in the study.

Table 6. R-Square

Dependent Variable	R-square	Adjusted R-square
AISS	0.686	0.681
SCPM	0.514	0.504

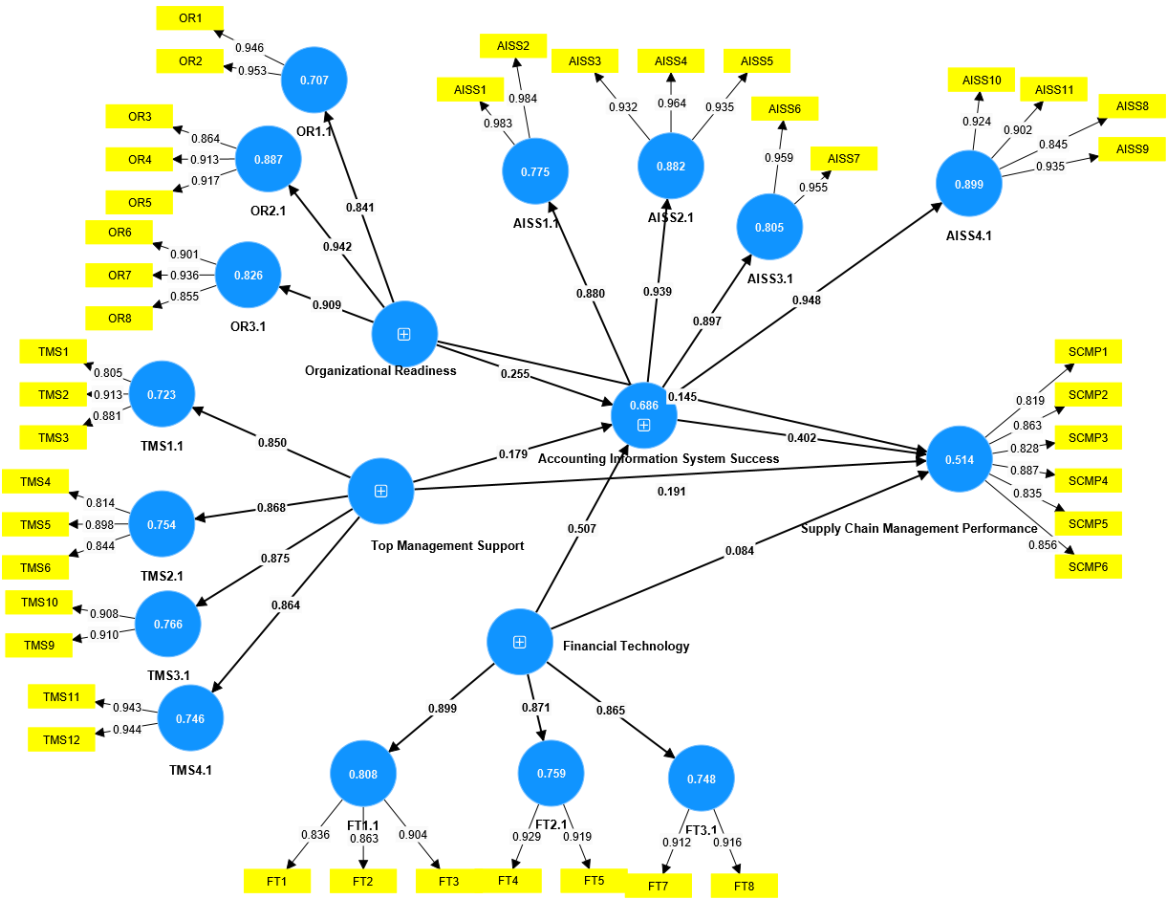

Figure 2. Path Coefficient

Table 7. Direct effects

	β	*t*-statistics	*p*-values	Decision
OR → AISS	0.253	3.783	0.000	Accepted
TMS → SCMP	0.191	3.020	0.003	Accepted
FT → SCMP	0.086	0.722	0.470	Not Accepted
AISS → SCMP	0.401	4.078	0.000	Accepted
OR → SCMP	0.144	1.962	0.050	Accepted
TMS → AISS	0.179	3.769	0.000	Accepted
FT → AISS	0.508	8.350	0.000	Accepted

Table 8. Specific indirect effects

	β	*t*-statistics	*p*-values	Decision
OR → AISS → SCMP	0.102	3.052	0.002	Accepted
TMS → AISS → SCMP	0.072	2.862	0.004	Accepted
FT → AISS → SCMP	0.204	3.286	0.001	Accepted

Hypothesis testing in this study was conducted using the bootstrapping procedure at a 95% confidence level, with an alpha error margin of 5% (0.05). The critical t-table value for this analysis is 1.972. If the

calculated t-value exceeds this threshold, the hypothesis is accepted. The results of the analysis for direct and indirect effects are described below.

The direct effects of independent variables on Supply Chain Management (SCM) Performance and Accounting Information System (AIS) Success are presented in Table 6. The findings reveal that Organizational Readiness, Top Management Support, and AIS Success significantly influence SCM Performance. This is supported by t-statistic values of 3.020, 4.078, and 1.962, all of which exceed the threshold of 1.972, and corresponding p-values of 0.003, 0.000, and 0.050, respectively. Similarly, Organizational Readiness, Top Management Support, and Financial Technology significantly influence AIS Success, with t-statistic values of 3.783, 3.769, and 8.350, all above 1.973, and P-values of 0.000. These results confirm that hypotheses H1, H2, H4, H5, H6, and H7 are accepted. However, Financial Technology does not have a significant direct impact on SCM Performance, as indicated by a t-statistic of 0.722 (below 1.972) and a p-value of 0.470. Therefore, hypothesis H3 is not accepted.

The indirect effects of independent variables on SCM Performance, mediated by AIS Success, are presented in Table 7. The results indicate that Organizational Readiness, Top Management Support, and Financial Technology do not have a significant indirect influence on SCM Performance through AIS Success. This is evidenced by t-statistic values of 3.286, 3.052, and 2.862, all of which exceed the threshold of 1.972, and p-values of 0.001, 0.002, and 0.002, respectively. Consequently, hypotheses H8, H9, and H10 are accepted.

4.3. Discussion

The results of this study demonstrate that organizational readiness has a direct and significant impact on supply chain management (SCM) performance among MSMEs in Pekanbaru. These findings align with Miake-Lye et al. (2020), who emphasized that an organization's readiness to adapt to changes in the business environment plays a critical role in enhancing overall performance. The effectiveness of organizational readiness in optimizing SCM performance supports the perspectives of previous experts. Additionally, organizational readiness was found to positively influence the success of accounting information systems (AIS), consistent with the view that organizations prepared to adopt new technologies or systems experience improvements in both financial and non-financial performance (Tagai et al., 2017). Furthermore, as outlined in the DeLone & McLean (2016) model, organizational readiness, when mediated by AIS success, significantly enhances SCM performance. This suggests that organizations that are well-prepared and supported by successful accounting systems achieve better supply chain outcomes.

The study also reveals that top management support significantly affects SCM performance in MSMEs in Pekanbaru. This finding is consistent with Mohsin Kar et al. (2018), who identified top management support as a key driver of SCM performance. Similarly, top management support positively impacts AIS success, reinforcing previous research that highlights the importance of leadership in adopting new technologies (Velusamy et al., 2021). The results further indicate that top management support, mediated by AIS success, positively influences SCM performance. This aligns with the findings of Nigel et al. (2016), who emphasized that top management support, when combined with successful information systems, significantly enhances supply chain outcomes.

However, the study's findings regarding financial technology differ from existing research. While financial technology does not have a direct impact on SCM performance, this may be attributed to respondents' limited understanding of its broader role in business operations, perceiving it primarily as a tool for facilitating payments. This contrasts with the study by Daud et al. (2022), which found that financial technology positively impacts both financial and non-financial performance, including SCM performance. On the other hand, financial technology was found to significantly influence AIS success, suggesting that its adoption plays a critical role in the effectiveness of accounting systems. This is consistent with previous studies, which noted that financial technology positively contributes to system success within business entities (Nguyen et al., 2024). Moreover, financial technology, when mediated by AIS success, significantly impacts SCM performance. This indicates that the integration of financial technology with successful accounting systems contributes positively to supply chain outcomes, aligning with the view that adopting new technologies and ensuring system success enhances both financial and non-financial performance (DeLone & McLean, 2016).

This study makes significant contributions to the development of the Resource-Based View (RBV) and Technology Acceptance Model (TAM) theories. It reinforces RBV by demonstrating that organizational readiness is a strategic resource that supports SCM performance through the success of accounting information systems. Additionally, the findings support TAM by confirming that top management support and

organizational readiness in adopting technology influence the success of information systems, which in turn enhances supply chain performance. Although financial technology does not directly impact SCM performance, its role through AIS success provides new insights into the context of technology adoption in SMEs. These findings deepen the understanding of how organizational readiness, top management support, and financial technology interact to drive supply chain outcomes.

5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

This study demonstrates that organizational readiness and top management support have a direct and significant impact on the performance of supply chain management among micro, small, and medium enterprises (MSMEs) in Pekanbaru. Organizational readiness is particularly crucial for the success of accounting information systems, which in turn enhances supply chain management performance. These findings indicate that organizations prepared for change and supported by effective accounting systems are better positioned to optimize their supply chain operations. Additionally, top management support plays a vital role in the success of accounting systems and the overall performance of supply chain management. While financial technology does not directly affect supply chain management, it exerts an indirect influence through the success of accounting information systems. This highlights the importance of integrating financial technology with accounting systems to improve supply chain performance.

The implications of these findings are significant for MSMEs seeking to enhance their supply chain management. Businesses should prioritize strengthening organizational readiness by equipping themselves to adopt new technologies and adapt to evolving business environments. Investments in training, resources, and skills development are essential to achieve this readiness. Furthermore, top management must actively support technological changes, as their leadership and resource allocation are critical to the success of accounting systems and overall business performance. Financial technology, often perceived merely as a payment tool, should be redefined as a strategic asset. When integrated with accounting systems, it can significantly contribute to improved business outcomes. Therefore, MSMEs should expand their understanding and application of financial technology to achieve more comprehensive improvements in their supply chain management.

This study has certain limitations. Its focus on MSMEs in Pekanbaru restricts the generalizability of the findings to other regions or industries. Additionally, the limited understanding of financial technology among respondents may have influenced the results, particularly regarding its direct impact on supply chain performance. Future research should explore the role of financial technology in a broader context, considering its wider applications. Moreover, this study examined a specific set of variables; future research could investigate additional factors influencing supply chain management performance, such as external market conditions or customer relationship management. Furthermore, it is important to note that In this study, Common Method Bias still exists, which leads to the findings of this research not being generalizable to a broader population. This issue is also related to the sampling method chosen and the availability of information on MSMEs that are suitable for the sample in alignment with the objectives of this research. Therefore, the researcher recommends that future researchers prepare information regarding MSMEs with adequate resources to be used as a sample in accordance with the variables being studied and the objectives to be achieved.

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Appendix 1. Measurement Items

Latent Variable	Code	Item
Supply Chain Management Performance	SCMP1	Our business has consistently managed resources in business operations without any wastage.
	SCMP2	The available resources have been optimized to support efficiency at each stage of the supply chain.
	SCMP3	The supply chain has consistently been able to achieve the desired production quantity.
	SCMP4	The supply chain has consistently been able to achieve the desired production quantity.
	SCMP5	The supply chain has consistently demonstrated flexibility in the range of products and services offered.
	SCMP6	The supply chain has consistently been able to adjust to special or custom customer demands.
Organizational Readiness	OR1	We have consistently had a strong commitment to achieving optimal organizational goals by responding to changes in the environment.
	OR2	Employees have consistently taken the initiative in responding to changes in the environment.
	OR3	Our business has consistently had sufficient funds to implement changes.
	OR4	We have frequently adapted new technologies and methods.
	OR5	We have consistently had the technical skills necessary to handle changes.
	OR6	Our company has consistently provided systems and technological tools to face changes.
	OR7	The facilities and equipment in our business have consistently been usable to face changes.
	OR8	Our business has consistently optimized the use of available resources to achieve the goals of change efficiently.
Financial Technology	FT1	The use of technology in financial processes has consistently reduced the company's operational costs.
	FT2	The use of financial technology has consistently saved time in transactions.
	FT3	The financial process has consistently been automated through the use of financial technology.
	FT4	Our business has consistently adopted financial technology.
	FT5	Our business has consistently collaborated with technology partners to develop innovations.
	FT6	Data security and privacy standards have consistently been applied in the use of financial technology.
	FT7	There have been no security incidents related to the use of financial technology.
	FT8	The level of user trust in data security and privacy in the use of financial technology has consistently increased.
Accounting Information System Success	AISS1	We have consistently adopted and used accounting information systems.
	AISS2	We have frequently been involved in using accounting information systems.
	AISS3	The information provided by the system has consistently been accurate, reliable, and timely.
	AISS4	The necessary information has consistently been available in the system.
	AISS5	The information obtained has consistently been clear and complete in the system.
	AISS6	The system has consistently met our needs as users.
	AISS7	The system has consistently provided the responses and results we expected.
	AISS8	We have consistently been satisfied with the quality of information provided by the system.
	AISS9	We have consistently been satisfied with the overall experience of using the information system.
	AISS10	The information system has consistently had an impact on improving supply chain performance.
	AISS11	The information system has consistently influenced the achievement of business goals and competitive advantage.

Appendix 2. VIF values

Item	VIF Value	Item	VIF Values
AISS1	8.685	OR5	3.387
AISS2	7.948	OR6	4.005
AISS3	6.510	OR7	3.850
AISS4	6.733	OR8	2.207
AISS5	4.686	SCMP1	2.286
AISS6	3.237	SCMP2	3.093
AISS7	4.462	SCMP3	2.656
AISS8	3.279	SCMP4	3.400
AISS9	4.587	SCMP5	2.631
AISS10	4.766	SCMP6	2.674
AISS11	3.553	TMS1	1.949
FT1	1.772	TMS1	1.621
FT2	2.429	TMS2	3.169
FT3	2.784	TMS3	2.306
FT4	2.001	TMS4	2.158
FT5	2.294	TMS5	2.298
FT6	2.416	TMS6	1.851
FT7	1.858	TMS7	1.022
FT8	2.475	TMS8	1.022
OR1	2.988	TMS9	3.024
OR2	2.803	TMS10	1.744
OR3	2.016	TMS11	2.552
OR4	2.883	TMS12	3.300

Appendix 3. Heterotrait-monotrait ratio (HTMT) value

	AISS	FT	OR	SCMP	TMS
Accounting Information System Success (AISS)					
Financial Technology (FT)	0,837				
Organizational Readiness (OR)	0,752	0,787			
Supply Chain Management Performance (SCMP)	0,718	0,655	0,629		
Top Management Support (TMS)	0,609	0,581	0,538	0,578	