

Orientation, Organizational Capability, Organizational Coordination and Cooperation as Predictor of Long-term Orientation: Examining the Mediating Role of Supply Chain Management

M. Farid Wajdi*¹, Achmad Aminudin^{#2}, Basworo Dibyo^{#3}

^{1,3}*Faculty of Economics and Business, Universitas Muhammadiyah Surakarta, Indonesia.*

²*Faculty of Social and Political Science, Universitas Bengkulu, Indonesia.*

Corresponding author: E-mail: farid.wajdi@ums.ac.id

Abstract- The main focus of this study was to explore the relationship between supply chain management, organizational coordination, cooperation, organizational capability and long-term orientation. Moreover, the study also evaluated the mediating impact of supply chain management between organizational coordination, cooperation and organizational capability and long-term orientation. The data for this study was collected from the workers working in restaurants in Indonesia. The data was collected through questionnaires. The response rate of the present study was 69%. The collected data was analysed through PLS-SEM. The findings of the study revealed that supply chain management and long-term orientation are directly impacted by organizational coordination, cooperation and organizational capability. Moreover, supply chain management also mediates among organizational coordination, cooperation and organizational capability. By using the findings of the study are important for the strategic and decision-makers of the supply chain industry. Moreover, the present study fills the gap of limited studies addressing the issue of long-term orientation in the restaurant industry of Indonesia.

Keywords; *Supply Chain Management, Long term Orientation, Organizational Capability, Organizational Coordination, Indonesia.*

1. Introduction

In the presence of high competition at the global level, it is important for the organizations dealing in manufacturing as well as service sector to focus on their supply chains. Basically, under the supply chain, all activities which cover the transformation and flow of goods from the stage of raw material to the consumption stage of end-user is included. Thus, supply chain management (SCM) is basically the integration of all the activities which can improve the relationships with parties involves in the

production process with the intention for achieving and sustaining competitive advantage [1]. The global assets of organizations are increasing at a rapid rate because these organizations are focusing on achieving a competitive advantage. Because of the supply chain's globalization, it is critical for organizations to look at the bigger picture of the flow of information and inventories across as well as within the organization. Key to gain such coordination is the close relationship of the organization with suppliers. Additionally, at the level of the supply chain there exist competition on a time basis along with convenience provided to customers. Both of these need close coordination with customers and suppliers.

Implementation of the supply chain is done through the antecedents if SCM. One of the important antecedents of SCM is the cooperation among parties involved. Researchers proposed that the relationship between dedication and trust are vital for the rise of cooperation. For achieving the goals and objectives which are predetermined by the organizations, it is critical that organizations maintain good relationships with companions. Depending on other organizations is the pressure as well under the supply chains [2]. Moreover, the cooperation depends upon the factor of motivation in order to practice the transfer of important knowledge and information for the combined operational plan. Researchers mentioned that the basic motive to depend on others and to cooperate is to gain long term organizational growth. The policy or company philosophy, along with management techniques, must be compatible with each other in order to prosper SCM [3].

Organizations are using the approach of long-term orientation with the aim of achieving three goals. First one is to increase satisfaction, second is to minimize the conflict, and the last is to enhance the relational behaviour. As their first goal to enhance relational behaviour, the organizations are involved in relationships with other organizations to enhance

their rewards through the acceptance of short-term inequities [4]. Organizations, most of the time, accept short term loss and business with the aim that in the long run, their exchange relationship will have an effective operation due to which inequality will be balanced. Researchers argued that the relational behaviour of the firm is enhanced by the belief of the organization that there is more effective in long-term association as compared to short-term relationships [5].

The same way, long term orientation of partners is enhanced with its partners, and they have the intention to take short term risks so they can enjoy rewards on a long-term basis. When the firm or organization have orientation on the long-term basis regarding the partners of the supply chain, they have the intention to minimize the tensions and conflicts in their relationships of the SC. In the SC relationships, conflict is referred to as the tension among partners which is caused because of desirable or actual incompatibility [6].

It is very important for the organizations in order to be successful and provide value to the customers is to remove conflicts among suppliers on a long-term basis. If there exists conflict among suppliers and manufacturer, and the relationship of the supplier is very important to produce a manufacturer, then the manufacturer should try to minimize the threat to their relationships. There are a number of factors for which there exist long-term orientation in the relationship of the SC. It is very vital for organizations to have long term stability in their relationships because instability will cost the organization on a long-term basis. Therefore, increase long term relationship and orientation is perceived good for the organization. The satisfaction level among the stakeholders is also enhanced as well because of these relationships [7].

Moreover, if the top management of the organization tends to adopt the long-term orientation for the organization, the value of the organization is enhanced as well. The problems which are often faced at the management level of the organization, are also solved by adopting the long-term approach of the organization. It is because employees are also focused on long term goals of the organization and want to create long term value. Therefore, a number of studies have proposed that the commitment of the managers regarding long-term orientation plays important part in the success of the business. Researchers found that the commitment of organization regarding long term organizational goals impacts the performance on a long-term basis [8].

Indonesia is one of the most populous countries around the globe. The population of Indonesia is more than 267 million. These statistics show that there is a need for the food industry to be properly established and grown. Another important point to mention is that most of the population of Indonesia belongs to the middle class. Their growth rate in this

industry is expected to grow at 7.06% in the next three years. All these figures reflect the need of the restaurant industry to be fully established [9]. Hence, the main purpose of current research is to examine the impact of the customer relationship, cooperation and Organizational compatibility on SCM and long-term orientation of the organizations.

2. Literature Review

Long term Orientation (LTO)

Researchers have revealed that it is very important for organizations to clearly distinguish among short-term orientation as well long-term orientation (Lavery, 1996). The motivation on the basis of which decision is taken by the top management of organization impacts the strategies of organizations [10]. Moreover, researchers revealed that for long term orientation, organizations must show commitment for their future along with present and past as well. In the past, several past researches have examined the impact of time orientation on outcomes and decisions. Different studies have defined LTO according to the difference in the level of analysis. It's been defined and discussed in comparison to short term orientation at the national level [11]. There are very limited studies that have examined LTO at the organizational level. Researchers have mentioned that organizations use short term orientation to gain financial benefits, whereas long term orientation approach is adopted by the organizations to adopt strategic control [12]. On the other hand, researchers used four items approach to measure LTO in their study. Moreover, the temporal approach is mostly used in the literature of merger and acquisition [13]. The authors who discussed the long-term orientation approach discussed long term orientation in term of future, present and past.

The temporal approach of any organization can range from long term to short term approaches. The emphasize of the short-term approach is efficiency. Whereas, effectiveness is the focus of the long-term orientation. The strategic priorities of both short term and long term orientations are different, and both of these approaches are not mutually exclusive. It is important that organizations inspire the employees working there and allocate resources so the organization can achieve a sustainable competitive advantage [14]. The organizations which are involved in long term orientation approach are engaged in activities which do not have immediate impact or return. Such initiatives include investment in R&D, strategic resource development, and assessing the preferences of the customers [15].

Supply Chain Management (SCM): Long Term Orientation

SCM is one of the important aspects of management, which coordinates and controls the activities or firm from the downstream to midstream

to upstream. The foremost goal of SCM is to manage and integrate the control, flow and sourcing of material for this purpose, complete system are used throughout the multiple tiers and multiple functions of supplies [16]. Therefore, the focus of organizations is shifted to partnerships and customer-driven approaches rather than production approaches. The main objective of this shifting approach is to enhance the chances to fulfil the orders. Maximization of overall value is the main objective of the supply chains because the profitability of complete supply chain is reduced along with no commitment to enhancing the supply chain is caused as a result of sticking to one end of the SC. As a result, delivering and creating value for customers on a long-run basis of customers become very difficult [17].

In the relationship of buyer and supplier, organizations involved in participations are involved in joint programs. As a result, partners try to accomplish their combined goals with the help of ongoing joint programs which are long term based. These long terms, programs are established to settle long-term relationships. The long-term orientation of organization is enhanced because of the reliable and credible behaviour of partners, i.e. supplier and buyer. Mutual trust is ensured because of openness and information sharing; as a result, the relationship is grown, and new opportunities are presented. In order to improve supply chain, value-creating methods are used by the organizations. By this way, value to supplier and buyer is added as well [18]. The relationship of the organization with the stakeholders will suffer if the behaviour of the partners will be based on opportunity. But the opportunistic option of the organizations will not be yielded of the supply chain relation on the basis of electronic networking. Moreover, because of measures of joint performance, dependency and trust, organizations are turned towards long term relationships. New opportunities are also the approach of supply chain collaboration along with long term orientation [19]. With the help of electronic integration, the coordination among different divisions is customized and re-occurred. As a result, communication regarding functions of the product in terms of monitoring, services and customer is done. Partners of supply chain come close to each other on a long-term basis because of long term cooperation [2].

Cooperation

Cooperation is basically the collaboration and doing joint work with others for the sake of common reward and benefit. Potentiality and attitude regarding future behaviour are included in these as well [20]. To go beyond regarding dealing ahead of transactional exchange regarding parties which show intention via cooperation. Moreover, in order to improve performance on a long-run basis and to

maintain a relationship on a long-run basis, cooperation is the basic requirement.

Cooperation is conceptualized such as flexibility, harmony, sharing of information, sharing of resources and joint action. Due to mounting competition at the global level, it is important for organizations to develop as well as maintain cooperative behaviour with their partners. This cooperation will develop trust among the suppliers due to which information sharing is facilitated [21]. As a result, companies and suppliers work as a joint venture. There should be long term cooperation among organizations and suppliers to minimize the uncertainty of demand and supply. On the other hand, [2] empirically proved that SCM is significantly impacted by the cooperation among organizations [33].

There are several contributions dealing with cooperation in supply chains and focusing on different lot-sizing problems like the economic order/production quantity, the newsvendor etc. Supply chain cooperation is often defined as two or more chain members working together, making joint decisions, and sharing benefits which result from greater profitability of satisfying end customer needs than acting alone [34].

Organizational Capability

Organizational Capability can be defined as the "ability to perform repeatedly a productive task which relates either directly or indirectly to a firm's capacity for creating value through effecting the transformation of inputs into outputs" [35]. In order to be successful in SCM, organizations must adopt the culture which is collaborative, and management should also collaborate with other stakeholders as well. In order to develop supply chain relationships, internal characteristics and organizational attributes may influence the supply chain analysis [22]. Objectives, as well as goals of the organization, are referring to the organizational compatibility of the organization. The collaboration and networking of the supply chain are impacted by the alliances of the supply chain [8]. Organizations share information on the basis of organizational capability. Because of joint performances, relational governance is formed within the relationship of the supply chain. Combined actions of the supply chain are seen as the process of governance because of responsibilities which are joint in terms of the activities in order to protect the party [23]. In order to develop long term supply chain relationships, the compatible culture of the organization is important. Thus, in order to create value and orientation of strategic planning, organizational compatibility is important. On the other hand, [2] in their research that organizational capability impacts the SCM and long-term orientation.

Organizational Capability and supply chain management practices are bounded relationships, but some researches have studied this relationship

from the resource-based view (RBV), that addresses that how competitive advantages is achieved by using resources and capabilities in all the supply chain functions [35].

Customer Relationship

The base of effective SCM is a collaboration with the members of the SC. The basic belief of scholars and practitioners is that it is not possible for organizations to compete alone [24]. One of the basic capabilities of the need of organizations is collaboration so they can remain viable in the present business environment. Scholars have mentioned that process of customer relationship is one of the cross-functional processes which focuses on the enhancement, maintenance and establishment of long-term goals with the customers [25]. The capabilities of the customer relationship are embedded in the activities of CRM within the process of the organization. They reflect the ability of the firm to accumulate the knowledge and skills in order to identify potential customers. Moreover, the initiation of a relationship with customers and convert this relationship to enhance the profit. Therefore, CRM activities show the capabilities of CRM like customer interaction management (Customer retention, customer acquisition and identification of customer), up-gradation of customer relationship (up-selling and cross-selling) and win-back of customer relationship [26].

The capability of the organization regarding customer interaction management is referred to like the skills of the firm to retain, acquire and identify the potential customers. Through the identification of the customer who is long term, organizations can get important information regarding the product. Through this information, organizations can invest in their supply chain activities and plan for their long-term orientations. By investing in SC activities and long-term orientation with supply chain members, organizations can enhance their profits and performance [27, 28].

Therefore, on the basis of the above literature, the following hypothesis is developed

H1: Customer Relationship significantly impacts the SCM practices.

H2: Organizational Compatibility significantly impacts the SCM practices.

H3: Cooperation among supply chain members significantly impacts the SCM practices.

H4: Customer Relationship significantly impacts Long-term Orientation.

H5: Organizational Compatibility significantly impacts Long-term Orientation.

H6: Cooperation significantly impacts Long-term Orientation.

H7: SCM practices significantly impact Long term orientation and growth.

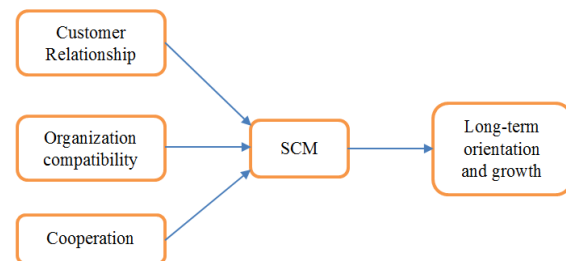
H8: SCM mediates between Customer relationship and long-term orientation and growth.

H9: SCM mediates between organizational compatibility and long-term orientation and growth.

H10: SCM mediates between cooperation and long-term orientation and growth.

Conceptual Framework

Based on the above-mentioned hypotheses, following framework has been developed



3. Methodology

Modified questionnaires were distributed among the respondents in order to find the direct as well as mediating relationship of the variables. The data was gathered directly from the employees of the managerial rank in different hotels in Indonesia. The random sampling technique was adopted to distribute the questionnaires among respondents. According to statistics, more than 150,000 employees are working in Indonesian restaurants. Therefore, according to [29] sampling table, the sample size is 384. As few of the questionnaires are not received back, incomplete or have missing values, therefore sampling size was increased to 40%, and total 522 questionnaires were distributed to the employees of the restaurants operating in Indonesia. Out of these, a total of 365 questionnaires were received back. This shows the response rate of the study was 69% which is in an acceptable range. In order to analyse the collected data, Smart PLS 3.0 was used. This data is good to find the direct as well as mediating relationships of the study.

4. Results and Analysis

Two steps were involved in performing analysis through the PLS method. The first step is called the measurement model, which was calculated in order to check the validity and reliability of the items. In the second phase, the test was run for a structural model, so the hypothesis of the study can be tested. In order to check the significance present research's hypothesis, the bootstrapping method was adopted. The factor loading of the items involved in the study is mentioned in figure 1 and table 1, respectively. According to [30], the factor loading of the items to be retained must be more than 0.7. Figure 1 and table1 shows the factor loading of the items involved in the study.

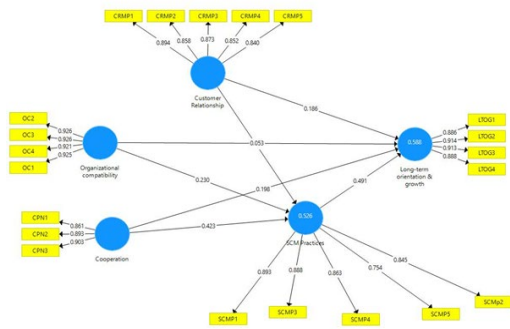


Figure 1. Measurement Model

Table 1. Outer Loading

	CPN	CR	LTOG	OC	SCMP
CPN1	0.86 1				
CPN2	0.89 3				
CPN3	0.90 3				
CRMP1		0.89 4			
CRMP2		0.85 8			
CRMP3		0.87 3			
CRMP4		0.85 2			
CRMP5		0.84 0			
LTOG1			0.886		
LTOG2			0.914		
LTOG3			0.913		
LTOG4			0.888		
OC2				0.92 6	
OC3				0.92 6	
OC4				0.92 1	
SCMP1					0.893
SCMP3					0.888
SCMP4					0.863
SCMP5					0.754
SCMP2					0.845

In order to understand the implication and worth of the collected data from the respondents, it is very important to calculate the reliability and validity. In order to find the validity, discriminant validity and convergent validity are very useful. In the present study, the reliability of the constructs is calculated through composite reliability and Cronbach Alpha. It is also important to check the composite reliability

(CR) of the items so the internal consistency can be verified. According to literature, the value of composite reliability should be more than 0.7, so the internal consistency and reliability of the scale can be established [31]. In the present study, the value of CR is more than 0.7, as evident from the table below.

AVE was used in the present study, so the convergent validity can be established. The value of AVE must be more than 0.5 in order to establish the convergent validity of the data collected [32]. From the table below, it's evident that the value of AVE is more than 0.5 of all of the items. Moreover, according to the value of Cronbach Alpha mentioned in table 2, is within the acceptable range as well as i.e.0.7. So, for the present study, the convergent validity of the present study can be established. Therefore, this data can be used for further analysis of the data.

Table 2. Reliability and Validity

	A-value	rho_A	Composite Reliability	Average Variance Extracted (AVE)
CPN	0.863	0.865	0.916	0.785
CR	0.915	0.916	0.936	0.746
LTOG	0.922	0.922	0.945	0.811
OC	0.943	0.944	0.959	0.854
SCMP	0.904	0.912	0.928	0.723

The difference of one construct from other is shown through discriminant validity. In order to find Discriminant validity, there are two approaches involved. One of the approaches is [31] according to which the value of AVE must be above the construct and other constructs. This analysis is done in table 3 below.

Table 3. Discriminant Validity

	CPN	CR	LTOG	OC	SCMP
CPN	0.886				
CR	0.293	0.863			
LTOG	0.566	0.510	0.900		
OC	0.361	0.286	0.411	0.924	
SCMP	0.600	0.510	0.730	0.475	0.850

After the measurement model, the next step is to measure the relationship between the observed and latent variables. Through the structural model, the impact of each dimension of the variables can be assessed as well. Moreover, the indirect, as well as direct relationship among the variables, is assessed in this step as well. In the present research, path

coefficient, indirect effect, total effect and R square are calculated. The values of R square of mediator and DV are mentioned in table number 5 and figure 3 below.

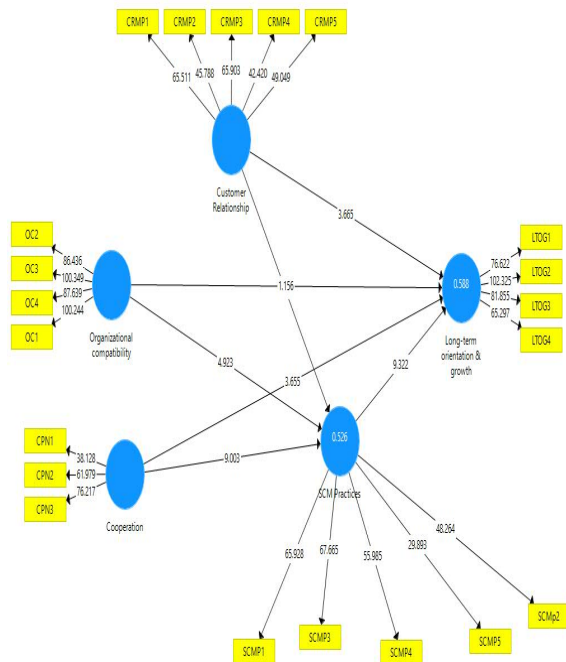


Figure 2. Structural Model

On the other hand, the table below shows the direct association between the variables. In order to determine the significance, P values and t values are calculated. The P-value of all of the direct relationship is ≤ 0.05 . Moreover, t-value is more than 1.96 as well. These results show that all direct relationships are supported. According to the findings, Cooperation, compatibility of organization and relationship with the customers significantly impacts the SCM practices & Long-term orientation and growth of the organization as well. Thus, proposed hypothesis H1 to H7 are accepted.

Table 4. Direct Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CPN -> LTOG	0.406	0.404	0.049	8.215	0.000
CPN -> SCMP	0.423	0.423	0.047	9.003	0.000
CR -> LTOG	0.344	0.343	0.056	6.173	0.000

CR -> SCMP	0.321	0.319	0.052	6.153	0.000
OC -> LTOG	0.167	0.166	0.046	3.650	0.000
OC -> SCMP	0.230	0.230	0.047	4.923	0.000
SCMP -> LTOG	0.491	0.494	0.053	9.322	0.000

Table 5 below depicts the mediating results of the study. According to the findings of the study, SCM practices significantly mediates the between cooperation among organizations, relationship with customers and compatibility of the organization.

The p-value of indirect relationships is also significant at 5% for the indirect relationships, whereas t-value is more than 1.96 as well. Therefore, hypothesis H8, H9, and H10, proposed in the present study are supported.

Table 5. Mediating Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CPN -> SCMP -> LTOG	0.207	0.209	0.035	6.006	0.000
CR -> SCMP -> LTOG	0.157	0.158	0.031	5.087	0.000
OC -> SCMP -> LTOG	0.113	0.113	0.025	4.505	0.000

In order to determine the impact of the IV's on mediator and DV, R-square is calculated. According to the table below, long term organizational growth of the organization is impacted more than 58% whereas SCMP is impacted around 52.6% by the variables of the present study.

Table 6. R Square

	R Sq.	R Sq. Adjusted
LTOG	0.588	0.583
SCMP	0.526	0.522

In the present age of intense competition, it is important for organizations to adopt a long-term orientation approach to survive and compete in the market. Therefore, the top management of organizations should focus on identifying the strategies that can help in long term orientation of organizations. Therefore, the present research examined the impact of cooperation, organizational compatibility and customer relationships on supply chain management and long term orientational growth of the organization. The findings of the study pointed out that it is important for organizations to develop good relationships with customers because feedback from customers regarding current company

performance will help them for their supply chain management and developing strategies for long term orientation. On the other hand, organizational compatibility within organizational departments and with other partners is also very important to work together on a long-run basis. Moreover, the partners that are compatible can work on their supply chain management procedures as well. For the effectivity of the supply chain, cooperation within the organization is very important in terms of sharing information and coordinating with each other to produce synergy impact. By this way, organizations can improve their SCM practices and develop long term orientational goal achievement as well. The findings of the study support the direct as well as mediating hypothesis developed for the study. According to the findings, cooperation, organizational compatibility and customer relationship directly impact the long-term orientation. Moreover, supply chain management practices also mediate among cooperation, organizational compatibility and customer relationship and long-term orientation. The findings of the present study enhance the limited study to develop the strategies for long term orientation through the supply chain and organizational strategies.

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