

The Impact of Training and Career Development, Information Sharing and Diversity on Developing a Sustainable Supply Chain Strategy

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Abstract- The prime objective of the present study is to explore the impact of diversity management, information sharing and Training and career development on sustainability of the organization. moreover, mediation role of Supply chain management strategy is examined as well. It is very important for the organizations to develop competitive advantage. For this reason, The questionnaire were distributed among the employees of banks of Indonesia. The response rate of the current study is 53.45 percent. This study chose the Partial least squares structural equation modeling (PLS-SEM) for analyzing the collected data. All of the proposed relationships were found significant. Present study is important for the policy makers of banking sector to focus on their human resource to gain competitive advantage and sustainability.

Keywords; Diversity, Supply chain management, Training and career development, Information sharing, Sustainability, Banking Sector Indonesia

1. Introduction

In recent past organizations have faced pressure regarding accountability which is mounting as well. Asia have faced financial crisis in which there were a number of scandals related to remuneration and accounting as well. For the organizations that are dealing globally, stakeholders are requesting regarding the knowledge of governance system and regulations. Due to these issues, situation has become complex [1].

Social and environmental issues are related to sustainability. In few past researches, the word sustainability is also linked to the corporate social responsibility and also with triple bottom line reporting. The term triple bottom line is profit, planet and people which are linked with the

organization. Since last decade, organizations are facing issues in adapting the challenges which are related to the supply chain strategy and develop. Moreover, organizations are also having issues is the development of sustainable supply chain practices and strategies as well. These practices and strategies are important to respond effectively so the issues related to the shareholders and financial performance can be solved. Researchers mentioned that the basics of sustainable values framework is that business must create value for the shareholders through the business and solve different challenges of the business as well. In past research, different dimensions of clean technology, stewardship of product, base of pyramid and preventing pollution [2].

Researchers have explained the business sustainability as the process in which organization is managed as three aspects namely environmental, social and economic. This approach is also treated as triple bottom approach. Furthermore, organizations can easily recognize the downsides and benefits of any sustainability initiative along with proper decision making according to the activities of the business [3].

On the other hand, researchers have defined SCM also known as supply chain management as the management of businesses which are interconnected. These businesses are basically involved in ultimate provision of services and product packages which are required by the consumers. SCM covers all management which are involved in storage and movement of raw materials, finished goods and work in process inventory from origin point of supply chain [4]. During last decade, as compared to supply chain, progress in the process of supply chain operations is relatively slow. Most of the ideas related to supply chain strategy are not

tested in the research so far. There is need that business should support the strategies of business so the business can achieve and sustain better performance and competitive advantage. To compete at different levels of supply chain, it is important that appropriate strategies of supply chain should be adopted by the organizations. The adopted strategy must be coordinated and integrated all over the supply chain so the performance of the members related to supply chain can be generated [5].

The main concern of human resource management is to manage and deal with aspects of 'human' within a firm in such a way that objectives of the organizations can be achieved. Moreover, employees of the organization should remain satisfied and develop their career as well. It is very critical for the organizations to hire the workers who are skilled because the business environment is getting really competitive. Among the assets of the organizations, human resource is the most important one. Without human resource, it is not possible for the organization to improve the contribution and efficiency of the organization. therefore, organizations must hire the skilled employees regardless of their caste, religion, gender, language, attitude and age. The employees who are hired must be able to compete in the workplace. Skilled employees are important because with the combined effort of HR and organizational technology, the goals and objectives of the organization can be achieved [7].

On the other hand, it is very important for the organization that the skills of the organization are sharpened with the passage of time so these employees can successfully meet the challenges of the environment. Organizations cannot progress without employees. When the human resource employed by the organization belongs to different region, religion, caste, attitude, perception, gender and age, it becomes very difficult to manage the work environment and adjust the employees. Managing the diversified workforce is a big organizational challenge. Every employee within the organization is different from other in terms of educational background, perception and age. When this different kind of people come together at the workplace as employees, they will be having difference in opinion regarding doing any job. At this point, the relationship among the employees will get impacted [6].

Its been discussed in a number of past studies that programs related to training and development impacts the organizational and employees' objectives in short and long run basis. The situation when turnover of the employees is increased, organizations must focus on the training and development program of the employees so the employees can be retained. The practices of the human resource are important asset of the organization. the training of the

employee is complicated process as well and plays very important role to achieve organizational goals. In order to retain, motivate and recognize the employees, training and career development of the employees plays very important role and significant role. Managers of the organization must start career development of the employees by meeting the employees personally. By this way managers can learn a lot regarding the short as well as long term goals of the employees [8].

In order to compete and survive in the current business environment, organizations must disseminate, share and create information which is updated as well. Flow of information is very important for the SCM which is efficient among all stakeholders of the product or service. The information can be regarding the incentives which include information regarding fixed prices, minimizing the lead time, penalty of the delayed order and variable cost as well in which more information is required [9].

Banking Sector of any country is of great importance. It provides financial support to all other sectors of the economy. These sectors include private and government sector of the country. The same importance is of Indonesian banking sector. The banking sector of Indonesia is growing rapidly. The commercial banks of Indonesia are providing loans to the customers on the regular basis. In last five years, the loans and deposits in the commercial banks have gone up by 6.45%. this increase shows the importance of banking sector within the country and employees who have to deal with the customers [10]. Therefore, the objective of the current study is to examine the impact of Training and career development, information sharing and diversity management on supply chain management strategy and sustainable growth of the banks.

2. Literature Review

2.1 Sustainability

Sustainability of business is still relatively young profession and an emerging discipline. To archive the sustainability of business while there is some around commonality, relatively in this term there is a little arrangement to be used. Sustainability of business is mean to achieve an organization's vision and mission. The knowledge of application can be described as, task and tools to the organization's products, services and activities in end tasks techniques in order to accomplish business. Studies have define the social object sustainability with keen of focus line performance to the triple bottom on achieving of people, planet and profit Also, it is stated that the sustainability of business achieving process of financial ESP for creating the shareholder value while defending the interest of other stockholder sustainability performance [11].

2.2 Supply chain management strategy

The supply chain structure also involves decisions in the next level organization and in order to must make firms of strategic choice to incorporate sustainability consideration. Reverse supply chain designing has largely focused the research effort to re-use and collect end of life customer return the product, supply chain structuring to properly incentive motivate managing and partners competition in between the new and remanufactured product [12, 13]. Moreover, research the characterization of product of the empirical evidence as either functional or innovation, and supply chain as either efficient or responsive, supply chain and most of the products suggest that could be better characterized hybrids [12].

Flows of product also directly involved of the group of entities is defined in the supply chain, information, services and finances to customer from the resource [14]. Relatively supply chain also defines as the strategy of patterns of related decision to activity of supply chain, in accordance to strategy of overall corporative strategy. These activities include the sourcing of products, procurement of raw material, demand management, capacity planning, and communication across supply chain, as well as these activities also related to the services and delivery of the product, such as inventory management and warehouse, distribution and transportation [15].

The operation strategy; configuration strategy, customer services strategy asset network and out-sourcing strategy; are fundamental building blocks of the supply chain strategy. However, the strategic business to derive forward objective and really gain of competitive edge, the choice of this component you make about one of must each be:

Strategy of your business with aligned; Needs of customers with aligned; (your influence) Position power with aligned; Adaptive because advantages of competitive is temporary and condition of market is changed [16].

Criteria of these four may be elementary sound, but some of the companies follow them. In fact, of managing and developing as strategy of supply chain is not widespread. Most of the clients over the year strategy supply chain process in place had only the most rudimentary, supply chain strategy should directly support and drive forward your business strategy these concepts indicating either difficult or not well understood to implement [17, 18].

2.3 Employee Diversity management

The diversity management concept in business management originated and taking advantage of recognizing method to benefits to everyone involved and work heterogeneity depicts. In current situation or in this time, now openly working organization diversity management is the part of strategy of human resource management.

Diversity management is the execution and planning of procedures aimed and organizational schemas in order to managing people that the prospective benefits of social issues in milieu working its prospective and maximized are weaknesses reduced. Remote management in addition to personality value assortment of employee also respect of all concerned parties [19].

At workplace sensitivities in the people are diverse in the motivation level and ambition level; as result, in the front of their superior they react differently to direct their performance. Diversity grouped are categorized in three way: value diversity (emotional divergence in attitude and personality); in formational diversity (serviceable term of organization) and social diversity (ethics, age, gender etc.). It involves the everyone appreciating as distinguished and entities that divers from individual environment can bring new insights and thoughts that have potential to more potential proficient product better and services work done. The conventional understanding of opportunities is equal that envelops all sort of disparities it entails a board idea [20].

To recognize the individuals distinguishing and dissimilarities implies diversity management them a precious; by encouraging inclusiveness and stooping discrimination it boosts good practices management. The threat of social gaps organization level element segment of population at non-diversity, fundamental leading and stereotyping to political confrontational and civil unrest. Internationally, thriving business exploits and foresees percentage is speedily growing of minority group. Beyond ethnicity diversity goes, gender and race; In the otherness and other human attribute are our outside and own group which we belong but in current situation in other groups and individuals [21].

2.4 Training & career development

[22] stated that, various process refers to the training in which individual develops required competences from employment related tasks. However which competency to extent are actually gained is any depends instance on the quantity and level of inputs, motivation to learn and innate abilities of trainee.

Systematic approach of development and learning is the training that improves organization and individual group. Have an integrated development employee and guiding them the need of organizational is to be fulfilling besides enhancing employee to create opportunities for career development. Secondly, studies concentrate the training program on achieving strategic organizational. The tailor training program it is essential to meet organization's goal,

as degrade of ineffective programming to organizational performance [23].

To improve the intervention of training the organization's services and goods quality in tough competition the technical skill by upgrading of employee's career, Includes recreation, various life roles, learning, work and activities. Now a day's employees are very career-oriented about their career than ever before. The work endless experience for a life log career which can be divided into stage of uncluttered development; Begin with the primary idea about finish and working with retirement [24].

'Development career' defined as "the constellation of total psychological, educational, economic, sociological, physical and increases the factor that combine the shape of career over the life span of any given individual". It is an act of work, managing life and learning over the life span. The employee turnover reduced to the development seems. It is essential for organizational success to invest the process of employment to retain the employees [25].

2.5 Information sharing

Essential process of information sharing is considered for supply chain transparency and integration within the chain members. Research has stated that offering the opportunities for efficiently plan to managers the strategies as well having react appropriately ability to accurate information. It is defined as the process that facilitates data collection, documentation, and the storing, retrieving, and transferring of private information. The member has participating the share information only if they have willingness to do so; however, they should redesign their information to be able in order to transfer and assemble all private information to make better decisions to increase their capability [26].

The supply chain of information sharing has a numerous benefit among the member of supply chain, it decreases the different type related uncertainties to product, technology and demand that add to supply chain costs process. To enhancing the information, facilitate the effectiveness and efficiency of supply chain it obtained the state advantages. Information sharing is stated by key component of SCM system for any successful need to implement they discuss the good structure of information sharing. The information sharing process has been proved for many backbone logistics and coordination activities such as forecasting, replenishment and planning, efficient customer response a forecast information sharing; which lead eventually to a great opportunity for improvement performance [27].

2.6 Hypotheses Development

2.6.1 Supply chain management strategy and Company sustainability

There are several empirical findings which have proven that supply chain strategy and sustainability of companies are related to each other. Thus, the association of these variables have studied systematically in the study of [28]. There is alignment in these concepts, whereas, evolving field is represented by SCM. Therefore, it's been hypothesized that:

H1: Supply chain management strategy and Company sustainability are significantly related to each other.

Diversity management and Supply chain management strategy

Adaptiveness and innovation of the market is improved through the culture in which there exists diversity. The performance of the firms is increased by employing employees who belongs to diverse cultures and backgrounds [28, 29]. These organizations and supply chain have the ability to minimize the costs improve the implementation of technology, enhance the product innovation and reduce the cycle of the products. The supply chain management which are successful have the characteristics of common governance which are also similar to human resource practices plays an important role in using the SCM effectively through diversity [30].

H2: Diversity management and Supply chain management strategy are significantly related to each other.

H3: Supply chain management strategy mediates the relationship between Diversity management and Company sustainability.

Training & career development and Supply chain management strategy

For the employees dealing in the SCM of the organization, the courses that are involved in career and development plays very important role. External training and on job training are the best way for the training of the employees. If the needs of the employees are met, the employees will be satisfied with the training being provided by the organizations. As mentioned earlier that time out for learning at home and external courses are source of training for the employees. For the development of employees, study programs are not widely used. The focus of internal trainings is management skills of the people through interpersonal skills, logistic management skills, people management skills, technical supply chain, coaching, leadership, negotiation, team building and supervisory skills [31].

H4: Training & career development and Supply chain management strategy are significantly related to each other.

H5: Supply chain management strategy mediates the relationship between Training & career development and Company sustainability.

Information sharing and Supply chain management strategy

For the effective coordination of the supply chain among all units of organization, information sharing is very important. Through information sharing, organizations can do better decision making by minimizing the cost and using resources in better way. The demands of the customers can be met in better way if the companies can manage the information in better way [32]. Through advancement of ICT, organizations can manage the information in better way. Information and flows of finances are operated physically and important for the organization as well. Third parties can be involved in the supply chain which are involved in providing logistic support [33]. Therefore, it's been hypothesized that.

H6: Information sharing, and Supply chain management strategy are significantly related to each other.

H7: Supply chain management strategy mediates the relationship between Information sharing and Company sustainability.

2.7 Research Framework

Following framework is developed from above literature

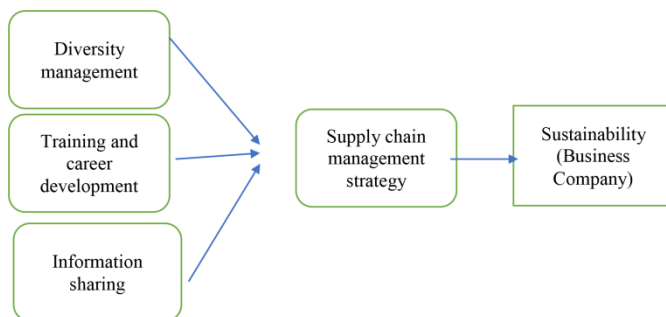


Figure 1: framework of SCM

3. Methodology

This study employed a cross-sectional design quantitative method that quantifies the association between variables under study. The hypothesis was derived based on the prior researches, and cross-sectional survey has been carried out afterwards. The survey was conducted by distributing questionnaires to the respondents through random sampling procedure. Therefore, in order to explain population by its sample, a random sample procedure was

employed to confirm that the observed population is truly represented by its sample. Meanwhile, a questionnaire-based survey method was chosen as a suitable procedure to collect data for the current research. The process of selecting samples from a list of all the observed data involves randomly taking a number from the random numbers table, presented by the software program. Using a random number generator, 550 random numbers were obtained that were then presented in the form of a table. Statistical techniques are the statistical procedures and tools that are generally employed for testing theories, refining theories and data analysis.

This study chose the Partial least squares structural equation modeling (PLS-SEM) for analyzing the collected data. PLS-SEM analysis involves assumptions like, non-autocorrelation, no multicollinearity, linearity, and homoscedasticity. In the following section, the study observed whether the underlying techniques meet the PLS-SEM assumptions. This technique is generally used to test the research hypothesis and to perform statistical and numerical analysis. In contrast, covariance structural analysis (CSA-SEM) is a regression-based approach which is one of the earliest approaches for estimating the SEM parameters with the minimized covariance matrices. Therefore, partial least square SEM (PLS-SEM) is the second-generation multivariate technique to measure partial relationships in the model, which is done by increasing discrepancy through PLS succession. It thus suggests that PLS-SEM is applicable when the data normality assumption could not be achieved for the multivariate data [34]. The response rate of the current study is 53.45 percent.

4. Results

After data screening and checking, the next step involves the evaluation of inner and outer models [34]. This section presents the outer and inner model evaluation using PLS-SEM. This approach was employed for assessing both moderating and direct results in this research. Therefore, to determine the nature of causal relationships between the model constructs, Smart PLS 3.0 is employed [35].

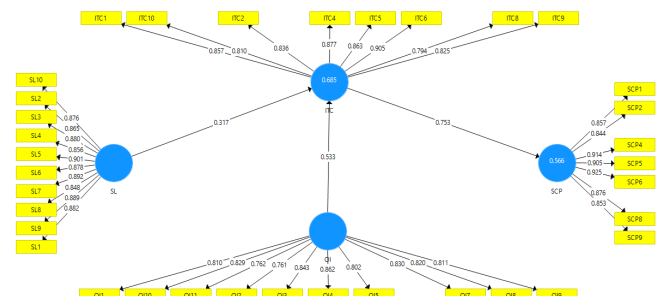


Figure 2. Measurement Model

There are two phases of estimating PLS model, the outer model evaluation for reliability and the validity, and the structural model or inner model evaluation based on the values for the predictive relevance, R-square and effect sizes. The first phase of PLS model estimation, i.e. outer model is estimated by measuring the properties of those constructs having multiple items as well as observing both the discriminant and the convergent validities. The second phase of PLS model estimation, i.e. for the inner model, the bootstrapping procedure is conducted for testing the study hypotheses.

However, before the hypotheses testing, measurement model was measured by using the suggested phases. This process helps in determining the construct validity through observing the convergent, discriminant and content validities of the construct. Construct and content validity refer to the extent that items suitably estimate their respective constructs, which they are intended to measure [35]. Such that, the items that are measuring their intended construct must have higher loadings. Therefore, the items were chosen through the literature review. Based on factor loadings, each item was found to be correctly loaded on their respective constructs, as shown in Table 1 Thus, the table confirms the content validity in this study.

Table 1. Outer Loading

	CSUS	DVM	INS	SCM	TNCD
CSUS1	0.864				
CSUS10	0.736				
CSUS11	0.764				
CSUS2	0.879				
CSUS3	0.884				
CSUS4	0.865				
CSUS6	0.887				
CSUS8	0.932				
DIVM10		0.879			
DIVM11		0.890			
DIVM12		0.841			
DIVM13		0.822			
DIVM14		0.862			
DIVM15		0.879			
DIVM16		0.865			
DIVM2		0.848			
DIVM3		0.869			
DIVM4		0.842			
DIVM5		0.899			
DIVM6		0.861			
DIVM7		0.897			

DIVM8	0.835			
DIVM9	0.889			
INS1		0.855		
INS10		0.817		
INS11		0.895		
INS2		0.838		
INS4		0.914		
INS5		0.897		
INS6		0.916		
INS8		0.879		
INS9		0.845		
SCM1			0.744	
SCM10			0.882	
SCM11			0.889	
SCM2			0.721	
SCM3			0.830	
SCM5			0.855	
SCM6			0.846	
SCM7			0.894	
SCM8			0.889	
SCM9			0.929	
TNCD1				0.934
TNCD2				0.908
TNCD3				0.891
TNCD4				0.900
DIVM1	0.872			

In addition, the convergent validity is defined as the extent to which variables converge towards the estimation of a particular construct [34]. In view of these researchers, an adequate convergent validity is established using three important criteria: which include average variance extracted (AVE), factor loadings and composite reliability (CR). Therefore, for this research, all item loadings were reported to be equal or above 0.70, thereby confirming the convergent validity.

Table 2. Reliability

	Cronbach's Alpha	rho_A	CR	(AVE)
CSUS	0.946	0.954	0.955	0.729
DVM	0.978	0.978	0.980	0.750
INS	0.961	0.963	0.967	0.763
SCM	0.957	0.958	0.963	0.723
TNCD	0.929	0.931	0.950	0.825

Besides, it is also important to assess the outer model's construct and discriminant validities. Discriminant validity is defined as to what extent the items reflect the differences

among different models, i.e. by indicating that different constructs have non-overlapping items. In addition, the measures' discriminant validity shares the variance among each construct and is expected to be higher as compared to the shared variance among particular constructs.

Table 3. Discriminant Validity

	CSUS	DVM	INS	SCM	TNCD
CSUS	0.854				
DVM	0.774	0.866			
INS	0.756	0.730	0.874		
SCM	0.751	0.727	0.790	0.850	
TNCD	0.706	0.697	0.719	0.739	0.908

Once the outer or measurement model is estimated, the next step is the structural model estimation, following [35] assessment procedure, i.e. checking for collinearity issue, assess the R-square level, path coefficients, and predictive relevance Q^2 .

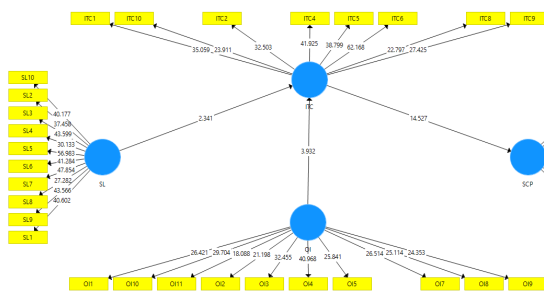


Figure 3. Structural Model

In both formative and reflective models, multicollinearity issue may potentially occur at the structural level. It generally exists, when there is high inter-correlation among two or more independent variables in the model. The existence of multicollinearity inflates the values of standard errors in Ordinary least square (OLS), making the significance tests unreliable.

Table 4. Direct Relationship

	(O)	(M)	(STDEV)	(O/STDEV)	P Values
DVM -> CSUS	0.303	0.303	0.102	2.973	0.001
DVM -> SCM	0.319	0.318	0.107	2.974	0.001
INS -> CSUS	0.507	0.510	0.109	4.657	0.000
INS -> SCM	0.533	0.536	0.114	4.661	0.000
SCM -> CSUS	0.951	0.951	0.006	158.127	0.000
TNCD -> CSUS	0.025	0.024	0.095	0.268	0.394
TNCD -> SCM	0.027	0.025	0.099	0.268	0.394

The significance of path coefficients can be established by carrying out bootstrapping methods, since it is the only

mechanism to determine the path coefficient's significance. Bootstrapping is defined as a re-sampling method which carries out random sampling iterations with replacement from the original sample. Therefore, for the structural model, a bootstrapping method was performed in Smart PLS 3.0, by taking 5000 sub-samples for 220 cases. Furthermore, the p and t values for each path coefficients were also produced, and their significance were assessed using one and two-tailed tests.

Table 5. Mediation

	(O)	(M)	(STDEV)	(O/STDEV)	P Values
DVM -> SCM -> CSUS	0.30	0.30	0.102	2.973	0.001
INS -> SCM -> CSUS	0.50	0.51	0.109	4.657	0.000
TNCD -> SCM -> CSUS	0.02	0.02	0.095	0.268	0.394

For a particular construct or model, the standard path coefficient for the relationship among endogenous and exogenous variable and the predictive power is assessed by calculating the endogenous variables' R-square values. In PLS analysis, the R-square's interpretation is similar to that in case of multiple regression. Thus, R^2 shows how much variance in the endogenous construct can be explained by the model or the exogenous variables, and represents the variables quality, that are involved in the model [36-39].

Table 6. R-square

	R Square
CSUS	0.904
SCM	0.673

Calculating the effect size assesses that whether there is a substantive impact of independent or exogenous constructs on the endogenous constructs. Therefore, in order to determine the extent that the explaining power of an endogenous construct changes with the examined path, Cohen's F value was calculated to measure the effect size.

Afterwards, the model's predictive relevance was observed to assess the model's predictive capacity. For this purpose, the Stone-Geisser non-parametric test was performed, through PLS blindfolding procedure. Thus, the cross-validated result explains the model quality and predictability of the endogenous constructs [34].

Table 7. Q-square

	SSO	SSE	Q ² (=1-SSE/SSO)
CSUS	1736.000	606.992	0.650
DVM	3472.000	3472.000	
INS	1953.000	1953.000	
SCM	2170.000	1147.858	0.471
TNCD	868.000	868.000	

5. Conclusion

Competition among the banks is mounting since last three decades. It is critical for them to derive supply chain strategies by which they can gain sustainability and develop competitive advantage. For this reason, the banks must look on their employees as human resource of any service sector organization is the critical asset. By hiring employees from diverse set of groups, organizations can perform better as new ideas will be foster in the working environment. Proper information sharing is also very important along with training and development of employees so the SCM strategies can be implement and organization can gain sustainability. For the present study data was collected from the employees of banks based in Indonesia through questionnaires. The findings of the study revealed that diversity management and information sharing by banks can be key factor to gain sustainability. Whereas the relationship of training and development with sustainability and SCM is not found to be significant. Present study fills the gap of limited studies in banks regarding supply chain. Moreover, the findings of the study are also helpful for adopting strategies by which organization can gain sustainability and compete with other organizations.

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