

# Impact of Corporate Entrepreneurship and Organizational Culture on Business Performance: The Role of Supply Chain Management

Hong Van Pham<sup>1</sup>, Huynh Xuan Nguyen<sup>2</sup>, Dinh Tran Ngoc Huy<sup>3</sup>

<sup>1</sup>*Institute of Science, Technology and Innovation, Vietnam*

<sup>2</sup>*Hanoi School of Business and Management, Vietnam National University*

<sup>3</sup>*Banking University of Ho Chi Minh city Viet Nam, - MBA, GSIM, International University of Japan, Niigata, Japan*

<sup>1</sup>*Phamvanhong1973@gmail.com*

*Corresponding email: <sup>2</sup>huynhngx@gmail.com*

<sup>3</sup>*Dtmhuy2010@gmail.com*

**Abstract-** With the expanding multifaceted nature and vulnerability of worldwide inventory chains, interruption occasions are as often as possible happening in production network. Commercial condition is separated into two sorts including inner and outer business conditions. In the examination, our inward business condition is organization culture and inside business condition is supply chain performance (SCP). Therefore, the purpose of this study is to quantify the impact of organizational culture (OC, pp. corporate entrepreneurship (CE) and its components on business performance (BP) through SCP in the non-financial sector of Thailand. Research sample comprises of 120 non-financial firms operating in Thailand. The study finds that SCP fully mediates the relationship between work reinforcement & BP and time availability and BP. Whereas, SCP is found to have partial mediation in the relationship between CE & BP, OC & BP, management support & BP, organization boundaries & BP and reward reinforcement and BP. Findings of study are important for managers in understanding and implementation of better OC which leads to CE and will ultimately enhance BP.

**Keywords:** *business performance, corporate entrepreneurship, organizational culture, supply chain performance*

## 1. Introduction

Non-financial sector has vital importance in Thailand's monetary headway giving approaching materials to numerous vital assembling ventures with creation and utilization of products and services. The economy of Thailand depends on sends out, which offers more than 66% of the country's total national output (GDP). The economy of Thailand itself is recently industrialized economy. With a GDP of 16.316 trillion baht (US\$505 billion) in 2018, the 8<sup>th</sup> significant economy of Asia, as indicated by the World Bank. Starting at 2018, Thailand has a normal pattern in rising costs ratio 1.06, a record hold of 7.5% of the nation's GDP. The Thai economy relied upon to post 3.8% development in 2019. Its cash, the Thai Baht, likewise positioned as the 10<sup>th</sup> most utilized world money in 2017. The non-financial and administration segments are the key sectors in the

Thailand's GDP, with the previous representing 39.2% of GDP. Thailand is the second-greatest economy in Southeast Asia, after Indonesia. The expedition to find out the factors of firm performance (FRP) has long been basic purpose of the strategic management domain. FRP is raised by implementing innovation that finally makes a base to carry on way of better advancements in its different procedure of products and services.

Its key utilization empowers the needed pioneering to be directed with proactive animation, so as to achieve and safe overall intensity, development for the business just as its endurance the organizations are being constrained by the financial and natural changes to support their pioneering surroundings [5]. Further proposing has referenced that there lies a constant need to look into and recognize the variables that might contribute in the advancement and development of pioneering adventures [5]. Supporting this thought, [9] have contended that business heads all the more regularly bomb in distinguishing the variables that can cultivate business execution. To accomplish overall development, advancement for the business and its endurance are being constrained by the fiscal just as ecological changes to help their entrepreneurial environment.

The executives support has been respected as one of the fundamental factors that empowers execution. The writing on hierarchical administration has explained regulatory help into different points of views. As demonstrated by [2] the executives support is portrayed as the degree where an association makes a domain that helps towards its representatives; other than that, it sets up trust, and cooperation for accomplishing authoritative goals. On comparable bearing, top administration backing could possibly affect workers to make great conduct towards accepting new thoughts.

IT framework supports the organizations in sharing and supporting strategies and advancement exercises [4]. This capacity fortifies the organizations' administration in quickening and dealing with the development and productivity of generally speaking business capacities. Moreover, [25] express that adaptability of IT framework adds to an association's advancement by presenting development activities which eventually makes advertise balance. Thereby, firms need to create solid IT foundation adaptability to lead a firm towards advancement.

It has been seen as an indispensable component for creating options approaches to complete things, it is the prime prerequisite of the cutting-edge period. [12] explains CE as far as managing the present information to accomplish something in an unexpected way, as far as items, procedures, and frameworks. The age of new information is principally a devoted duty regarding innovative work (R&D) in the particular fields. It is connected with the inside information base and the vision of firms to put resources into practical R&D exercises [1]. Enterprise is a soul which can just live in suitable conditions. Along these lines, the pioneering conduct of the workers is unequivocally influenced by authoritative convictions and qualities [3]. When hierarchy culture centers around inside support and makes progress towards steadiness and control through clear assignment setting and implementation of severe standards. Persuading factors incorporate security, request, rules and guideline, though adequacy criteria in progressive systems incorporate control, soundness and proficiency [10].

Internal reconciliation perceives that various divisions and useful territories inside a firm ought to work as a component of a coordinated procedure. Since inner reconciliation separates utilitarian hindrances and incites participation so as to meet the necessities of clients, as opposed to working inside the practical storehouses related with conventional departmentalization and specialization. In spite of the fact that policymakers may keep up utilitarian association structure, client orders stream across capacities and exercises. At the point when a request is postponed, clients couldn't care less which caused the deferral. They essentially need to know whether the request has been satisfied. This requires a coordinated client request satisfaction process. Data sharing, joint arranging, cross-utilitarian groups and cooperating are significant components of this procedure. Selecting the suitable execution measure is trying, because of the inborn multifaceted nature and reliance of supply chains (SC). While [8] contended that monetary exhibition ought to be the fundamental proportion of SC execution as a result of the investor benefit intention. In an incorporated inventory network, advancement of a solid vital organization with providers will encourage their comprehension and expectation of the producer's needs.

With the expanding multifaceted nature and vulnerability of worldwide inventory chains, interruption occasions are as often as possible happening in production network [14]. Commercial condition is separated into 2 sorts including inner and outer business conditions. In the examination, our inward business condition is OC and inside business condition is Supply chain performance (SCP). Therefore, the purpose of this study is to quantify the impact of corporate entrepreneurship (CE) to business performance (BP) through SCP in the non-financial sector of Thailand. Moreover, impact of CE and OC is less heightened in Thailand context. This study tries to provide better understanding and practical implementation of OC and CE on BP in Thailand's non-financial sector with mediation role of SCP.

## 2. Literature Review

The possibility of corporate enterprise (CE) has developed in the course of the most recent four decades and the

definition has changed impressively with taking a break. The underlying examinations during the 1970s concentrated on adventure groups and how enterprise inside running associations could be set up [8]. The genuine estimation of business enterprise as a corporate idea lies in the degree to which it assists associations with making practical upper hand. [7] researched that Administrators must show "enterprising authority" for their organizations. Enterprise has become the component of business diligence and achievement. Generally, organizations assessed their presentation utilizing quantifiable estimates, for example, rate of return, net benefit and turnover. Over the most recent couple of decades, in any case, there has been a developing understanding that organizations ought to likewise consider quality-related attributes to define business objectives and measures execution [21]. The execution of CE requires the reconciliation of the powerful usage of precise authoritative practices, i.e., decentralization of power, interest in dynamic, collaboration, shirking of organization and support of hazard taking and imagination [13]. [22] considered the connection between transformational authority and CE in Pakistan. The finding of this examination was that firms ought to contribute to start transformational administration preparing programs for their supervisors. Self-recharging firms change by reevaluating the crucial explanation wherein they were developed. This furthermore prompts the consequences of indispensable and outstanding changes, including reexamining the chance of business, modifying and moving system wide changes for oddity. Self-reclamation is an ambitious effort that gets liberal changes firms' old news, corporate system, and in chain of significance as well. These movements change the present relationship in the firm with its external condition. Proactivity is portrayed as the choice of proactive philosophy is similar with contenders. A proactive firm is one that acknowledges exercises to profit opens entryways and endeavors to be the fundamental opponent as opposed to a supporter.

[16] examined the viability of actualizing authoritative exercises that rouses coordinated efforts that prompts advancement. It is mandatory that the authoritative individuals, occupied in inventive undertakings and sharing information should work autonomously and not deferred by progressive limits [15, 19]. [6] considered the connection between data sharing and CE. Their examination's finding propose that information is swapped unreservedly and there was an open method for correspondence [11]. So, as to move the association to corporate business enterprise and advancement, unmistakably a change the board procedure must be drilled; one that underlines the job of inner personals as implementers of this change and fundamental supporters of its maintainability.

Upper level administration must support enterprising activities by recognizing new possibilities [20] top supervisors can advance decent variety in the association's human asset technique to energize learning and innovativeness by mix of representatives ages, societies, nationalities, and aptitudes [18] In request to transform development into the main thrust behind the hierarchical endeavors, organizations need to give self-rule, enable and

propel their workers. There is likewise a need to decrease formalization and increment adaptability [15]. To advance a culture of joint effort and information sharing thus empower the association to change [28].

A hearty hierarchical culture prompts understanding and consistency in the association. A frail culture will make an unfortunate domain, prompting worker disappointment and strain. Disappointment and negative inclination are probably going to spread among workers [23]. Authoritative culture of a corporate likewise has definitive impact on word related soul, disposition, inspiration of individuals and utilization of workforce and different variables assist organization with turning into a working network in the soul of collaboration, dependability, affectionate, amicability and proceed, in this manner set up a typical attitude and certainty for the accomplishment of a business [27]. Enormous firms in the world have been investigating another wellspring of upper hand called SCM (supply chain management). SCM includes every single incorporated action in conveying items to the market and make clients fulfilled. The SCM program incorporates exercises, for example, buying, assembling, transportation and dispersing items into the most bound projects. In this manner, effective SCM is to compose and join every one of these exercises into a brought together method. SCM controls and connections all accomplices right now. These accomplices are firms' workers, providers, bearers and outsider firms and suppliers [29].

For assembling firms, SCM is a zone which plays an ever more elevated key job because of worldwide rivalry and in light of the fact that the handling stages are frequently completed in creating nations, the existence cycle is short and the length that the items remain in the store network is very long [24]. With an adjustment in the idea of SCM, inquiries concerning the relationship of each part in the store network, about their obligations and impact are being raised. The difference in speculation right now the board and coordination has achieved the consciousness of the significance of associating, incorporating and collaborating among all the connections in the inventory network. Store network is a significant determinant during the time spent conveying items and administrations to the last clients. When creating various ideas of SCM, it is important to focus on CSR in light of the fact that CSR is turning into a key factor for productive store network activity.

Now a days, non-money related segment has been endured to rebuild as a result of globalization, consistent change of crude material cost, and closer guidelines of the skillful specialists. Such difficulties require compound organizations to constantly improve, increment business discernment, and handle open doors for advancement. To do as such, concoction organizations are required to set up a total inventory network, both gathering creation necessities with least cost and guarantee greatest security and ecological standards. Along these lines, CE will expand inventory network the executive's execution, and help a corporate increment business insight to the earth bringing about progress of business execution of a corporate [17].

### 3. Hypotheses

H<sub>1</sub>: CE is directly associated with BP.

H<sub>2</sub>: SCP has positive impact on BP.

H<sub>3</sub>: CE has positive link with SCP.

H<sub>4</sub>: SCP mediates the link between CE and BP.

H<sub>5</sub>: OC is directly associated with BP.

H<sub>6</sub>: OC has positive link with SCP.

H<sub>7</sub>: SCP mediates the link between OC and BP.

H<sub>8</sub>: SCP mediates the association between (a) WD and BP, (b) MS and BP, (c) OB and BP, (d) RR and BP and (e) TA and BP.

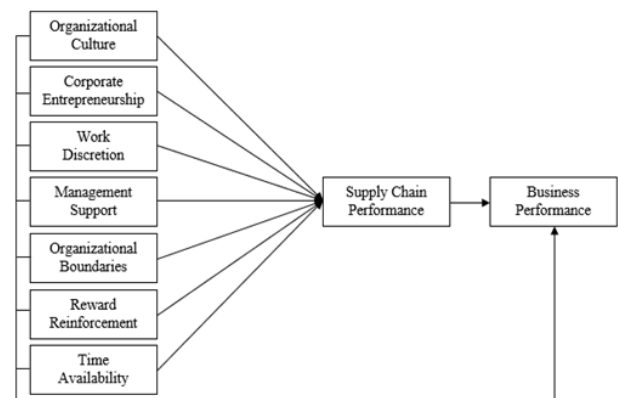


Figure 1: Conceptual Framework

### 4. Methodology

Research sample comprises of 120 non-financial firms operating in Thailand with complete data of director' addresses and their business activity in website. While sample size is very small but it represents most of the sectors. Surveys are directed via email, posted in an envelope with postage stamp for return to 120 companies. In initial 21 days, we received only 40 surveys, then we contacted with each company via phone call and requested them to fill the review. After 3 weeks, we received 58 additional questionnaires and the remaining 22 surveys were supported by business association of Thailand via email and phone calls for collection. Finally, after 7 more days, we collected remaining 6 questionnaires. 120 received surveys were arranged and deleted if some of them were imperfect. During the whole procedures, 14 unacceptable surveys were removed and only information collected through 106 surveys were tested.

**Business performance (BP):** BP is taken as dependent variable (DPV) which is defined as a business administration process which looks on the whole business instead of single department. BP management involves examining the complete BP and defining how can the business achieve its goal effectively.

**Corporate entrepreneurship (CE):** CE is used as independent variables (INDPV) which is a mechanism that is used to grow new businesses, goods, services or processes in running organization to generate competitive advantage and find a new revenue increment opportunity through entrepreneurial thinking and practical approaches. CE contains 5 sub variables:

*i. Work discretion (WD):* when people in a company are accountable for deciding when or how to perform specific jobs tasks or part of the work, based on their experiences

and capabilities to decide, the responsibility for the decision is said to be at their discretion.

ii. *Management support (MS)*: MS systems are computer-based systems that are expected to be used by, or at least to backing managers. They, as well as others, less used approaches, focus basically on particulars managers' information requirements and how an MS system can provide information necessities.

iii. *Organizational boundaries (OB)*: OB is a term used in entities and the legal occupation mainly to differentiate one organization from another in the relevant sector company.

iv. *Reward Reinforcement (RR)*: RR refers to the element that had firm environmental inducements and had the property of eliciting approach responses.

v. *Time availability (TA)*: TA is characteristic of a resource that is committable, operable, or usable upon demand to perform its specific or required operation. It is the sum of the resource's convenience, dependability, maintenance, serviceability and safety.

**Organizational culture (OC)**: OC, another INDPV, contains an organization's potentials, experiences, attitude, as well as the standards that leads a member' conduct, and is articulated by the employee's self-repute, internal workings, communication with the external world, and upcoming prospects. Culture is centered on shared attitudes, beliefs, customs, and printed and oral rules that have been industrialized over time and are considered valid.

**Supply chain performance (SCP)**: SCP is taken as mediating variable (MDV). SCP refers to the prolonged supply chain's activities in fulfilling end consumers' needs according to their standards. Including timely delivery and availability of goods and all the necessary stocks and capacity in the SC to provide that performance in an approachable manner. All the measuring aspects of variables were determined by 5-point Likert scale "1: strongly disagree to 5: strongly agree".

**5. Results and Findings**

Table 1 shows the factor loading of variables which are also reported in measurement model shown in Figure 2. All the loading values are greater than desired level which satisfy the condition of data validity. Table 2 shows the reliability, composite reliability, and discriminate validity. The diagonal elements in bold are square roots of average variance extracted (AVE). It can be observed from the Table that all the values are in between the desired level; hence allowing us to apply the condition of bootstrap analysis.

**Table 1: Factor Loadings**

	CE	WD	MS	OB	RR	TA	OC	SC P	BP
<b>CE 1</b>	0.872								
<b>CE 2</b>	0.894								
<b>CE 3</b>	0.879								
<b>CE 4</b>	0.888								
<b>CE 5</b>	0.861								

<b>WD 1</b>		0.848							
<b>WD 2</b>		0.885							
<b>WD 3</b>		0.884							
<b>WD 4</b>		0.861							
<b>WD 5</b>		0.900							
<b>MS 1</b>			0.934						
<b>MS 2</b>			0.927						
<b>MS 3</b>			0.808						
<b>MS 4</b>			0.886						
<b>OB 1</b>				0.709					
<b>OB 2</b>				0.804					
<b>OB 3</b>				0.789					
<b>OB 4</b>				0.801					
<b>RR 1</b>					0.757				
<b>RR 2</b>					0.854				
<b>RR 3</b>					0.706				
<b>RR 4</b>					0.888				
<b>TA 1</b>						0.766			
<b>TA 2</b>						0.838			
<b>TA 3</b>						0.671			
<b>TA 4</b>						0.605			
<b>OC 1</b>							0.786		
<b>OC 2</b>							0.964		
<b>OC 3</b>							0.527		
<b>OC 4</b>							0.680		
<b>SC P1</b>								0.986	
<b>SC P2</b>								0.869	
<b>SC P3</b>								0.937	
<b>BP1</b>									0.778
<b>BP2</b>									0.876
<b>BP3</b>									0.831

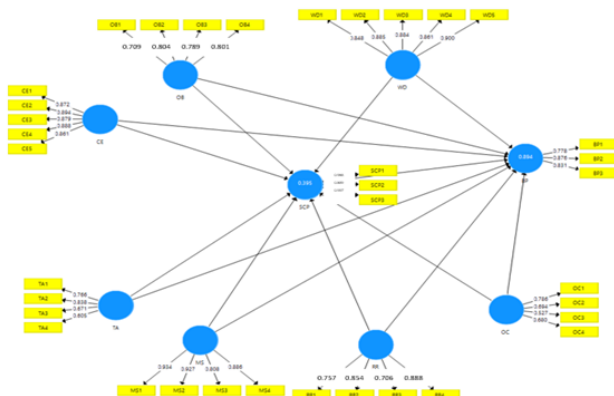
Table 5 shows the path outcome for the impact of CE and OC on BP along with mediating impact of SCP (Figure 3: Structural Model). CE shows significant direct impact on BP (0.1424, 0.000) at significance level of 1%. Outcomes indicates that 1% rise in CE will lead to 14.24% growth in BP. SCP has positive association with BP (0.0984, 0.000) at significant level of 1%. Result explains that 1% change in SCP will lead to rise 9.84% in BP. SCP shows significant positive relation with CE (0.0424, 0.000). The outcome shows that 1 unit increase in SCP will increase CE by 4.24%. SCP and CE shows direct association with

BP (0.2473, 0.020) at significance level of 5% which shows that 1% change in both SCP and CE will collectively enhance BP by 24.73%.

**Table 2: Construct Reliability and Validity**

	C N A	C R	C E	W D	M S	O B	R R	T A	O C	S C P	B P
<b>C E</b>	0.894	0.921	<b>0.855</b>								
<b>W D</b>	0.999	0.917	0.976	<b>0.865</b>							
<b>M S</b>	0.896	0.845	0.865	0.734	<b>0.844</b>						
<b>O B</b>	0.988	0.876	0.867	0.742	0.752	<b>0.865</b>					
<b>R R</b>	0.881	0.884	0.788	0.645	0.734	0.633	<b>0.876</b>				
<b>T A</b>	0.988	0.870	0.805	0.655	0.554	0.544	0.685	<b>0.855</b>			
<b>O C</b>	0.955	0.955	0.971	0.537	0.600	0.677	0.754	0.854	<b>0.846</b>		
<b>S C P</b>	0.845	0.912	0.850	0.608	0.677	0.847	0.744	0.642	0.652	<b>0.815</b>	
<b>B P</b>	0.915	0.903	0.878	0.688	0.594	0.664	0.743	0.633	0.656	0.743	<b>0.843</b>

Note: "CAN: Cronbach's alpha. CR: Composite Reliability"



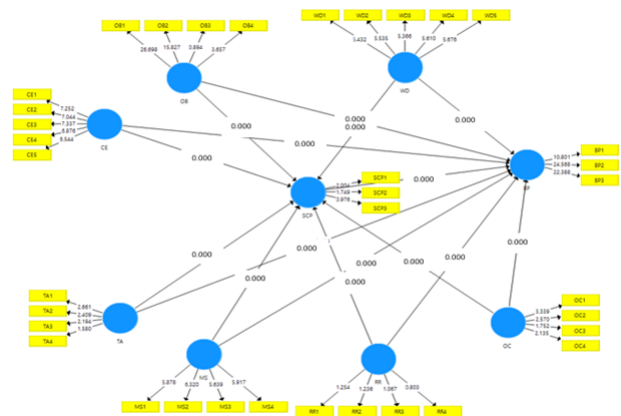
**Figure 2: Measurement Model**

**Table 3: Path Analysis**

Path	Coefficients	P Values
CE → BP	0.1424	0.000**
SCP → BP	0.0984	0.000**
CE → SCP	0.0424	0.000**
CE → SCP → BP	0.2473	0.020*
OC → BP	0.1487	0.000**
OC → SCP	0.0835	0.000**
OC → SCP → BP	0.0745	0.040*
WD → BP	0.0695	0.000**
WD → SCP	0.0982	0.000**
WD → SCP → BP	0.1121	0.125
MS → BP	0.2133	0.000**
MS → SCP	0.2031	0.000**
MS → SCP → BP	0.0986	0.050*
OB → BP	0.0831	0.000**
OB → SCP	0.0866	0.000**
OB → SCP → BP	0.0989	0.020*
RR → BP	0.0932	0.000**
RR → SCP	0.1531	0.000**
RR → SCP → BP	0.1635	0.042*
TA → BP	0.1361	0.000**
TA → SCP	0.1456	0.000**
TA → SCP → BP	0.1369	0.149

Note: "\*\* p < 0.01 and \* p < 0.05"

OC has strong positive linkage with BP (0.1487, 0.000) at critical degree of 1% which indicates that 1% rise in OC becomes a cause of 14.87% rise in BP. Result shows that OC has positive impact on SCP (0.0835, 0.000) which indicates that 1 unit change in OC will lead to 8.35 unit rise in SCP. Regression outcomes of OC and SCP has significant positive impact on BP (0.0745, 0.040) at significant level of 1%. It can be described as 5% change in SCP and OC will become a reason of 7.45% increase in BP.



**Figure 3: Structural Model**

WD displays strong positive linkage with BP (0.065, 0.000) indicating that 1% rise in WD causes 6.95% rise in BP. Result shows that WD has positive impact on SCP (0.0982, 0.000) at significance level of 1% which indicates that 1-unit change in WD will lead to 9.82 unit rise in SCP. Regression outcome indicates that both WD and SCP have insignificant positive impact on BP (0.1125, 0.125). It can be reported as 1% change in SCP and WD will become reason of 11.25% increase in BP collectively.

MS indicates strong positive linkage with BP (0.2133, 0.000) at critical degree of 1% which indicates that 1% rise in MS causes 21.33 % rise in BP. Result also shows that MS has positive impact on SCP (0.2031, 0.000) at significant level of 1% which indicates that 1 unit change in MS will lead to 9.82 unit rise in SCP. SCP mediates the direct impact of MS on BP (0.0986, 0.050). 1% change in both SCP and MS will increase BP by 9.86%.

OB indicates positive linkage with BP (0.0831, 0.000) stating that 1% rise in OB leads 8.31% increase in BP. Result shows that OB has positive impact on SCP (0.0866, 0.000) at significance level of 1% which indicates that 1-unit change in OB will lead to 8.66% rise in SCP. Regression output also shows that OB and SCP has significant direct association with BP (0.0989, 0.020) at significant level of 5%.

RR indicates positive link with BP (0.0932, 0.000) at 1%. Which reports that 1% rise in RR leads 9.32% increase in BP. Result shows that RR has positive impact on SCP (0.1531 0.000) at significance level of 1% which indicates that 1-unit change in RR will lead to 15.31-unit rise in RR. RR and SCP has significant direct impact on BP (0.1635, 0.042) explaining that 1% change in both SCP and RR will become reason of 16.35% increase in BP.

TA has positive impact on BP (0.1361, 0.000) showing that 1% rise in TA leads 13.61% rise in BP. Result also shows that TA has positive impact on SCP (0.1456, 0.000) showing that 1-unit change in TA will lead to 14.56-unit rise in SCP. Finally, TA and SCP collectively have insignificant positive impact on BP (0.1369, 0.149). Which can be explained as 1% change in SCP and TA will become reason of 13.69% increase in BP.

## 6. Conclusion

With the expanding multifaceted nature and vulnerability of worldwide inventory chains, interruption occasions are as often as possible happening in production network. Commercial condition is separated into 2 sorts including inner and outer business conditions. In the examination, our inward business condition is OC and inside business condition is SCP. Therefore, the purpose of this study is to quantify the impact of CE on BP through SCP in the non-financial sector of Thailand. Moreover, impact of CE and OC is less heightened in Thailand context. This study tries to provide better understanding and practical implementation of OC and CE on BP in Thailand's non-financial sector with mediation role of SCP. Research sample comprises of 120 non-financial firms operating in Thailand. Surveys are directed via email, posted in an envelope with postage stamp for return to 120 companies. 120 received surveys were arranged and deleted if some of them were imperfect. 14 unacceptable surveys were

removed and only information collected through 106 surveys were tested.

The findings show that CE has significant direct impact on BP at significance level of 1% indicating that 1% rise in CE will lead to 14.24% growth in BP. SCP has positive association with BP. Result explains that 1% change in SCP will lead to rise 9.84% in BP. SCP shows significant positive relation with CE and indicates that 1 unit increase in SCP will increase CE by 4.24%. SCP mediates the association between CE and BP (0.2473, 0.020) shows that 1% change in both SCP and CE will collectively enhance BP by 24.73%. OC has positive linkage with BP which indicates that 1% rise in OC becomes a cause of 14.87% rise in BP. Result shows that OC has positive impact on SCP which indicates that 1-unit change in OC will lead to 8.35 unit rise in SCP. Moreover, study finds that SCM significantly mediates the interaction between OC and BP. It can be described as 1% change in both SCP and OC will become a reason of 7.45% increase in BP. WD displays direct linkage with BP indicating that 1% rise in WD causes 6.95% rise in BP. Result shows that WD has positive impact on SCP at significance level of 1% which indicates that 1-unit change in WD will lead to 9.82 unit rise in SCP. Regression outcomes also indicate that both SCP has full mediating impact on the linkage of WD with BP. It can be reported as 1% change in both SCP and WD will become reason of 11.25% increase in BP collectively. MS indicates positive connection with BP at critical degree of 1% which indicates that 1% rise in MS causes 21.33 % rise in BP. Result also shows that MS has positive impact on SCP which indicates that 1-unit change in MS will lead to 9.82 unit rise in SCP. SCP mediates the direct impact of MS on BP. 1% change in both SCP and MS will increase BP by 9.86%. OB indicates positive relation with BP stating that 1% rise in OB leads 8.31% increase in BP. Result also shows that OB has positive impact on SCP which indicates that 1-unit change in OB will lead to 8.66% rise in SCP. Additionally, SCP has mediating influence on the connection between OB and BP. RR also indicates positive link with BP at 1%. Which reports that 1% rise in RR leads 9.32% increase in BP. Result shows that RR has positive impact on SCP at significance level of 1% which indicates that 1-unit change in RR will lead to 15.31-unit rise in RR. SCP also mediates the direct impact of RR on BP explaining that 1% change in both SCP and RR will become reason of 16.35% increase in BP. TA has positive impact on BP showing that 1% rise in TA leads 13.61% rise in BP. Result also shows that TA has positive impact on SCP; 1-unit change in TA will lead to 14.56-unit rise in SCP. Finally, TA and SCP collectively have significant positive impact on BP (0.1369, 0.149) at significant level of 1%; indicating that SCP fully mediates the relationship between TA and BP. Which can be explained as 1% change in SCP and TA will become reason of 13.69% increase in BP. Above findings show that all the hypotheses of the study are accepted.

Earlier studies indicated that there was a direct connection among CE and BP, the current research suggest that this linkage may also depend on some factors; i.e., SCP. Therefore, SCP tested as a mediating variable in the relationship among CE, OC and BP. Therefore, major contribution of the current research is found that SCP play

mediating role in the relationship between OC and BP, CE and BP and components of CE and BP. At that point, all representatives of non-budgetary firms should share culture described by strengthening, coordination and reconciliation in Thai non-financial firms to get upper hands and greatness business execution. Thus, Thailand's non-financial organizations should concentrate on founding of CE, OC to improve SCP and BP; prompting economic development with regards to escalated expansion.

Also, we can see implications for Vietnam. Logistics and supply chain are the areas that very few Vietnamese businesses touch. Or having "bumped" is just a little more than a dig, and a real search. This is easily explained by two main reasons that many experts think are "everyday things in the district". Firstly, executives (CEOs, general directors, etc.) think it is necessary to focus more on marketing, sales, and market exploration. Especially in the context of weak comprehensive businesses from marketing, sales, to market development, distribution channels ... . And businesses accidentally forgot a silent competitive weapon - the supply chain.

## References

- [1] A. Ajamieh, J. Benitez, J. Braojos, and C. Gelhard, "IT infrastructure and competitive aggressiveness in explaining and predicting performance," *Journal of Business Research*, Vol. 69, No. 10, pp. 4667-4674, 2016.
- [2] U. E. Anigbogu and E. K. Nduka, "Stock market performance and economic growth: Evidence from Nigeria employing vector error correction model framework," *The Economics and Finance Letters*, Vol. 1, No. 9, pp. 90-103, 2014.
- [3] B. Antoncic and R. D. Hisrich, "Intrapreneurship: Construct refinement and cross-cultural validation," *Journal of Business Venturing*, Vol. 16, No. 5, pp. 495-527, 2001.
- [4] A. S. Bharadwaj, "A resource-based perspective on information technology capability and firm performance: An empirical investigation," *MIS Quarterly*, 169-196, 2000.
- [5] D. L. Bolton and M. D. Lane, "Individual entrepreneurial orientation: Development of a measurement instrument," *Education+ Training*, Vol. 54, No. 2/3, pp. 219-223, 2012.
- [6] L. Botcheva, C. R. White, and L. C. Huffman, "Learning culture and outcomes measurement practices in community agencies," *American Journal of Evaluation*, Vol. 23, No. 4, pp. 421-434, 2002.
- [7] D. E. Cantor, P. C. Morrow, and F. Montabon, "Engagement in environmental behaviors among supply chain management employees: An organizational support theoretical perspective," *Journal of Supply Chain Management*, Vol. 48, No. 3, pp. 33-51, 2012.
- [8] I. J. Chen and A. Paulraj, "Towards a theory of supply chain management: The constructs and measurements," *Journal of Operations Management*, Vol. 22, No. 2, pp. 119-150, 2004.
- [9] C. W. Craighead, D. J. Ketchen, K. S. Dunn, and G. T. M. Hult, "Addressing common method variance: guidelines for survey research on information technology, operations, and supply chain management," *IEEE Transactions on Engineering Management*, Vol. 58, No. 3, pp. 578-588, 2011.
- [10] D. Denison, L. Nieminen, and L. Kotrba, "Diagnosing organizational cultures: A conceptual and empirical review of culture effectiveness surveys," *European Journal of Work and Organizational Psychology*, Vol. 23, No. 1, pp. 145-161, 2014.
- [11] T. Gajendran and G. Brewer, "Integration of information and communication technology: Influence of the cultural environment," *Engineering, Construction and Architectural Management*, Vol. 14, No. 6, pp. 532-549, 2007.
- [12] S. Gregor, "The nature of theory in information systems," *MIS Quarterly*, pp. 611-642, 2006.
- [13] J. S. Hornsby, D. F. Kuratko, D. T. Holt, and W. J. Wales, "Assessing a measurement of organizational preparedness for corporate entrepreneurship," *Journal of Product Innovation Management*, Vol. 30, No. 5, pp. 937-955, 2013.
- [14] S. Hosseini, D. Ivanov, and A. Dolgui, "Review of quantitative methods for supply chain resilience analysis," *Transportation Research Part E: Logistics and Transportation Review*, Vol. 125, pp. 285-307, 2019.
- [15] E. H. Hwang, P. V. Singh, and L. Argote, "Knowledge sharing in online communities: Learning to cross geographic and hierarchical boundaries," *Organization Science*, Vol. 26, No. 6, pp. 1593-1611, 2015.
- [16] R. D. Ireland, J. G. Covin, and D. F. Kuratko, "Conceptualizing corporate entrepreneurship strategy," *Entrepreneurship Theory and Practice*, Vol. 33, No. 1, pp. 19-46, 2009.
- [17] R. Kassem, M. Ajmal, A. Gunasekaran, and P. Helo, "Assessing the impact of organizational culture on achieving business excellence with a moderating role of ICT," *Benchmarking: An International Journal*. doi 10.1108/BIJ-03-2018-0068, 2019.
- [18] C. Li, L. Y. Sun, and Y. Dong, "Innovating via building absorptive capacity: Interactive effects of top management support of learning, employee learning orientation and decentralization structure," *Creativity and Innovation Management*, 27, No. 4, pp. 431-443, 2018.
- [19] Y. Rasool, B. Iftikhar, M. N. Nazir, & H. W. Kamran, "Supply chain evolution and green supply chain perspective," *International Journal of Economics, Commerce and Management*, Vol. 4, No. 10, pp. 716-724, 2016.
- [20] J. W. Ridge, S. Johnson, A. D. Hill, and J. Bolton, "The role of top management team attention in new product introductions," *Journal of Business Research*, Vol. 70, pp. 17-24, 2017.
- [21] A. Saleh and R. Watson, "Business excellence in a volatile, uncertain, complex and ambiguous environment (BEVUCA)," *The TQM Journal*, Vol. 29, No. 5, pp. 705-724, 2017.
- [22] I. Shafique and M. N. Kalyar, "Linking transformational leadership, absorptive capacity, and corporate entrepreneurship," *Administrative Sciences*, Vol. 8, No. 2, pp. 9-16, 2018.

- [23] A. S. B. Shamsudin, A. W. B. M. Kassim, M. G. Hassan, and N. A. Johari, "Preliminary insights on the effect of Islamic work ethic on relationship marketing and customer satisfaction," *The Journal of Human Resource and Adult Learning*, Vol. 6, No. 1, pp. 106, 2010.
- [24] J. J. Tarí and J. F. Molina-Azorín, "Integration of quality management and environmental management systems: Similarities and the role of the EFQM model," *The TQM Journal*, Vol. 22, No. 6, pp. 687-701, 2010.
- [25] P. R. Todd and R. R. G. Javalgi, "Internationalization of SMEs in India: Fostering entrepreneurship by leveraging information technology," *International Journal of Emerging Markets*, Vol. 2, No. 2, pp. 166-180, 2007.
- [26] D. T. Yaşlıoğlu, E. Temelli, and A. U. Aydinlik, "Intrapreneurial characteristics of NGOs in Turkey," *The International Journal of Business & Management*, Vol. 5, No. 3, pp. 185-190, 2017.
- [27] C. Yilmaz and E. Ergun, "Organizational culture and firm effectiveness: An examination of relative effects of culture traits and the balanced culture hypothesis in an emerging economy," *Journal of World Business*, Vol. 43, No. 3, pp. 290-306, 2008.
- [28] S. A. Zahra and G. George, "Absorptive capacity: A review, reconceptualization, and extension," *Academy of Management Review*, Vol. 27, No. 2, pp. 185-203, 2002.
- [29] M. Zhang, H. Li, and J. Wei, "Examining the relationship between organizational culture and performance: The perspectives of consistency and balance," *Frontiers of Business Research in China*, Vol. 2, No. 2, pp. 256-276, 2008.