

Supply Chain and Firm Performance with the Moderating Role of Leadership Dependency

Rahman Ambo Masse^{#1}, Ali Halidin^{#2}, M. Majdy Amiruddin^{#3}, Kamaluddin Nurdin Marjuni^{#4}

^{#1,2,3}*Institut Agama Islam Negeri Parepare, Sulsel, Indonesia*

^{#4}*Universitas Sains Islam Malaysia, Malaysia*

¹*Corresponding author: E-mail: ekonomisyars2@iainpare.ac.id.*

²*alihalidin766@gmail.com*

³*majdyamiruddin@gmail.com*

⁴*kamaluddin@usim.edu.my*

Abstract—The prime objective of the present study is to examine the role of supply chain leadership, supply chain fellowship and shared common values on the supply chain activities of the Islamic banks in Indonesia. The secondary objective of the ongoing study is also the examination of moderating role of supply chain leadership dependency among the links of supply chain leadership, supply chain fellowship, shared common values and supply chain activities of the Islamic banks in Indonesia. The questionnaire method has been adopted by the study to collect the data while smart-PLS has been executed for the analysis. The results indicated that supply chain leadership, supply chain fellowship and shared common values have a positive impact on the supply chain activities of the Islamic banks in Indonesia. The results also exposed that supply chain leadership dependency positively moderated among the links of supply chain fellowship and supply chain activities. These findings are suitable for the regulators along with further studies in terms of investigating, formulating strategies and policies on the supply chain activities of the banks.

Keywords; *Supply chain leadership, Supply chain fellowship, shared common values, Supply chain activities*

1. Background

The upcoming diversities and uncertainties in the business environments are increasing where companies are acting by the addition of flexible measures for the strategies of operations. The flexible measure usually influences the area of firms where the performance is an eminent element. Companies having diverted intentions of flexible behaviors insert various domains into the supply chain and firms performance [12]. Therefore, leadership has eminent role among them which identifies the majority of factors that exist between the relationship of firm performance and supply chain. An open mirror of flexibility helps companies to avail various benefits through the eminent measure where the capabilities dominate with the variation of certain instances [8, 13]. Technology has were enhanced the role of the supply chain also enhanced the levels of performance that is depicted in the environments of business [28]. The

intermediary role of the supply chain helps various factors to enable the sustainable advantages that could refer positive enumerations toward the performance of the firm. The potential of measured elements significantly contributes toward the enhanced growth of companies which usually strive in the global world of competitive markets [26]. There is a stress of supply chain which is usually used in companies with significant growth toward the other sectors of business. Although, different measures are eminent in business growth the element of leadership significantly enhances the performance levels from various aspects [35]. Many factors have dominance toward the firm's performance but the ultimate effects brought toward the activities of the supply chain. Competition between various companies is significantly endorsing some impacts over the markets which enables various companies to adapt eminent strategies [25].

Involvement in business could not be achieved individually as it is referred to as the combined effort of companies which through the employment of various strategies could achieve the targeted measures [22]. Performance of companies are not upon the working of individuals; therefore, competition always inserts dominant measures for the companies to establish teams. Working along with teams could enhance the ideas of innovation toward the markets through which various benefits are obtained. The formation of various activities of the supply chain positively links the performance of the firm where the dependence of performance induces some determining factors [19]. Role of leadership eminently induces dominant measures upon the attainment of activities where the dependency role of supply chain management contributes significant measures. The need to follow some strategies has become more viable for the companies due to the experienced terms because companies have attained various objectives with dominance importance over the need for supply chain and performance. Common and shared values are dominant in the companies which help companies to achieve various targets within a short span [32]. For the achievement of better performance from the competitive markets, it is compulsory to establish the measures that could help

supply to insert effective domains for the attainment. Supply chain activities are measure through various channels where the role of firm performance also dominates; therefore, some effects of supply chain qualities affect the activities of the supply chain [4]. The performance of supply chain work not only internally but also insert the dominant strategies outside boundaries of business where the assembling, components, materials and finished goods are pertinent to be mentioned.

The proper distribution channel enables companies to open the era of growth enhancements where through the channel of customer many objectives re achieved. Therefore, performance measures are obtained through the implication of various chains which enable the department to department growths [5]. In the past, the eminent channel of firm performance is measured through different perspectives. Although, many companies induces a variety of strategies that are used through the employees and help to attain the objectives of higher performance. While retaining the quality of the sustainable environment, the supply chain integration through the quality of leadership most of the work became choir easier for the firms. For the monitoring of various measures, supply chain inserts dominant role where each step is measured through significant channel adopted by various companies [15]. Numerous supply chain measures are available providing the dominating effects upon the performance of firms. The values of employees are firms are properly placed through the mechanism of supply chain management where plenty of motives prevail behind the objectives. The majority aims include the dominance of the supply chain which is significantly integrated with the dominating measures that help companies to grow better in the era of changing world. The leadership quality of supply chain inserts various intentions for each department to act openly, where the support of supply chain helps to achieve the objective internally by each department [37]. Various following elements prevail in the activities of the supply chain which help to achieve the targets as per the followership modes of supply chain management. The prevalence of common and shared values among the firm's performance are linked eminently with the supply chain activities where the role of supply chain leadership dependency directly inserted between them.

2. Hypotheses development

The prevalence of supply chain in business help companies to grow better than the effectiveness in various operational works, while effective implementation of qualities could enumerate positive results. The links with customers are made by the effectiveness of leadership quality; therefore, effective supply chain leaderships could enhance the competitive advantage towards other companies [31]. The supply chain is mainly concerned with distribution channel as per some studies, but the

literature widely enumerated a variety of supply chain examples that contributed significantly towards supply chain activities. Variety of elements that impacts the activities of the supply chain are enumerated through the policies of companies whereas the dominance of some value addition successfully contributes to performance evaluation [36]. Various operations prevail in companies, the demands of customers and selling of products are both jointly related with the activities of the supply chain, while the eminence of overall selling and demand is linked with the qualities of the supply chain. Many factors influence the supply chain activities, while literature about the significance of supply chain dimensions is clear with significance studies which contributed various measures toward the performance of firms as well as the activities of the supply chain [8]. Firm performance is positively linked with the performance of supply chain activities whereas; numerous factors also insert some eminent role between the relationships. The role of followership has significant importance in literature due to the variety of factors which have induced the dimensions which significantly contributed towards the activities of supply chain eminently [21].

Leadership qualities are certain in most companies where the dimension of supply chain inserts some dominance over the activities of the supply chain. The literature examined the domain of leadership which endorsed the position as a tactical element which prevail in some managers of the supply chain [29]. Supply chain management is separately operated by the in-charge which induces the significance of variation in strategies that are adopted by various companies. Role of the supply chain through leadership insert eminent results as stated in literature which describes the significance over the past studies where the role of leadership was not highlighted or used [30]. Therefore, the effectiveness of supply chain leadership significantly impacts the activities of the supply chain. Although, supply chain activities involve various measures to achieve the targets in time but the dominant impact of leadership help to attain the objectives of time frame which is usually used in the environments of business [3]. Some service providers use effective skills of leadership in the emergent markets where the expertise of such leadership in supply chain significantly attains the capabilities of effective supply chain activities. Overall designing's activities are dependent on the supply chain leadership which evaluate the roles eminently from the operations of the business [34]. The focus is not only restricted within the departments of the supply chain but it widely operated in the overall operations of companies.

H1: Supply chain leadership significantly influences supply chain activities.

The following someone could lead to some ways which are the intentions based on the person following to the personality or strategy. The domain of followership came

up from the qualities of leadership which put dominant measures in the effectiveness of operations which become a memory for the other parties or companies [18]. In the supply chain management followership ship has attained much importance due to the practice that has been adopted internationally by various companies [7]. It successfully led companies to attain various objective through the way of leadership qualities that prevail in the supply chain behaviors. Some charts usually define the path of operations with overall stages; therefore, effective efforts of followership through significant channels help companies to grow much faster [24]. The designed that are made by companies to operate within the behaviors usually strive to reach the targets with strategically designed elements [33]. Followership belongs to the interaction of various authorities that have lasted various strategies that led the companies or persons toward the accomplishment of tasks as well as objectives. It is constructed through the process of leadership which has positively led the department at peak stage or on the depletion stage because the overall strategies are made by viewing last strategies that were implemented in organizations [17]. The element of leadership and followership does not travel in the same domains as stated in studies because there is variation between the adaptations where one could decrease and the other would increase.

H2: Supply chain followership significantly impacts the supply chain activities.

The values that are inserted in companies could enumerate the resulting conditions of business which render positivity or negativity as well. The practices and policies that are implemented in business have an imminent impact on the supply chain activities [10]. The striving efforts through variation of strategies could lead the organization at some eminent stage where the companies whether to enjoy the benefits or could minimize the profits [1]. Shared values are the ultimate means rendered as practice and policies which lead as a rule to the companies where companies are bound to operate within the rules and regulations. Every company have some rules and regulations while the values inserted through shared and common beliefs insert significant measures toward the regular activities of the supply chain [27]. It is dependent on the shared and common values whether they could enhance the level of supply chain activities or could insert decreasing effects over the activities of the supply chain. It is an eminent mean of identification of the problems that are associated with the business; therefore, shared and common values usually address the social issues that businesses intersect [20]. For the shared and common values, the existence of economic benefits must prevail with the companies that could enumerate the effects over the activities of the supply chain.

H3: Shared and common values have a significant influence on supply chain activities.

Strategical measures that are used by companies as stated in literature help new businesses to establish a variety of innovations which would help to enable the capabilities. Dependence of leadership by the businesses could strive eminently in the era of business by employing significant elements of measuring companies' performance [14]. The role of supply chain management with the dependency of leadership inserts role in various measures of supply chain activities [11]. The eminence of supply chain leadership quality endorses significant steps for the companies to strive individually in the markets for performance [2]. Although, supply chain activities are dominant in companies environment the role of leadership dependency of supply chain help various factors to enhance the capability of supply chain activities. The positive link between followership, common and shared values are ascertained in literature with a variety of influences upon the activities of the supply chain [34]. The quality of leadership highlighted by studies which put the devastating impact on the activities of the supply chain which are endorsed by businesses in the area of competitive markets whereas the role of supply chain dependency of leadership effectively inserts role among them [30]. Studies widely stated the role of values that are added or eliminated by various firms in the activities of supply chain while, supply chain dependency of leadership effectively inserted moderating effects among them.

H4: Supply chain leadership dependency significantly and positively inserts moderating role among the relationship between supply chain leadership, and supply chain activities.

H5: Supply chain leadership dependency significantly and positively inserts moderating role among the relationship between supply chain followership, and supply chain activities.

H6: Supply chain leadership dependency significantly and positively inserts moderating role among the relationship between shared and common values, and supply chain activities.

3. Methodology

The prime objective of the present study is to examine the role of supply chain leadership, supply chain fellowship and shared common values on the supply chain activities of the Islamic banks in Indonesia. The secondary objective of the ongoing study is also the examination of moderating role of supply chain leadership dependency among the links of supply chain leadership, supply chain fellowship, shared common values and supply chain activities of the Islamic banks in Indonesia. The questionnaire method has been adopted by the study to collect the data while cluster

sampling techniques have been used to select the respondents. During the first personal visit, a total of 410 questionnaires has been distributed but out of them, only 270 were returned that represented around 65.85 percent response rate. In addition, smart-PLS has been executed for the analysis because it provided appropriate results in the case of the intricate model. The variables that have been taken include one dependent variable such as supply chain activities (SCV) that has five items, one moderating variable named as supply chain leadership dependency (SCLD) that has seven items. In addition, the current study has adopted three predictors such as supply chain leadership (SCL) that has five items, supply chain fellowship (SCF) that has seven items and shared common values (SCV) that has four items [16]. These constructs are shown in Figure 1 along with relationships.

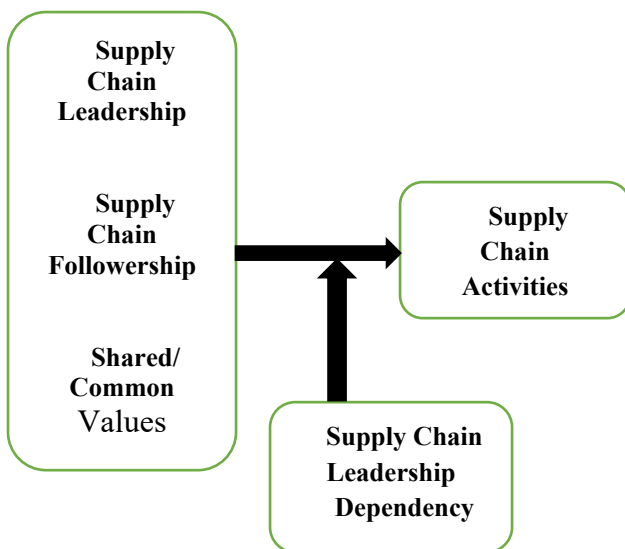


Figure 1. Research framework

4. Results

The convergent validity has been checked first and shows that valid convergent validity and high correlation among items because the values of Alpha and CR are more than 0.70 while the values of loadings and AVE are larger than 0.50. These values are highlighted in Table 1.

Table 1. Convergent validity

Items	Loadings	Alpha	CR	AVE
SCA2	0.823	0.852	0.900	0.693
SCA3	0.831			
SCA4	0.854			
SCA5	0.821			
SCF1	0.832	0.931	0.944	0.707
SCF2	0.863			
SCF3	0.845			
SCF4	0.811			

SCF5	0.876			
SCF6	0.861			
SCF7	0.794			
SCL1	0.938	0.944	0.958	0.820
SCL2	0.855			
SCL3	0.937			
SCL4	0.854			
SCL5	0.939			
SCLD1	0.556	0.895	0.909	0.600
SCLD2	0.897			
SCLD3	0.925			
SCLD4	0.558			
SCLD5	0.865			
SCLD6	0.924			
SCLD7	0.563			
SCV1	0.695	0.835	0.890	0.671
SCV2	0.897			
SCV3	0.769			
SCV4	0.898			

The discriminant validity has been checked second and shows that valid discriminant validity and no high correlation among variables because the values of Fornell Larcker and cross-loadings are up to the standards. These values are highlighted in Table 2 and Table 3.

Table 2. Fornell Larcker

	SCA	SCF	SCL	SCLD	SCV
SCA	0.832				
SCF	0.421	0.841			
SCL	0.510	0.404	0.905		
SCLD	0.436	0.558	0.492	0.775	
SCV	0.721	0.365	0.414	0.432	0.819

Table 3. Cross-loadings

	SCA	SCF	SCL	SCLD	SCV
SCA2	0.823	0.324	0.381	0.291	0.598
SCA3	0.831	0.346	0.494	0.387	0.625
SCA4	0.854	0.365	0.450	0.430	0.606
SCA5	0.821	0.366	0.364	0.338	0.569
SCF1	0.330	0.832	0.298	0.451	0.308
SCF2	0.353	0.863	0.346	0.482	0.286
SCF3	0.321	0.845	0.311	0.444	0.279
SCF4	0.302	0.811	0.359	0.492	0.238
SCF5	0.389	0.876	0.364	0.486	0.323
SCF6	0.417	0.861	0.376	0.476	0.378
SCF7	0.342	0.794	0.312	0.451	0.314
SCL1	0.465	0.344	0.938	0.449	0.365
SCL2	0.459	0.395	0.855	0.440	0.398

SCL3	0.468	0.345	0.937	0.450	0.363
SCL4	0.453	0.399	0.854	0.442	0.394
SCL5	0.463	0.344	0.939	0.444	0.352
SCLD1	0.162	0.671	0.191	0.556	0.145
SCLD2	0.417	0.419	0.465	0.897	0.408
SCLD3	0.421	0.375	0.473	0.925	0.443
SCLD4	0.177	0.670	0.190	0.558	0.152
SCLD5	0.407	0.399	0.470	0.865	0.381
SCLD6	0.419	0.375	0.470	0.924	0.443
SCLD7	0.178	0.671	0.201	0.563	0.151
SCV1	0.423	0.207	0.284	0.329	0.695
SCV2	0.723	0.369	0.408	0.351	0.897
SCV3	0.501	0.245	0.247	0.334	0.769
SCV4	0.655	0.340	0.387	0.410	0.898

The discriminant validity has been checked second and shows that valid discriminant validity and no high correlation among variables because the values of Heterotrait Monotrait (HTMT) ratio are less than 0.90. These values are highlighted in Table 4.

Table 4. Heterotrait Monotrait ratio

	SCA	SCF	SCL	SCLD	SCV
SCA					
SCF	0.468				
SCL	0.566	0.429			
SCLD	0.454	0.717	0.488		
SCV	0.833	0.398	0.457	0.447	

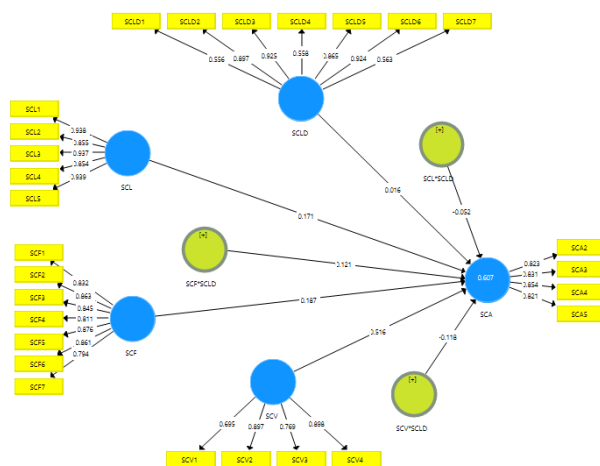


Figure 2. Measurement model assessment

The path analysis shows that supply chain leadership, supply chain fellowship and shared common values have a positive impact on the supply chain activities of the Islamic banks in Indonesia and accept H1, H2 and H3. In addition, supply chain leadership dependency positively moderated among the links of supply chain fellowship and supply chain activities and accept H5. However, supply chain leadership dependency insignificantly or negatively

moderated among the links of supply chain leadership shared values and supply chain activities and reject H4 and H6. These relationships are highlighted in Table 5.

Table 5. Path analysis

Relationships	Beta	S.D.	t-statistics	p-values
SCF -> SCA	0.187	0.059	3.198	0.001
SCF*SCLD -> SCA	0.121	0.047	2.558	0.011
SCL -> SCA	0.171	0.052	3.296	0.001
SCL*SCLD -> SCA	-0.052	0.045	1.156	0.248
SCV -> SCA	0.516	0.048	10.820	0.000
SCV*SCLD -> SCA	-0.118	0.047	2.509	0.012

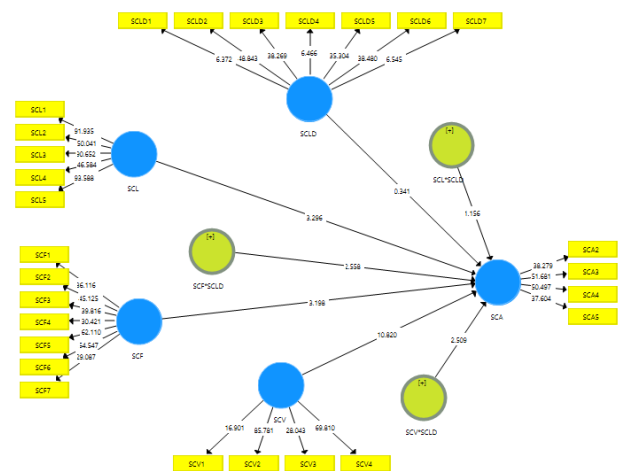


Figure 3. Structural model assessment

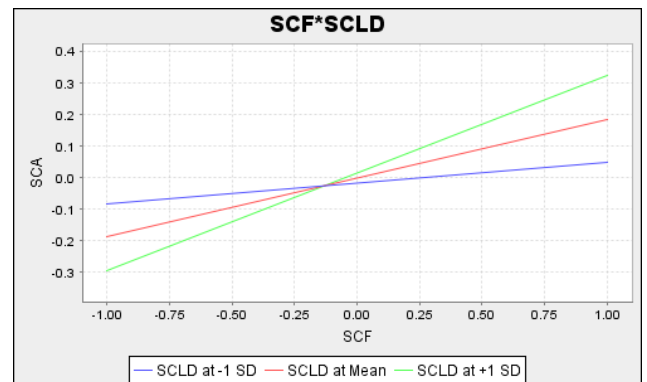


Figure 4. SCF*SCLD

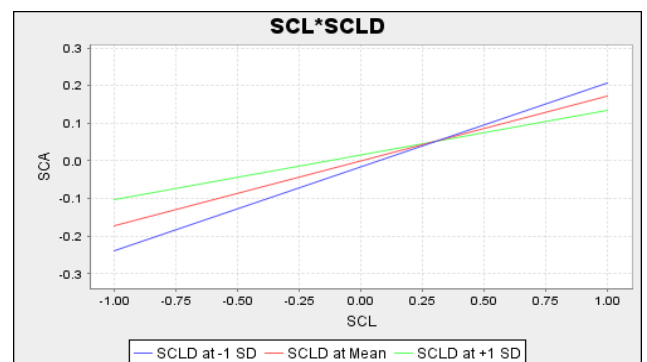


Figure 5. SCL*SCLD

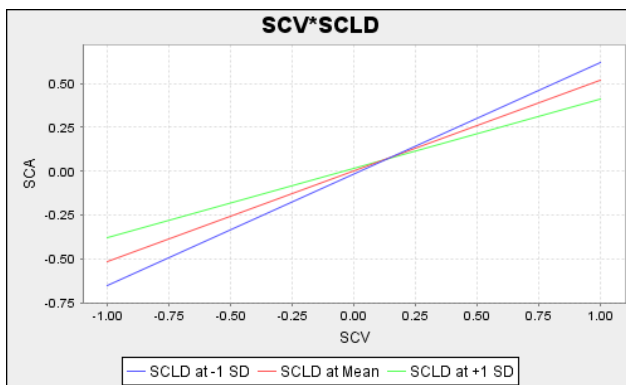


Figure 6. SCV*SCLD

This article analyzes the Supply chain, performance and leadership. This article is in line with previous articles including: Supply chain [38], [39], [40], [41]. Performance [42], [43], [44], [45], and [46]. Leadership [43], [47], [48], [49].

5. Discussion and conclusion

The results indicated that supply chain leadership, supply chain fellowship and shared common values have a positive impact on the supply chain activities of the Islamic banks in Indonesia. These outcomes are the same as the outcomes of Gosling, Jia [6] who also examined that effective supply chain leadership is necessary for effective supply chain activities of the organization. A study by Hu, Liu [9] investigated that shared values are also necessary for the effective supply chain activities in the organization and these findings are same as the outcomes of the current study. The results also exposed that supply chain leadership dependency positively moderated among the links of supply chain fellowship and supply chain activities. These findings are also similar to the outcomes of Mokhtar, Genovese [23] who also explored that the supply chain leadership dependency can enhance the effective supply chain activities in the organization. These findings are suitable for the regulators along with further studies in terms of investigating, formulating strategies and policies on the supply chain activities of the banks. Thus, concluded that the Islamic banks of Indonesia managed the effective supply chain leadership along with supply chain fellowship that is the reason for high supply chain activities in the banks. The current study has some limitations such as it is ignored the mediating impact and suggested that future studies should incorporate this aspect. In addition, the current study examine only the Islamic banks and suggested that future studies should add conventional banks in their analysis.

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