

The Impact of Workplace Environment, Supply Chain Performance and Integration on Work Productivity: Mediating Role of Organizational Culture

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Abstract-The work productivity has played an essential role in the success of the organization and also enhance the economic growth and supply chain practices is considered as the essential element to improve the work productivity and also gain the attention of well-known researchers. Thus, the present study has examined that impact of the workplace environment, supply chain performance and supply chain integration on the work productivity of the banks in Indonesia. The purpose of the ongoing study is also the investigation of mediating impact of organizational culture on the nexus of the workplace environment, supply chain performance, supply chain integration and work productivity of the banks in Indonesia. The employees of the banks that linked with supply chain process are the respondents selected by using simple random sampling and gathered data by using questionnaires. The smart-PLS, an effective tool for data analysis has been employed for analysis purpose. The results highlighted that the workplace environment, supply chain performance and supply chain integration have a positive association with work productivity. The results also indicated that organizational culture positive mediates among the nexus of the workplace environment, supply chain performance, supply chain integration and work productivity of the banks in Indonesia. The outcome provided the guidelines to the regulators that they should enhance their focus on the supply chain practices that could increase the work productivity while leads the organization towards success.

Keywords; Workplace environment, Supply chain performance, Supply chain integration, Work productivity, Organizational culture

1. Background

The modern world is full of competition. Then organizations are applying their best procedures, techniques and manpower to enhance their performance, gain a competitive advantage to stay in and win the competition. It's the competitive advantage which differentiates the organization from competitors. In the last decade, SCM has gained enhanced attention from both scholars and practitioners. In business growth, consumer

sustainability, rates of output and dynamic contact between producers and consumers, Supply Chain Management (SCM) is a vital component. System Dynamics (SD) is a framework that enables the assessment and implementation of new mechanisms and policies for large, hierarchical and nonlinear interactions of processes [11]. SD modelling required two forms of flows, one is the actual flows and the other is the flow of knowledge. The competition survivor in today's intensely dynamic competition is the one that can meet the end-user demand. The supply chain management is frequently quoted as a stimulus for industry expansion, intensified competitiveness and a growing focus on consumer attention. Against this context, efficient management of the supply chain is perceived to be essential to creating a sustainable competitive advantage by enhanced engagement and intra-company ties. Supply chains cover all operations linked to the movement and transition of products from the raw material to the end consumer [10]. The management of the supply chain is given a variety of advantages including lower prices, greater market share and profits, and better consumer connections. However, some research shows that it could be hyperbolic rather than operational. For example, Deloitte consulting found that, despite the fact that 91 percent viewed supply chain management as vital to organization's performance, only 2 percent of North American manufacturers rated their suppliers as world-class. Similarly, an international review of current industrial methods indicates that supply chain management is being fairly used and considered to be successful [23]. With these moderate levels of consumption and productivity, an interest in designing measuring systems and indicators for assessing the supply chain output is anticipated to flourish. In addition, the evaluation of supply chain efficiency might promote better awareness of the supply chain, have a significant effect on the actions of actors and boost its overall output [13]. However, this topic has gained limited consideration until recently, and critical gaps exist in the literature.

There are numerous factors which affect the productivity of the organization. One of the vital factors among those in the working environment. The working environment has a strong effect on the entire organization [11]. Literature proposed that there is an association between the working environment and organization production. Increasing workforce confidence is similarly essential for the workplace environment in which they operate. Where there are material and psychological problems in the company and the job setting. The organization must also have a reasonable working environment such as a physical setting as well as a non-physical environment (work setting for staff, social service personnel, employee relationships, employee and leaders' relationships and places of worship). A healthy working environment will encourage the creation of employment in order to maximize employee excitement and efficiency [1, 33].

To build high job output, optimum function needs to be extended and the human capital capacity of the workforce can be used to make a significant contribution to the company's growth. Productivity is the ratio of input to output (results). Growing competitiveness is only feasible by increasing the quality (time-materials-jobs) and job processes, manufacturing methods and the worker skills [24].

Productivity is an economic term that can generally be described as a ratio of production and input. Construction adds greatly to the Gross National Product (GDP). In order to support economic development, enhancing building efficiency is therefore essential [31]. The literature has demonstrated two wide approaches to increasing building efficiency. In terms of construction productivity, quantitative studies were calculated over time, parameter impact quantified and the relationship between productivity and their influential parameters is statistically tested [8]. However, little work has been done on connecting the growth with calculating quantitative productivity nor has the degree to which have benefited from productivity has been acknowledged. In particular, there is less knowledge of the interactions between the criteria and the efficiency of the firm [4].

Organizations seek to produce successful outcomes by implementing a vigilant corporate plan. However, effective corporate plan execution is done where personnel, strategic processes, operational frameworks and improvements to organizational culture are fully consistent with the strategy. The organizational culture which is strongly related to competitiveness is important to the growth of the company as it is the mechanism through which an enterprise builds its internal potential for short, medium and long-term effectiveness in its mission. Productivity is the way to get the goods and/or services of the business at the lowest expense and time available. Productivity is often tied to efficiency,

consumer preferences and industrial relations. It also means that efficiency and effective management are related. Productivity is also a consequence of encouragement and motivation in a healthy setting. Organizational culture offers a framework of interpretation for workers who have an understanding of the world. As such, organizational culture serves as a medium for organizing the identification and actions of the person and provides social understanding which renders the organizational environment predictable [28]. This socializes individuals with clear norms and conduct patterns. Just a few studies have investigated the effect on employee attitudes of organizational culture and these have been restricted to the analysis of collectivist and individualistic corporate behavioral expectations as an indicator of the actions of cooperative workers. As a consequence, very few study has been conducted on the influence of a broader set of corporate cultural expectations on employee behavior.

The present investigation investigates the relationship between supply chain performance, supply chain integration, working environment and work productivity. In the proposed model the organization culture is employed as a mediating variable.

2. Hypotheses development

The healthy working environment is strongly backed by the researchers as well as practitioners in order to enhance the organization productivity. Besides encouragement, a friendly working environment is also required to enhance employee efficiency and productivity. The work environment consists of all physical aspects of work, working psychology and working regulations which can impact job satisfaction, productivity and achievement in productivity [20]. The working environment is all the staff that will affect them in the success of their assignments. Cleanliness, music and others, for sure. The working environment is the whole workspace and system for workers doing the job that may control the performance of the work itself. The workplace environment is a guiding factor for improving job satisfy productivity and efficiency for workers [16].

Job output is a category of productivity resulting from an operation that satisfies pre-determined requirements. Job efficiency is a means of performing or executing operations in line with anticipations and expectations or priorities that are to be accomplished adequately and effectively. Quality of work is a situation under which workers can fulfil their essential needs while operating in an organization" [12].

In technical terms, productivity is a relation between the outcomes obtained (output) and all resources needed (input). Productivity is the ratio from input to output. The growing output is only feasible through the quality and job processes, manufacturing methods and the expertise of

employees [2, 27]. The efficiency of individuals is determined in a number of studies via different factors such as mental attitudes in the context of willingness to work, discipline and work ethics, schooling and skills, income and health levels, social stability, the social environment and nature of employment. Development, advancement and accomplishment opportunities [21].

It is understood that scholars have long demonstrated the need for a strong relationship between manufacturers and their supply chain partners. However, it is only with rising uncertainty that companies start rethinking the need for mutually profitable relationships in the supply chain. This is the best way to prioritize the shared development of inter-agency procedures. SCI's purpose is to achieve efficient operation, information, money and solutions flow to provide the consumer with the highest benefit at low cost at fast speed. You need to analyse how particular SCI indicators are correlated with various performance metrics in order to grasp SCI and its success relationship [7]. The studies proposed that in all instances no definition or process can be implemented. For SCI, systemic contingencies theory suggests that individual SCI measures must be matched to produce better outcomes. The possibilities of the unexpected solution relate to SCI's awareness. Since the organization comprises of a number of unpredictable events assumptions regarding such dependent partnerships can hardly be drawn. It may also be challenging to understand the effects of the random strategy as certain encounters are negligible. Additional settings analyses are then required to further grasp how SCI sizes work together and investigate the output of various SCI models [34, 36]. Configuration theory is the conventional and most sophisticated mixture portion. The layout method assumes that a comprehensive rather than an organizational framework is used if the organizational components are mutually consistent [4]. It follows that businesses will attain better efficiency at various levels by enhancing the SCI setup. Numerous studies used the contingency method to analyse the partnership between consumer and vendor, internal coordination, organizational trait and market characteristics. They seek to minimize the conflict between business development and competitiveness with customers and suppliers. Then an approach to set up is used [18]. Therefore, it is necessary to add both the unexpected and the configuration approach to the utility of SCI. SCI is generally an essential aspect of a market with multiple consumers and facilities where efficiency can be as effective as possible. When selecting a vendor, it is necessary to understand the supplier's logistics capabilities. The variety and efficiency of the services offered to the company have an effect on its competitiveness. In comparison, a broad variety of programmers requires extra expenses. In the report, D discusses the reliability of the supply chain for travel

agencies. The authors aimed at reducing the expense of delivering the goods to the customer, to analyse the consequences of external integration with other supply chain actors (hospitality and insurance providers, tour operators and other travel agencies). One sector where a travel agency's ranking is entirely reliant on consumer loyalty and good job performance is in the tourism industry. Cooperation and integration of actors in the supply chain are therefore unavoidable in order to raise tourism demand and truly satisfy the needs of consumers [19]. The linkage between external integration of organizations with other supply chain factors on the one side and their efficacy on the other are studied by numerous researchers. The degree of integration would also contribute to stronger interconnections across external integration. Studies also proposed that this may be a good guide for other agencies to establish optimum development plans to maximize revenues and consumers and reduce costs [22]. Moreover, enhanced procurement plans and future changes in operational performance are likely to be accomplished by expanded mutual integration of other supply chain stakeholders.

Studies proposed that the production assessment as an activity quantification method [26]. Effectiveness implies the degree to which the needs of a client are fulfilled and performance tests study resources of a business are utilized economically to achieve a given standard of consumer satisfaction. The total collection of metrics to calculate both the performance and efficacy of the measurement systems is defined. Neely and Adams [25] proposed a range of performance measurement methods including the balanced scorecard performance measurement framework performance measurement questionnaires; measurement specification standards; and production techniques assisted by computer networks. Furthermore, they demonstrate a number of shortcomings of current production measurement systems including promoting short-termism; lack of strategic emphasis (measuring method is not accurately matched with business priorities, history of companies, or recompense schemes); encourage local optimization, pushing managers to eliminate uniform discrepancies, rather than to enhance the supply chain efficiency. Numerous Studies proposed an excellent description of output assessment. These and other researchers have demonstrated how much of the drawbacks cited by Neely and Adams [25] and his colleagues remain relevant for supply-chain output assessment systems. In addition, they discussed the need for modern measuring methods and indicators to overcome these shortcomings. While this constitutes a significant move forward, this chapter suggests that a variety of important topics have been explored for reflection on contemporary studies. This include the influences affecting effectively applying performance measurement systems; the forces which influence the

creation of performance measurement systems and how performance measurement systems can be sustained over the long term in order to remain consistent with complex environments and evolving strategies (). All these problems are important for output assessment in supply chains [32].

Organizational culture is intended to influence employee conduct habits as universal principles and values within the company [29]. Corporate culture as a guiding factor that respects the actions and achievements of participants and gives a comprehensive view of what to do and how to accomplish, how priorities are interrelated and how each employee may achieve objectives. Organizational culture is as a collaborative mechanism in which the participants of one party are differentiated from each other. This definition also affirms that organizational culture might be the way to hold workers in line and to empower them with organizational goals. The unambiguous connection between culture and organizational success was identified in early organizational behavioral researchers [5]. These cultural principles are aligned with the methods selected by organizations contributing to effective organizations. While there has been universal recognition of the association between corporate culture and employee efficiency, some scholars have voiced skepticism about the connection. The cultural features can influence performance but maybe constrained or conditioned in a particular sense. They further claim that culture can contribute to better success in combination with improvements in environmental conditions. Researchers recently concluded that cultural characteristics cannot be replicated and may therefore be a source of organizational resilience. Resource-based perspective. The principles, rarities and survival of the society concerned rely on survival [14]. Overall, the literature review seeks to examine the conations between culture and success in current studies. Owing to the contextual essence of community, identifying the features of corporate culture may be difficult. Although no one theory is widely agreed, there is a consensus to a historically determined and socially organized organizational culture involving principles, attitudes, values and morals allied to the different organization's levels which encompass all aspects of organizational existence [17]. Studies proposed corporate culture as an overarching phenomenon of the enterprise, such as natural conditions, routines, and community and group principles. The culture is closely linked to ideas and convictions held by workers. The organizational culture binds staff to the ideals, expectations, myths, opinions and beliefs of the organization and introduces such beliefs as expectations of practices and behavior. The culture of companies as a central task that has an accumulated effect on its total performance and the consistency of its goods and services.

Corporate culture is a colorful and engaging power inside the company that forms gestures, activities and attitudes by workers and manages. Past scholars have demonstrated that culture is collectively contingent on behavioral and social interaction [9, 15]. Performance on the other hand implies the capacity to perform a certain activity (both physical and psychological) in a certain way that can be calculated at a height, medium or low stage. The term performance may be used to define various things, such as company success, corporate efficiency, employee performance and personal performance. Researchers prefer to define two performance dimensions: behavior and production (i.e. performance) component. Here, the behavioral component of success is considered to balance working condition and task requirements. So this limited compartmental component becomes a way of meeting corporate priorities and targets that are the result or success element [30, 35]. Although a number of activities may be used to quantify efficiency, stress decision and appraisal mechanisms that go hand and hand with activities themselves as they determine success. Early experiments have demonstrated that the association between corporate culture and its success persists. The organizational culture is fundamentally associated with organizational practices; therefore, organizational success depends on organizational culture. The corporate culture will improve large-scale efficiency if it can be recognized that it sustains a culture.

H1: There is a positive association between Supply chain performance and work productivity.

H2: There is a positive association between Supply chain integration and work productivity.

H3: There is a positive association between Workplace environment and work productivity.

H4: Organization culture positively mediates the positive association between Supply chain performance and work productivity.

H5: Organization culture positively mediates the association between Supply chain integration and work productivity.

H6: Organization culture positively mediates the association between Workplace environment and work productivity.

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3. Methodology

The aim attached to the current article is to investigate the impact of work environment, supply chain performance and supply chain integration on the work productivity of the banks in Indonesia. The purpose of the ongoing study is also the investigation of mediating impact of organizational culture on the nexus of the work environment, supply chain performance, supply chain integration and work productivity of the banks in Indonesia. The employees of the banks that

linked with supply chain process are the respondents of the study. These respondents have been selected by using simple random sampling and gathered data by using questionnaires. These questionnaires sent by the researchers to the respondents by mail and also by personal visit. A total of 520 surveys were sent but only 270 were returned that associated rate of response around 51.92 per cent. Moreover, the smart-PLS, that is an effective tool for data analysis has been employed for analysis purpose because this article has adopted the complex framework and observations are more than 100. The variables that have been used by the current article consist on the one predictive variable named as work productivity (WP) that has five items along with one mediating variable named as organizational culture (OC) that has four items. In addition, three independent variables have been adopted by the existing article named as supply chain performance (SCP), supply chain integration (SCI) and workplace environment (WE) that has seven, five and three items. These constructs are shown with their nexus in figure 1.

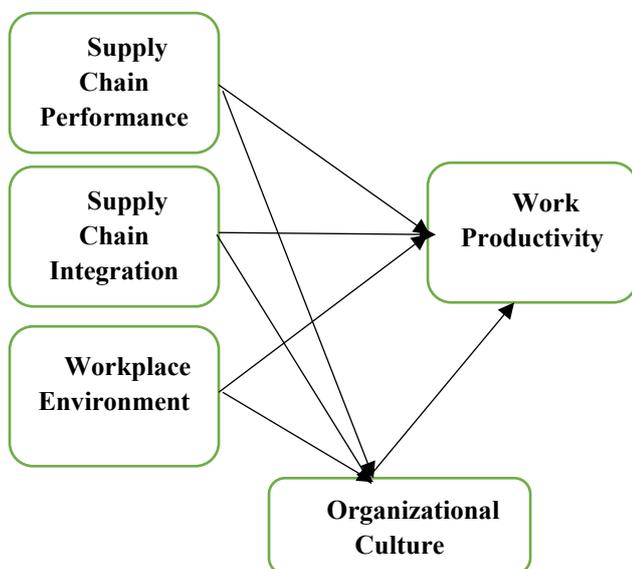


Figure 1. Theoretical model

4. Results

The results of the article include the structural and measurement model assessment. Firstly, the measurement model is examined by convergent validity that is related to the correlation of the items. The statistics show that Alpha and CR figures are cross the standard such as greater than 0.70 and loadings and AVE figures are cross the standard such as greater than 0.50. These figures highlighted that convergent validity as the valid and high correlation between items. These statistics are exposed in Table 1.

Table 1. Convergent validity

Items	Loadings	Alpha	CR	AVE
OC1	0.866	0.827	0.886	0.660
OC2	0.865			
OC3	0.795			
OC4	0.716			
SCI1	0.726	0.833	0.881	0.597
SCI2	0.781			
SCI3	0.775			
SCI4	0.791			
SCI5	0.787			
SCP1	0.781	0.865	0.896	0.554
SCP2	0.700			
SCP3	0.670			
SCP4	0.697			
SCP5	0.693			
SCP6	0.828			
SCP7	0.823			
WE1	0.649	0.746	0.811	0.591
WE2	0.846			
WE3	0.798			
WP1	0.734	0.798	0.868	0.623
WP3	0.748			
WP4	0.841			
WP5	0.828			

Secondly, the measurement model is examined by discriminant validity that is related to the correlation of the variables and checked with the help of Fornell Larcker and cross-loadings. The statistics show that the figures related to link with the construct itself are larger than the figures that exposed the links with other constructs. These figures highlighted that discriminant validity as the valid and low correlation between variables. These statistics are exposed in Table 2 and Table 3.

Table 2. Fornell Larcker

	OC	SCI	SCP	WE	WP
OC	0.813				
SCI	0.625	0.772			
SCP	0.521	0.532	0.744		
WE	0.302	0.211	0.144	0.769	
WP	0.608	0.659	0.621	0.249	0.789

Table 3. Cross-loadings

	OC	SCI	SCP	WE	WP
OC1	0.866	0.603	0.455	0.244	0.578
OC2	0.865	0.529	0.430	0.243	0.518
OC3	0.795	0.435	0.374	0.300	0.407
OC4	0.716	0.441	0.427	0.201	0.452
SCI1	0.419	0.726	0.513	0.126	0.470

SCI2	0.670	0.781	0.384	0.263	0.625
SCI3	0.337	0.775	0.336	0.123	0.406
SCI4	0.435	0.791	0.344	0.124	0.459
SCI5	0.448	0.787	0.472	0.132	0.517
SCP1	0.443	0.394	0.781	0.163	0.557
SCP2	0.291	0.396	0.700	0.029	0.375
SCP3	0.271	0.341	0.670	0.004	0.395
SCP4	0.375	0.397	0.697	0.001	0.410
SCP5	0.374	0.453	0.693	0.094	0.495
SCP6	0.427	0.382	0.828	0.191	0.459
SCP7	0.477	0.409	0.823	0.202	0.502
WE1	0.189	0.120	0.179	0.649	0.220
WE2	0.265	0.210	0.033	0.846	0.206
WE3	0.235	0.148	0.137	0.798	0.143
WP1	0.493	0.503	0.423	0.191	0.734
WP3	0.398	0.457	0.450	0.164	0.748
WP4	0.516	0.569	0.543	0.213	0.841
WP5	0.502	0.543	0.532	0.214	0.828

The discriminant validity is also checked with the help of Heterotrait Monotrait (HTMT) ratio and the statistics show that the figures related to link with construct itself are larger than the figures that exposed the links with other constructs because the values of the ratio are lower than 0.90. These figures highlighted that discriminant validity as the valid and low correlation between variables. These statistics are exposed in Table 4.

Table 4. Heterotrait Monotrait ratio

	OC	SCI	SCP	WE	WP
OC					
SCI	0.710				
SCP	0.603	0.624			
WE	0.414	0.266	0.248		
WP	0.737	0.782	0.734	0.344	

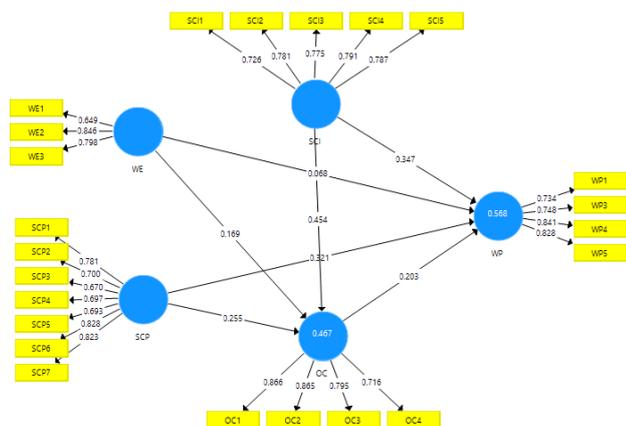


Figure 2. Measurement assessment model

The path analysis has been exposed to the association among the constructs and testing the hypotheses. The

results highlighted that the workplace environment, supply chain performance and supply chain integration have a positive association with work productivity and accept H1, H2 and H3. In addition, the results also indicated that organizational culture positive mediates among the nexus of the work environment, supply chain performance, supply chain integration and work productivity of the banks in Indonesia and accept H4, H5 and H6. The path analysis has been highlighted in Table 5.

Table 5. Path analysis

Relationships	Beta	S.D.	t-statistics	p-values
OC -> WP	0.203	0.056	3.661	0.000
SCI -> OC	0.454	0.046	9.955	0.000
SCI -> WP	0.347	0.050	6.897	0.000
SCP -> OC	0.255	0.051	4.988	0.000
SCP -> WP	0.321	0.046	6.907	0.000
WE -> OC	0.169	0.040	4.230	0.000
WE -> WP	0.068	0.034	2.007	0.047
SCI -> OC -> WP	0.092	0.028	3.265	0.002
SCP -> OC -> WP	0.052	0.018	2.870	0.005
WE -> OC -> WP	0.034	0.013	2.636	0.010

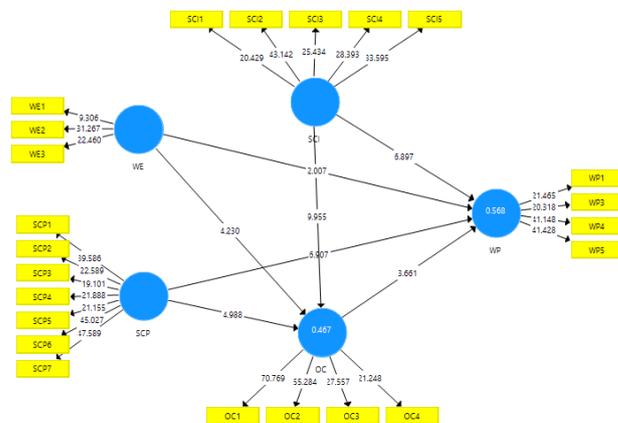


Figure 3. Structural model assessment

5. Discussion and conclusion

The results of the existing article highlighted that the workplace environment, supply chain performance and supply chain integration have a positive association with work productivity and this outcome is matched with the findings of the [11] who also exposed that the performance of supply chain positively linked with the work productivity of the organizations. In addition, the outcomes of the current article also exposed that supply chain integration has positively associated with the work productivity and this outcome is similar to the outcomes of [3] who also indicated that the work productivity depends on the high integration of supply chain. Moreover, this study outcomes revealed that workplace environment has positively linked with the work productivity and these outcomes are in line with the output of the [6] who also exposed that effective workplace

environment is necessary for the high productivity of the work in the organization. Finally, the outcomes also exposed that organizational culture positive mediates among the nexus of the work environment, supply chain performance, supply chain integration and work productivity of the banks in Indonesia and this could be matched with the results of [10] who also exposed that the organizational culture improves the impact of supply chain and workplace environment on the productivity of the workplace. Thus, the present study has concluded that the banks in Indonesia have implemented the best practices of the supply chain and also effective workplace environment along with the effective organizational culture that is the reason of high work productivity. The outcome provided the guidelines to the regulators that they should enhance their focus on the supply chain practices that could increase the work productivity while leads the organization towards success. This study has some limitations such as it takes mediation in the analysis and suggested that future studies should use moderation in their studies. In addition, the present study takes only three predictors and suggested that future studies should take more predictors in their analysis. Finally, the present study examine only the banks of Indonesia and recommended that future studies should examine the other industries in their studies.

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