

Exploring Mediating Role of Supply Chain Management between Logistic Management, Supplier Selection and Planning of Supply Chain and Sustainability, Supported Tourism Business in Indonesia

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Abstract- The competition is mounting in the Indonesian tourism sector. Therefore, it is key for the firms operating in this sector to adopt different strategies related to the supply chain by which they can attain sustainability. Therefore, the objective of this study was to examine the impact of logistic management, supplier selection, and planning of the supply chain on SCM and sustainability of the organization. Moreover, the mediating role of SCM between logistic management, supplier selection, and planning of supply chain and sustainability of the organization. The data was collected from the 258 respondents of the tourism sector in Indonesia in the form of a questionnaire. For data analyses and hypotheses testing, this study has used PLS-SEM as suitable technique. The findings of the study pointed out that all relations to be significant. It means that supply chain functions, Logistic management, Supplier selection on supply chain management, and sustainability. The findings of the study are helpful for the policy makers of this sector to adopt different strategies by which they can attain sustainability.

Keywords: Supply chain management, logistic management, supplier selection, planning of supply chain, Sustainability

1. Introduction

This is the era of globalization in which organizations are facing immense competition at different levels on a regular basis. In order to survive in the market, it is very important for organizations to develop sustainability at the economic and performance level. Moreover, for the sustainable performance of the organization, it is key that organizations must focus on supply chain management. This is the area where organizations can develop sustainable competitive advantage. Moreover, they should focus on the supply chain planning, logistic management, and selection of the supplier. In order to address the issues related to suppliers, organizations must focus on supplier selection. Selection of supplier is key because of fast and

quality production of the goods and fast delivery to the customers as well [1]

The set of measures employed by the organizations so they can unify the activities of partners, manufacturers, and suppliers in the process of distribution is the supply chain. The main focus is to get maximum output from the production process. Moreover, optimum utilization of the distribution process is the focus of the supply chain as well. It is because good quality products must be delivered to the customers at right time. once customers get good quality products in right time, they will keep buying from the company, which will bring sustainability in the performance of the organization [2]. additionally, at the movement stage of the goods, the focus of the manufacturing firms is to minimize the cost so they can maximize their profits. Additionally, supply chain management is the most common as well as logical type of logistic in the manufacturing sector for the consumer.

The process of supply chain deals with the distribution of finished products, including the movement of raw material is the main concern of supply chain planning. Under this concept the integration and coordination of important business processes are required, which are important for the organization. under the supply chain, the planning of the supply chain is the most important concept. If there are problems in the supply chain planning of the organization, the firms may have to bear some serious damages. There are three levels of supply chain planning namely, operational, tactical and strategical. The business and operations of the organizations are impacted for around 10 years if organizations plan well their supply chains. One stage of the supply chain planning is conducted at the tactical level which lasts from one to two years. This type of planning deals with the transports, distribution centers, suppliers,

warehouses, and manufacturing plants. The second type is at the operational level which deals with the lot size, sequencing, routes of the vehicle and loads assigning [3]. There is a number of famous and beautiful places to view in Indonesia. In ASEAN countries, Indonesia is famous for tourism. This industry is contributing a lot to the GDP of the Indonesian economy and growing rapidly on yearly basis. In 2018, the growth in this sector was estimated around 7.8%. whereas, in 2017 tourism contribution in this sector was 5.1%, showing increase of 2.7%. moreover, in 2018 more than 13 million jobs were created in this sector whereas, the rate revenue generation was 62.6 Billion USD. According to the statistics, international tourists spent 15.5 billion USD in Indonesia. The same rising trend is expected in this industry in 2019. It is expected that tourism will grow more 3.9% above 7.8% than last year. Moreover, GDP contribution is also expected to be 5.2% in this year as well.

In the lights of the above statistics, it is very important for organizations dealing in the tourism sector to develop sustainability. For this reason, they must focus on their logistics, supplier selection and do supply planning as well. Therefore, the objective of the present study is to examine the impact of logistic management, supplier selection, and planning of the supply chain on SCM and sustainability of the organization. Moreover, the mediating role of SCM between logistic management, supplier selection, and planning of supply chain and sustainability of the organization.

2. Literature review

2.1 Sustainability

One of the important slogans of the present century is sustainability [4]. This slogan is very critical for the scholars, practitioners, and policy makers of the organizations. As a synonym of systematic, sound, durable and long term, sustainability is used by a number of researchers [5]. The origin of sustainability is in the word Latin "sustainer" which means to ability, able, strengthen and maintain. In past, Aristotle also used the same concept in the form of self-sustainability in the form of households as reproduction oriented, and consumption oriented [6,7].

Around 8 centuries ago, the idea of keeping balance in reproduction and consumption had risen and given the concept of sustaining economically. This idea was first time applied by the European sector of forestry along with the fishing industry [5]. In 1970's the natural resources were being over exploited and it was realized that earth has limited resources. Moreover, the population of earth is increasing rapidly [9]. Therefore, the concept of sustainability gained popularity in the context of ecology and economics.

In the present era, the definition of sustainable development and sustainability falls back to the definition

given by WCED, which is the UN's world commission on environment and development. Moreover, it is also known as Brundtland commission. It is defined as the development which meets the current needs without damaging the ability of generations of the future to meet their needs. According to this definition, there exist justice among the generations who have to utilize the resources of the planet. Therefore, for the construct of sustainability, this is one of the most used and cited definition [10]. According to the UN commission the aim of sustainable development is at the economic development and societal development without impacting the social level, ecological level, and economic level. This approach is known as triple bottom line approach. Later this concept was translated by the researchers at the business level in the form of societal concepts. Under this basic assumption, the bottom line is to improve the financial performance of the organization. this financial performance is key for corporate success on a long run basis. Moreover, for sustainable corporate development as well. On the other hand, researchers also argue that social as well as ecological consideration of the organization is also important for the long run success of the organization [10].

For the economic sustainability of the organization, social equity, environmental integrity, and prosperity are necessary. But is very important to mention that they are not sufficient for the sustainability of the economy [11].

2.2 Supply chain Management

In the last decade, the concept of supply chain management has taken rise a lot among academicians and organizations [12]. For instance, in 1995, around 14% of the conferences held had the term supply chain management. Later in 2 years of time in 1997, this term was used in more than 23% of the conferences held worldwide. In order to describe the responsibilities in any organization, the term supply chain management is most frequently used [13]. Supply chain management is a very hot topic, and therefore, it is most frequently used in the fields of transportation, management of customers, marketing, distribution, and manufacturing.

There are a number of reasons for the success of this concept. The main reason for the success of supply chain management lies in the reason that it is very important for environmental sustainability, competition on the basis of quality, focus on time and sourcing at the global level. For the suppliers, organizations have turned a lot to look at the sources available at the global level. Effective flow of materials in and out of the organizations are very important for the sustainability of the organization and due to globalization of the supply chain. The critical point is the relationship that must be close to the supplier. Moreover, companies are competing with each other at different levels, including the supply chain. In order to

develop a competitive advantage and sustainability, it is key to provide the defect free product as soon as possible and deliver it to the customer in the same quality. The demand of the customer is to expect the product with no damages, in time, and with fast delivery on a consistent basis. In order to fulfil all these requirements, it is important for organizations to work closely with distributors and suppliers. The competition is increasing on the basis of the performance and due to global orientation. Moreover, economic conditions and changing technology have also contributed to the uncertainty of the market. All these lead the organization to be flexible and work closely with supply chains and develop strong supply chain relationships [13]. conducted a study and found that SCM impacts the sustainability of the organization.

Therefore, on the basis of the above literature, it's been hypothesized that

H1: SCM has a significant impact on the sustainability of the organization

2.3 Logistic Management

Researchers argued that organizations have come to the conclusion that in order to get sustainable development and sustainable performance they have to focus on logistic expertise and services. Companies and suppliers both have come to the point that for the sustainability of the organization, they both must work together and keep focus on logistic development. Once the organization has good logistic management capability, they develop good market position [15]. For sustainable logistics, good level of cooperation is required among different supply chain levels. It is because all of them have to comply with very tough standards, pricing, and regulations related to support each other.

Scholars argued that customers could enforce the changes in decision making because they have the power of it. Whereas, they also have the will to ask for more clarity in the solutions related to sustainability, the material used and emitting carbon, management and controlling the system and standardized labelling. Under the green products, such type if transparency is provided most of the time. In an empirical study conducted by [16], it's been revealed that logistic management plays important role in the development of sustainability of the organization.

Therefore, on the basis of the above discussion, it's been hypothesized that:

H2: Logistic management has a significant impact on sustainability

H3: Logistic management has a significant impact on SCM

2.4 Supplier selection Strategy

A number of organizations are facing the issue of social challenges, environmental and economic challenges under the supply chain management. For this reason, organizations have to face and handle a number of different issues under the supply chain, these different issues include protection of biodiversity, mitigate the effects of the pollution, and using extra energy. Rather than handling these issues strategically and separately, these organizations have chosen to develop different code of conduct which every organization has to comply [40]. In order to improve performance, all these criteria are developed. Under these criteria is the selection of the suppliers. The selection of the supplier is one of the critical components of the supply chain management [39]. Thus, it has an important role in developing Supply Chain Management. In another empirical study [17] revealed that supplier selection strategy plays important role in the sustainability of the organization

Therefore, on the basis of the above argument, it's been hypothesized that

H4: supplier selection strategy has a significant impact on sustainability

H5: Supplier selection strategy has a significant impact on supply chain management

2.5 Supply chain planning

In a number of organizations, their supply chain process is very complex in which a large number of customers and suppliers are involved. Therefore, their process of planning is very complex, which requires planning related to distribution, networking, capacity building, and fulfilling long term demand in the process of fulfillment of demand, distribution, and purchasing from the perspective at the short to medium term perspective. Proper planning of the resources for the sustainability of the organization is very important for the long-term strategy success of the organization [18].

Under this planning process, one category is the planning of transport. Researchers have argued that planning of the supply chain is the critical function of the management of the supply chain. It deals with a number of different decisions under the supply chain. Under the planning, there are three levels of the supply chain namely operational, tactical and strategical. Cost minimization was the main focus of the planning of the supply chain. On the other hand, customers are getting aware of social issues as well as environmental issues [38]. The reason for their increased awareness is the tight laws and legislations that are important for the sustainability concern of the environment and the organization as well. As mentioned above that sustainability is the development in which the needs of the present generation are fulfilled without damaging the needs of the future. It's evident that main

focus is on the development through economic perspective with giving respect to the natural resources. Under the concept of CSR, the transportation of 3P is reflected and known as people, planet and profit. Thus, supply chain planning, especially at the transport level, plays important role in the development of sustainability, and it is important component of SCM [18].

On the basis of the above discussion, it's been hypothesized that:

H6: supply chain planning has a significant impact on SCM.

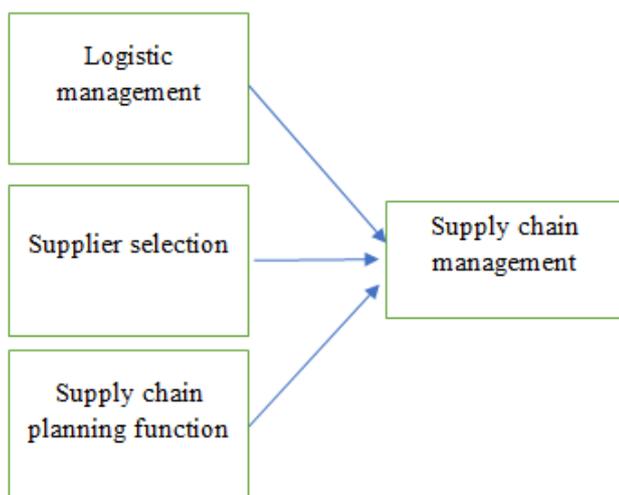
H7: Supply chain management has a significant impact on sustainability.

H8: SCM mediates the relationship between logistics management and sustainability.

H9: SCM mediates the relationship between supply chain planning and sustainability.

H10: SCM mediates the relationship between supplier selection strategy and sustainability.

2.6 Framework



According to the framework mentioned above, logistic management, supplier selection, supply chain planning function are the independent variables. Whereas, these independent variables are proposed to have an impact on supply chain management. Moreover, supply chain management is proposed to impact sustainability. Additionally, logistic management, supplier selection, and supply chain planning are proposed to impact sustainability. In the above framework Supply chain management is also working as logistic management, supplier selection, supply chain planning and sustainability.

3. Methodology

Generally, there are two types of SEM, 1) Co-variance based SEM, which is known as CB-SEM, 2) Partial least squares SEM (PLS-SEM), which is also called as variance-based SEM. For this study, a suitable technique

is PLS-SEM [20, 21, 22]. The researcher has stated that to test the complexed models specially for those which includes mediators, moderators or both; PLS is more suitable technique for them.



And PLS can easily handle descriptive and reflective indicators the issue of multicollinearity and robustness [20]. PLS give emphasizes on the prediction of responses instead of trying to recognize the important relation among different variables. It allows researchers to explain the relation among various latent variables at the same time and recognize as second-generation technique which is matched with measurement model (MM) which includes both reflective and formative indicators [23].

For this study our targeted sample was 258 whereas we have distributed total 500 questionnaires among the respondents for reducing the sampling errors and minimizing the non-response rate. Out of 500 questionnaires but we received only 285 questionnaires back from the respondents, whereas 27 questionnaires were having some missing informatization, so the total usable questionnaires were 258 with response rate. which is acceptable as per the studies of [24, 25] minimum acceptable response rate should be 15-20 percent.

After data collection by using structured questionnaire we prepared for the data analysis process. For data analyses and hypotheses testing this study has used PLS-SEM as suitable technique. We use this technique for building the forecasted models in that cases where there are number of factors and they are highly colinear. The most important advantage of using PLS is relaxation of its assumptions about the normal distribution of data.

4. Results

The measurement model (MM) starts with assessing the goodness of fit, generally the quality of MM always depends on validity and reliability of measured items which shows its constructs. In this study measured items of all the variables were statistically and theoretically reflective. As per the study of [26] and [27], all items of reflective measurement must show highly positive intercorrelation and must be manifested with the construct theoretically.

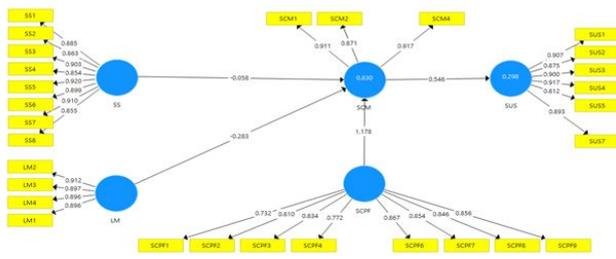


Figure 1. Measurement Model

PLS is also known as soft modelling technique for the relaxed assumptions required for the completion of CB-SEM [21]. CB-SEM [21]. has given some arguments for PLS about sample size it does not required the normal distribution of data only few demands are required for testing SEM. We can also use this technique for a model having many constructs. So, with the help of PLS -SEM we can reduce normality issue and analysis results will not be distributed with this problem.

According to their suggestions this study has also examined the correlation of items and found that all the variables are correlated with measurement items. [21] has stated that the evaluation of reflective measure should be through interpretation of their validity and reliability. So, we can assess the goodness of measurement model with reliability, discriminant and convergent validity (CV) [28].

Table 1. Outer loadings

| | LM | SCM | SCPF | SS | SUS |
|-------|-------|-------|-------|-------|-----|
| LM2 | 0.912 | | | | |
| LM3 | 0.897 | | | | |
| LM4 | 0.896 | | | | |
| SCM1 | | 0.911 | | | |
| SCM2 | | 0.871 | | | |
| SCM4 | | 0.917 | | | |
| SCPF1 | | | 0.732 | | |
| SCPF2 | | | 0.81 | | |
| SCPF3 | | | 0.834 | | |
| SCPF4 | | | 0.772 | | |
| SCPF6 | | | 0.867 | | |
| SCPF7 | | | 0.854 | | |
| SCPF8 | | | 0.846 | | |
| SCPF9 | | | 0.856 | | |
| SS1 | | | | 0.885 | |
| SS2 | | | | 0.863 | |
| SS3 | | | | 0.903 | |
| SS4 | | | | 0.854 | |
| SS5 | | | | 0.92 | |
| SS6 | | | | 0.899 | |

| | | | | | |
|------|-------|--|--|-------|-------|
| SS7 | | | | 0.91 | |
| SS8 | | | | 0.855 | |
| SUS1 | | | | | 0.907 |
| SUS2 | | | | | 0.875 |
| SUS3 | | | | | 0.9 |
| SUS4 | | | | | 0.917 |
| SUS5 | | | | | 0.812 |
| SUS7 | | | | | 0.893 |
| LM1 | 0.896 | | | | |

The main criteria for CV are to make sure the reliability of indicators. In this study for standardized loadings we have considered 0.6 as a cut off value which is considered as significant according to the literature, for instance [29, 30]. In smart PLS technique of slandered algorithm was applied for calculating the composite reliability (CR) of all constructs.

For all the constructs CR values are shown in Table 2. ALL latent constructs are exceeding the minimum value of 0.7 [23]. As we have discussed earlier that [31] has stated that for CR the cut off value is 0.6, Standard algorism technique in Smart PLS was applied to calculate the CR for all the latent constructs.

Table 2 indicates the values of composite reliability for all the constructs. According to Table 2, all the latent constructs have met and surpassed the minimum threshold value of 0.70 [23, 32]. As stated above, [31] suggested the cut-off value for CR as 0.6. For the evaluation of convergent validity, the present study has used Average

Table 2. Reliability

| | Cronbach's Alpha | rho_A | CR | (AVE) |
|------|------------------|-------|-------|-------|
| LM | 0.922 | 0.923 | 0.945 | 0.81 |
| SCM | 0.883 | 0.885 | 0.907 | 0.81 |
| SCPF | 0.932 | 0.941 | 0.944 | 0.677 |
| SS | 0.961 | 0.963 | 0.907 | 0.786 |
| SUS | 0.944 | 0.953 | 0.906 | 0.783 |

For the examination discriminant validity (DV), estimation of cross loadings and Fornell-Larcker criterion are the main

Table 3. Discriminant Validity

| | LM | SCM | SCPF | SS | SUS |
|------|-------|-------|-------|-------|-------|
| LM | 0.9 | | | | |
| SCM | 0.646 | 0.9 | | | |
| SCPF | 0.833 | 0.893 | 0.893 | | |
| SS | 0.809 | 0.692 | 0.854 | 0.886 | |
| SUS | 0.7 | 0.546 | 0.589 | 0.559 | 0.885 |

The structural model examines the relation among latent and hypothesized variables of research model [35]. Just like measurement model the researchers have to complete many standards' such as p-values, t-values, significance level of path coefficient and the coefficient of determination (R-square)

Variance Extracted (AVE) by following criterion of [23] and [33]. PLS results shows that values of AVE for constructs have met the minimum threshold values. The values of CV in terms of AVE indicates satisfactory results and all construct have more than 0.5 of minimum level. The range of AVE values is 0.514- 0.961.

approaches which were used by the variance-based SEM [34]. So, for the assessment of DV this study has used both criteria.

are known as the important criteria to examine the structural model [23, 34]. The value of coefficient of determination R square plays an important role in research as there are a different point of views about the minimum acceptable value of R- square.

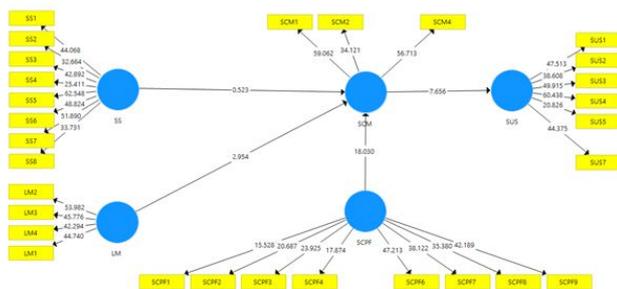


Figure 2. Structural model

Table 4. Direct relationships

| | (O) | (M) | (STDE V) | (O/STDE V) | P Value s |
|-------------|-------|-------|----------|-------------|-----------|
| LM -> SCM | 0.283 | 0.279 | 0.096 | 2.954 | 0.002 |
| LM -> SUS | 0.155 | 0.154 | 0.058 | 2.673 | 0.004 |
| SCM -> SUS | 0.546 | 0.55 | 0.071 | 7.656 | 0 |
| SCPF -> SCM | 1.178 | 1.164 | 0.065 | 18.03 | 0 |
| SCPF -> SUS | 0.643 | 0.639 | 0.086 | 7.513 | 0 |
| SS -> SCM | 0.058 | 0.045 | 0.111 | 0.523 | 0.3 |
| SS -> SUS | 0.032 | 0.023 | 0.061 | 0.515 | 0.303 |

Table 5. Mediation analysis

| | (O) | (M) | (STDE V) | (O/STDE V) | P Value s |
|--------------------|-------|-------|----------|-------------|-----------|
| LM -> SCM -> SUS | 0.155 | 0.154 | 0.058 | 2.673 | 0.004 |
| SCPF -> SCM -> SUS | 0.643 | 0.639 | 0.086 | 7.513 | 0 |
| SS -> SCM -> SUS | 0.032 | 0.023 | 0.061 | 0.515 | 0.303 |

As per the study of [36], the value of R square is considered as acceptable if it exceeds from 1.5 percent. Whereas the range for the value of R square is different according to the study of [37] has suggested different range that if the range is between 0.02- 0.12 its weak if it is 0.13 to 0.25, it is moderate, and if it is greater than 0.26, then it would be considered as substantial. Whereas [23], has stated that the judgment about the value of R square fully depends on the context of specific research.

Table 6. r-square

| | R Square |
|-----|----------|
| SCM | 0.830 |
| SUS | 0.298 |

5. Conclusion

The tourism sector is the backbone of Indonesia. It is the major contributor to the job generation and GDP contributor to the country. The competition in the industry is mounting. In this intense competition, it is critical for the organizations of this sector to develop sustainability in their performance. For this reason, the main objective of this paper was to examine the impact of logistic management, supplier selection, and planning of supply chain on SCM and sustainability of the organization. Moreover, the mediating role of SCM between logistic management, supplier selection, and planning of supply chain and sustainability of the organization. After data collection by using structured questionnaire we prepared for the data analysis process. For this study our targeted sample was 258 whereas we have distributed a total 500 questionnaires among the respondents for reducing the sampling errors and minimizing the non-response rate. Out of 500 questionnaires but we received only 285 questionnaires back from the respondents, whereas 27 questionnaires were having some missing informatization, so the total usable questionnaires were 258 with the response rate for data analyses and hypotheses testing this study has used PLS-SEM as suitable technique. The

findings of the study pointed out that all relations to be significant. It means that supply chain functions, Logistic management, Supplier selection on supply chain management, and sustainability. Moreover, supply chain management also mediates the relationship between supply chain functions, Logistic management, and Supplier selection sustainability.

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