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Supply Chain Management and Business Repute: A Case of Service Sector of Indonesia

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Abstract- **This research has assessed the empirical relationship among the supply chain management and business repute in the service sector of Indonesia. To the best of our research, this research is a first in nature which is exploring the relationship between supply chain management and business repute in Indonesian economy. The overall study is quantitative in nature which has collected the data through a survey questionnaire from a sample of 183 respondents in service firms. Descriptive results are showing the moderate trends in the mean score with the relative deviation in the average responses too. Additionally, demographic factors like age, working experience, education, marital status, and working status are also presented through relative frequencies and percentage score. For examining the impact of various factors of supply chain management on business repute, regression analyses have been performed where F-test is showing the fitness of the model. It is found that there is a significant and positive impact of first items of autonomy, first item of environmental mastery, first item of personal relationship, and first and third items of self-acceptance. Whereas the rest of the items are indicating no significant impact on mean business repute in Indonesian service industry. However, study is limited in terms of sample size, missing the impact of behavioral intention on business repute, and implication of both measurement and structural equation modelling approaches. Future studies are recommended to consider these limitations as their fundamental contribution in the literature work.**

Keywords: Supply chain management, business repute, Indonesia, service sector

1. Introduction

Financial markets are an integral part of any economic traditional research studies of psychology, numerous work is conducted for exploring the set of individual behaviors and their consequences. However, little work is explored for analyzing the feelings and subjective moods of the individuals with their impact on the organizational reputation [1-5]. To properly understand the concept of supply chain management, a theory developed by Carol Ryff is widely accepted [6, 7]. It is explained that there are six factors which can significantly contribute towards the understanding of supply chain management [8]. These factors are known as environmental mastery, positive relationship with other individuals in the community, personal growth, purpose in life, personal growth, and self-acceptance. Authors have widely claimed that supply chain

management is to deal with the achievement of balance in life which are affected by reward and challenges in different events of our life. The model developed by Ryff is not primarily focusing on the title of feeling happy but considering the Nicomachean Ethics too where the life objective is not only to feel good but also to live in virtuous way [9]. In addition, research literature is providing two major categories of supply chain management. One is known as Hedonic wellbeing [10] which normally specifies the subjective feeling of the happiness where two major components are added. The first one is entitled as an effective component which shows high positive and low negative affect. The second one is known as cognitive component which further covers the satisfaction with life. It is widely proposed that individuals in the community feel happiness when there is high level of positive affect and satisfaction with life. The second term is entitled as Eudemonic wellbeing [11, 12] which indicates the purposeful of supply chain management. For overall understanding, a model is developed and presented by Carol Ryff which breaks down the Eudemonic wellbeing into overall six categories of supply chain management.
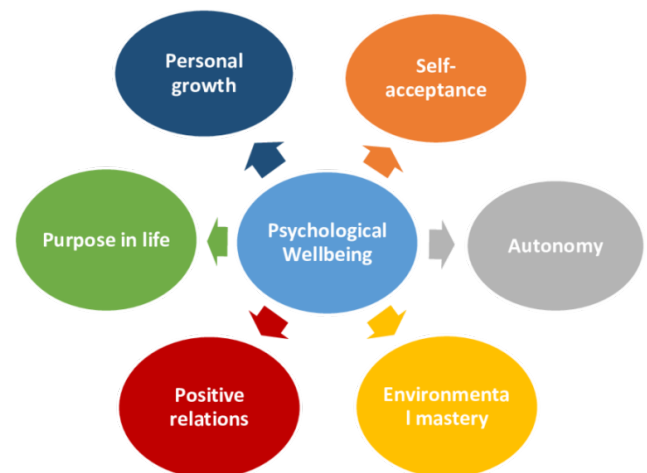

Figure 1: Supply chain management

Corporate or business repute is observed as an assessment for the overall past action of the business firm and its ability to deliver to its customers and other stakeholder over time. Various indicators are mentioned in the research to analyze the concept of business/corporate repute. For instance, financial soundness, quality of product and service, and other market competitiveness dynamics specify the business repute in the market and among other firms. various internal and external stakeholders estimate

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the business repute for its past and future behavior int eh market. For the present and future growth, corporate repute is a well known phenomenon. A vast body of literature has explained the business repute as an intangible concept where it is believed that good repute increase the business worth with the provision of sustainable competitive advantage over rivals [10-13]. Business can achieve its objective in more easy way if it has a good repute in the market among other role players. Good repute provides more trusted and loyal customers and vendors too. Research studies have shown several dimensions to explain the corporate reputation like a firm should be ethical, treating well of its employees, having good financial outcomes, competitive leadership, working towards the social responsibility, focus on the customers and provision of quality product/service and reliability from the customers.

In the field of psychology and management, supply chain management of the employees are widely observed. For example, [14] have examined the performance of the employees in the work place where stress, anxiety and depression are observed as main factor. However, for the employees, authors believe that there is very low usage of supply chain of the employees for such cases. The key purpose of their study was to explore the effectiveness of digital mental health which can work for enhancing the supply chain management of the employees. [15] examines the association between the entrepreneurship success and wellbeing factors where the success of business is widely influenced by the training and information support as provided by large private organization [16]. [17] analyze the corporate repute as examined by the corporate social responsibility. In [18] observe the association between not practicing CSR and corporate reputation where the study has got some managerial implications along with supply chain foundations. Based on the above discussion, this study has examined the relationship among supply chain management of the employees and its impact on the corporate repute in the service sector of Indonesia.

2. Methods and sample selection

For exploring the relationship among supply chain management factors and business repute in the service sector of Indonesia, this research has adopted primary data analysis. It is widely believed that primary data is among the significant tools for examining the respondent view about a particular topic or a research issue. A range of research studies are providing their contribution through exploring the relationship among the variables based on the primary data [19-23]. Based on the theoretical support from these studies, we have developed a questionnaire, considering the demographic factors for the initial

information of the respondents like age, working experience, working status, marital status and educational background. For measuring the respondent view about supply chain management, key factors are entitled as autonomy, environmental mastery, personal growth, positive relations, and self-acceptance are selected. For autonomy, four items entitled as aua-aud, environmental mastery with five items (EnvM1-EnvM5), personal growth entitled as PGr1-PGr4, personal relations entitled as P.Rel1-P.Rel5, and self-acceptance entitled as SELA1-SELA4 respectively. For business repute, B.REP1 to B.REP6 are selected to represent the main dependent variable of the study. All of these items are well described under Table 1 of the study along with descriptive measures. However, the measuring scale for these items is reflected as follows: strongly disagree=1, agree=2, neutral=3, agree=4, strongly agree=5. Additionally, the respondents are selected from various business firms which are working in the region of Indonesia and providing the service facility, hence making the study with prime consideration of service sector too. A sample of 183 respondent was finally achieved and data was collected with no missing observations from them because it was collected while personally sitting with each of the respondent for valid responses. It was cleared with the respondents that their responses will only be used for the research purpose and will be confidential.

Variable, Results and Discussion

Descriptive results are among the useful measures to predict and analyze the respondent's responses as observed through questionnaire survey. Similar facts are provided by Table 1 of this research where all items of the supply chain management and business repute are reasonably presented through range of the responses, mean statistics, standard deviation, skewness and kurtosis with their standard statistic and standard error accordingly. For the first factor of supply chain management, four items with the title of aua-aud are presented and for which lowest mean score is 2.62 and highest mean value is 3.27. In the same case, lowest standard deviation is 0.866 and highest standard deviation is 1.12 respectively. For environmental mastery, five dimensions are presenting with the highest mean score of 3.17 by EnvM5, followed by ENvM1; 3.09.

For measuring the personal growth four items with the sub titles of PGr1 to PGr4 are also providing their mean and deviation trends and it is found that PGr3 has a higher mean value comparatively to other dimensions which is 3.47. For the fourth factor "positive relation" five items are presented which are showing the title of P.ReI1 to P.ReI5.

Table 1: Descriptive Results and Description of Items

Items and their titles	N	Range	Mean	Std.Dev
Aua: my decisions are not influenced by others	183	3.00	3.0820	1.01031
Aub: I have confidence in my opinions	183	3.00	2.6284	.86676
Auc: I am not afraid to voice my opinions	183	4.00	3.2732	1.12499
Aud: I tend to be influenced by the people with strong opinions	183	3.00	3.0164	1.02430
EnvM1:often overwhelmed by my obligations	183	3.00	3.0984	.97279
EnvM2: quite good at taking many obligations.	183	3.00	2.9563	1.08347

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EnvM3: doing good job for taking care of my self	183	3.00	2.9891	1.01087
EnvM4: I feel I am the in-charge of the situation in which I live.	183	3.00	2.7650	1.02415
EnvM5: I don't fit in the community and people around me.	183	3.00	3.1749	.82009
PGr1: I have sense that I have developed a lot in me.	183	3.00	3.3388	.67529
PGr2: It is important to have new experiences	183	4.00	3.4536	1.30795
PGr3: I don't want to try new ways of doing business	183	4.00	3.4754	1.30855
PGr4: Life is a continuous learning process for me.	183	4.00	3.4536	1.36147
P.Rel1: I often feel that I have some close friends.	183	4.00	3.5191	1.18062
P.Rel2: I enjoy mutual conversation with the friends and family mates.	183	4.00	3.6776	1.15306
P.Rel3: I can trust my friends	183	4.00	3.7650	1.38059
P.Rel4: A lot of people are observing me as loving and	183	4.00	3.8142	1.37017
P.Rel5: People describe me as loving and giving person.	183	4.00	3.8197	1.38487
SELA1: when I think about myself, I feel good.	183	4.00	3.4098	1.25851
SELA2: I like most part of my personality.	183	4.00	3.4044	1.26247
SELA3: I like different aspects of my personality.	183	4.00	3.3388	1.26446
SELA4: my attitude is positive with other guys.	183	4.00	3.3115	1.36528
B.REP1: our company is very honest in providing the services to its customers/clients	183	4.00	3.4317	1.26425
B.REP2: our customers are highly depending on our services	183	4.00	3.5519	1.12723
B.REP3: compared to other companies, our company is fairly pricing to its customers/clients	183	4.00	3.6175	1.28222
B.REP4: our customer care service is working efficiently.	183	4.00	3.7049	1.18615
B.REP5: our organization is creating various jobs in the country	183	4.00	3.5410	1.15178
B.REP6: our organization is working towards social obligations.	183	5.00	3.4973	1.13328

For supply chain management, last factor is self-acceptance, which is presented with SELA1 to SELA4 where higher mean score is found and same trend is experienced for the standard deviation in the mean as presented in Table 1. In the end, business repute (B.REP) is presented with six items showing the title of B.REP1-B.REP6 where highest mean score is presented by B.REP3 and B.REP4 respectively. Contrary to these results, the mean score of remaining items for B.REP is also showing a moderate trend when measured on the five points likert scale scoring.

Demographic Details of the Respondents

Table 2 presents demographic factors like age, qualification, working experience, employment status and lastly the marital status. As per the age distribution highest respondents are in the age range of 32-36 years which are showing an overall score of 31.7 percent, followed by 37 years and above which a valid percentage score of 29.5 percent. For the qualification of the respondents, all categories have provided different frequency and their relative score where highest percentage is provided by master's degree with a valid score of 32.8 percent, followed by above master and other degree with the total frequency of 51 and percentage score of 27.9 percent. In terms of working experience of the respondents, 48 are saying that they have a working experience of 6-7 years, while 51 are saying they have the current working experience profile of above 7 years, providing percentage score of 26.2 and 27.9 percent respectively. For dealing with the employment status, 80 respondents are saying they are running the family business and have the similar employment label. Whereas 33 are the students who are working for the part time. Lastly 20 respondents have some self-working status. In the end, marital status is ranked according to different ranges where different categories are presented under Table 2 for the better understanding.

Table 2: Demographic Details

	Age				Qualification				
	Frequency	Percent	Valid Percent	Cumulative Percent		Frequency	Percent	Valid Percent	Cumulative Percent
20-24 Y	18	9.8	9.8	9.8	Postgraduate	14	7.7	7.7	7.7
25-28 Y	26	14.2	14.2	24.0	Diploma	21	11.5	11.5	19.1

29-32 Y	27	14.8	14.8	38.8	Bachelor's degree	37	20.2	20.2	39.3
32-36 Years	**58**	**31.7**	**31.7**	**70.5**	**Master**	**60**	**32.8**	**32.8**	**72.1**
37 and above	54	29.5	29.5	100.0	Above Master /Other Degree	51	27.9	27.9	100.0
Total	183	100.0	100.0		Total	183	100.0	100.0	

		Working. Experience					Employment. Status		
	Frequency	Percent	Valid Percent	Cumulative Percent		Frequency	Percent	Valid Percent	Cumulative Percent
0-1 Y	19	10.4	10.4	10.4	Full Time	7	3.8	3.8	3.8
2-3 Y	28	15.3	15.3	25.7	Part Time	43	23.5	23.5	27.3
4-5 Y	37	20.2	20.2	45.9	**Family business**	**80**	**43.7**	**43.7**	**71.0**
6-7 Y	48	26.2	26.2	72.1	Student+ Part time	33	18.0	18.0	89.1
above 7 Y	**51**	**27.9**	**27.9**	**100.0**	Self employed	20	10.9	10.9	100.0
Total	183	100.0	100.0		Total	183	100.0	100.0	

			Marital. Status						
			Frequency	Percent	Valid Percent	Cumulative Percent			
		Single	19	10.4	10.4	10.4			
		Married	31	16.9	16.9	27.3			
		Widow	**68**	**37.2**	**37.2**	**64.5**			
		Divorced	50	27.3	27.3	91.8			
		Other	15	8.2	8.2	100.0			
		Total	183	100.0	100.0				

3. Regression Results

After discussing both descriptive and demographic results, present section has started a discussion about regression results, covering the ANOVA and Model Summary, and individual regression results. Various reserachers have explained that ANOVA findings are useful measure to predict whether the regression model is statistically fit or not, based on the F-statistics and its significance [12-23]. For accepting the fitness of the model, research has developed the following hypotheses as explored from the above mentioned studies.

H0: Model for explaining the business repute through supply chain management is not good fit statistically.

H1: Model for explaining the business repute through supply chain management is good fit statistically.

For accepting H1, the value of F-test as achieved is compared with the threshold level of 3.50 or above and significant at 5 percent. As under Table 3, F-score is 20.350 and significance level of 1 percent as P-value is 0.000. It means that both the standards are achieved, hence supporting the H1 that model is good fit to explain the business repute through supply chain management of the employees. In addition, overall R-square indicates the total variation in dependent variable of the study as provided by all the independent variables of the study. In present research R-square is 85.6 percent with the adjusted value of 73.7 percent.

Table 3: ANOVAa & Model Summary

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	214.307	22	9.741	20.350	.000[b]
	Residual	76.590	160	.479		
	Total	290.896	182			
	Model Summary	R=0.856	R Square=.737		Adj. R Square=.701	
		a. Dependent Variable: Mean B.REP				
		b. Predictors: (Constant), SELA4, P.Rel2, EnvM3, PGr1, aub, PGr4, auc, EnvM5, P.Rel4, SELA1, P.Rel1, EnvM4, SELA3, PGr2, SELA2, aud, P.Rel3, PGr3, EnvM1, EnvM2, P.Rel5, aua				

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Last table below, is showing the regression results for individual coefficients as found through regression estimation in SPSS-24 version for all the independent variables as observed with the title of supply chain management.

Table 4: Regression Results a

Model	U.S Coef.		S. Coef.	T	Sig.
	B	Std. Error	Beta		
(Constant)	.336	.414		.812	.418
Aua: my decisions are not influenced by others	.162	.030	.130	5.40	.000***
aub	-.086	.066	-.059	-1.305	.194
auc	.020	.054	.018	.367	.714
aud	-.087	.114	-.070	-.765	.446
EnvM1:often overwhelmed by my obligations	.091	.022	.070	4.13	.000***
EnvM2	.126	.103	.108	1.223	.223
EnvM3	-.028	.111	-.023	-.255	.799
EnvM4	-.081	.085	-.066	-.958	.340
EnvM5	-.052	.073	-.034	-.708	.480
PGr1	.025	.083	.013	.305	.761
PGr2	.114	.073	.118	1.565	.120
PGr3	.005	.074	.005	.070	.944
PGr4	-.039	.069	-.042	-.559	.577
P.Rel1: I often feel that I have some close friends.	-.115	.065	-.108	-1.764	.080*
P.Rel2	.780	.067	.071	11.64	0.000***
P.Rel3	-.004	.087	-.005	-.050	.960
P.Rel4	.031	.076	.034	.410	.682
P.Rel5	.012	.087	.013	.132	.895
SELA1: when I think about myself, I feel good.	.295	.066	.294	4.454	.000***
SELA2	.105	.072	.105	1.459	.146
SELA3: I like different aspects of my personality.	.498	.065	.498	7.634	.000***
SELA4	-.005	.065	-.005	-.070	.944
a. Dependent Variable: Mean B.REP					

Predictors: (Constant), SELA4, P.Rel2, EnvM3, PGr1, aub, PGr4, auc, EnvM5, P.Rel4, SELA1, P.Rel1, EnvM4, SELA3, PGr2, SELA2, aud, P.Rel3, PGr3, EnvM1, EnvM2, P.Rel5, aua

As per provided results, for autonomy, four items are presented through aua-aud. However, the results are showing the fact that only aua is showing a positive and significant impact on the Mean score of business repute. The unstandardized coefficient for aua is .162 and standard error of 0.030. On the other hand, standard value of the coefficient is .130. Based on both of standard error and value of coeffiecnt we have achieved t-score of 5.40, which is above the threshold point of 1.96. It means that there is a significant and positive impact of aua on mean score of business repute in Indonesia. While the remaining items of autonomy are found to be insignificant determinant of mean score of business repute.

Similarly, we have observed the effect of environmental mastery with five items, entitled as ENvM1-ENvM5 where only the influence of ENvM1 is significant and positive in explaining Mean business repute. The coefficient of EnvM1 is 0.091 and standard error of 0.022 which are finally providing t-value of 4.13. It is accepted that ENvM1 has its positive but significant impact on business repute in Indonesian economy. It is accepted that rest of the items for environmental mastery are not defining the business repute [24-30]. For personal growth, none of the item is showing a significant impact which means there is no role of PGr in determining the business repute of Indonesian firms. Addition to this, influence of positive

relation items is also presented under Table 4, where both P.Rel1 and P.Rel2 are indicating their negative and positive impact with the coefficients of -.115 and .780. It means that P.Rel1 is increasing while P.Rel2 is decreasing the business repute when measured through mean score process. However, significance level for P.Re1 is 10 percent while P.Rel2 is 1 percent accordingly. Meanwhile, self-acceptance showing the fact that SELA1 is impacting with .295 marginal value and standard error of 0.066 which would indicate a positive and significant impact on mean business repute. For better understanding, it is explained that SELA is causing an upward shift in mean business repute.

4. Conclusion

Extensive research work has been conducted, examining the title of supply chain management of the employees in the business and its ultimate influence on the corporate life and various dimensions. However, a little work is until presented covering the title of supply chain management and business repute. This study has conducted this investigation through questionnaire approach in Indonesia, exploring the extent to which range of supply chain factors as measured through sub items are impacting on the business repute. Findings through regression analyses are showing the evidence that autonomy is measured with four items where only the first item with the title of aua is positively and significantly effecting the business repute. For the second factor of supply chain management known as environmental mastery, it is observed that EnM1 has its significant and positive impact on mean score of business repute where the findings are defending the argument that higher EnvM1means higher the business repute and vice versa. Whereas rest of the indicators are showing that they are not impacting the business repute [31]. For personal growth, all four measuring items entitled as PGr1 to PGr4 are showing their insignificant impact on business repute in Indonesia. The fourth factor of supply chain management is considered under the title of Personal relationship which is entitled through further five items; P.Rel1 to P.Rel5, where only the impact of P.Rel1 is significant but showing a negative impact on business repute in Indonesia. For self-acceptance, item number one and item number three are highly positive and significant determinant of business repute. While rest of the items are showing that they have no influence et all on the value of business repute in selected business firms of Indonesia. Based on the above findings, it is concluded that supply chain management is a significant role player in the corporate life to impact its repute in the marketplace. On the other hand, in-depth analyses are showing that personal growth is not impacting on business repute by any of its items. Corporate and business decision makers are highly recommended to review the influence of selected items on business repute which may provide a great support in the future decision making regarding factors defining the corporate reputation. However, this study is limited in two to three perspective. For example, data is only found from the total employees of 183 respondents which may be expanded in the upcoming empirical investigations, Furthermore, employees have range of behavioral intentions which have not doubt impacting on the business repute either in positive or in a negative direction. Some of the behavioral intentions may be observed in the research work of [12, 27, 32]. However, this study has not focused these behavioral intentions which may consider as second limitation for the future work to be addressed. For conducting the future studies, the third limitation of this research is the missing part of measurement or structural equation modelling or both of these which may be implemented in future studies.

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