

<https://doi.org/10.48047/AFJBS.6.8.2024.2446-2460>



African Journal of Biological Sciences



Research Paper

Open Access

The Influence of Supply Chain Management on Organizational Performance with Organizational Culture as a Mediating Variable: A Case Study of Merging Companies

Siti Nurazizah Jufri¹, Siti Haerani², Sitti Bulkis³, Ahmad Ramadhan Siregar⁴, Jusni², Mahyuddin³

¹Agribusiness Study Program, Graduate School, Hasanuddin University, Indonesia

²Department of Management, Faculty of Economic and Business, Hasanuddin University, Indonesia

³Department of Agricultural Socio-economics, Faculty of Agriculture, Hasanuddin University, Indonesia

⁴Department of Nutrition and Animal Feed, Faculty of Animal Husbandry, Hasanuddin University, Indonesia

Email: haeranisiti9@gmail.com

Article Info

Volume 6, Issue 8, 2024

Received: 12 April 2024

Accepted : 29 May 2024

Published: 17 June 2024

doi:10.48047/AFJBS. 6.8.2024.2446-2460

ABSTRACT: Effective Supply Chain Management (SCM) practices within the dynamic agricultural industry have become an important foundation for organizational excellence. The close courting among Supply Chain Management (SCM) and organizational performance is obvious in the agricultural area, in which organizations face particular challenges in inventory management, production planning, and inventory coping with. Post-merger integration in the agricultural region frequently offers challenges associated with the implementation of Supply Chain Management (SCM), so the purpose of this observe was to take a look at the impact of SCM on organizational performance with organizational culture. The pattern of this look at consisted of 69 employees of country-owned groups. Primary information become obtained at once from the field and secondary statistics changed into used as a supplement. The method used is descriptive evaluation and route evaluation with Smart PLS 4.0. The outcomes confirmed that SCM has a positive and giant have an impact on organizational culture and organizational overall performance. Organizational way of life is established to mediate the connection among SCM and organizational overall performance. Effective SCM practices, including reliability, pace of reaction, agility, fee efficiency, and asset control, had been proven to enhance operational overall performance and create a high-quality paintings surroundings. A sturdy organizational culture plays an essential function in successful submit-merger integration. The findings provide a deeper expertise of the importance of SCM integration and organizational way of life in the context of company mergers. The studies also offers hints to enhance SCM practices and ordinary commercial enterprise overall performance.

Keywords: Supply Chain Management, Organizational Culture, Organizational Performance, Corporate Merger, Agricultural Industry

© 2024 Siti Nurazizah Jufri, This is an open access article under the CC BY license (<https://creativecommons.org/licenses/by/4.0/>), which permits unrestricted use, distribution, and reproduction in any medium, provided you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license, and indicate if changes were made

Introduction

Companies put in force deliver chain management (SCM) to enhance competitiveness and sell sustainability in agricultural production (Jumady et al., 2016; Panggabean et al., 2022), as well as reinforce long-time period operational abilities to enable them to stay productive and aggressive (Okoumba et al., 2020). An integrated and coordinated implementation of SCM in the agro-business zone will improve performance, responsiveness and patron (Hadiguna, 2016; Labdhagati & Mahfudz, 2017). In addition, figuring out the root causes of troubles between actors can help increase competitive gain (Mappigau et al., 2017). Supply chain management of agricultural merchandise represents the overall control of processing, distribution, advertising activities, till the favored product reaches the fingers of customers, to make the entire system efficient and powerful, minimizing fees from transportation and distribution, to uncooked cloth inventories, as well as finished items (Indriani et al., 2020; Mariana & Rachmarwi, 2022)

Supply chain management overall performance can be advanced thru organizational subculture, as it encourages integration and teamwork at some stage in the deliver chain (Osei et al., 2023). Culture has a key role within the deliver chain context, where partners expand shared ideals and values to cope with enterprise demanding situations (Fantazy & Tipu, 2019). SCM practices and standards can form and trade organizational culture via embedding the values of collaboration, sustainability, efficiency, and non-stop development in corporate tradition (Cao et al., 2015; Hong et al., 2022). The alignment among SCM and organizational culture is crucial in achieving operational and strategic effectiveness (Sung & Kim, 2019). The alignment among SCM and organizational lifestyle is the important thing to organizational achievement (Bui et al., 2024).

One of the State-Owned Enterprise merger groups within the agricultural enterprise has implemented SCM practices inside the production process of rice seeds and rice. However, in its implementation there are several obstacles faced by using the organisation, one in all which is the unorganized and unstructured recording of seed production. This ends in inaccuracies, uncertainties, and problems in inventory management and green production planning. Similar troubles additionally occur in other production businesses, which includes loss of excellent inventory managing and useless inventory recording and documentation (Negi & Kharde, 2021; Siraj et al., 2023). In line with the findings of (Chowdhury & Hossain, 2020), inaccuracies in stock information can result in overstocking or understocking. On the opposite hand, there are customers who whinge about the lack of product availability, because of this that the organization is having problems assembly customer call for with sufficient product inventory. In addition, there has been a decline in manufacturing resulting from adjustments in governance and the authorities's discontinuation of seed subsidies. This scenario shows problems within the implementation of SCM, specifically in terms of inventory management, making plans and coordination. Therefore, in addition research is needed at the implementation of SCM in this merged company.

In studies (Nesti et al., 2016) stated that supply chain control practices with signs of strategic partnerships, pricing, the function of technology, partnership networks, innovation groups and facts great have a sizeable impact on organizational culture. Likewise, research (Yunus & Tadisina, 2016) organizational culture positively influences supply chain integration and studies (Osei et al., 2023) using the Competing Values Framework (CVF) to diagnose organizational subculture with indicators of development culture, rational tradition, hierarchical tradition, and organization culture can enhance supply chain management overall performance. (Hashim et al., 2020b) added that subculture complements the impact of SCM practices on organizational performance by using fostering an environment that supports innovation, threat tolerance, and private increase and improvement, which can be vital to improving organizational overall performance through SCM practices.

This studies fills a gap in know-how about the implementation of supply chain control (SCM) in merged corporations. Previous research has examined the adoption of SCM in corporations, but none has studied thoroughly and in-intensity in merged corporations whose personnel have exclusive socio-cultural backgrounds. This study will consciousness at the troubles and outcomes of preceding research related to SCM adoption. This examine aims to decide the connection among deliver chain control, organizational tradition and organizational overall performance in newly merged businesses. The results make an critical contribution to a higher know-how of SCM adoption, assisting to construct theories and fashions of SCM practice.

Theoretical Framework

Supply Chain management

Supply Chain Management is the process of coping with and coordinating relationships and workflows throughout an corporation's community to make certain substances, offerings, cash, and information glide smoothly, thereby growing product price, maximizing profits through performance, and making sure purchaser pleasure (Stock & Boyer, 2009). Supply chain management consists of suppliers, manufacturers, warehouses, transporters, distributors, outlets, and clients operating effectively (Lukman, 2021; Simchi-Levi et al., 2001). This management believes in producing the maximum appropriate merchandise with the right amount and fine, the right area, and the right time throughout production and distribution (Indrajit & Djokopranoto, 2002). In essence, supply chain control integrates supply and call for control inside and across organizations (Zijm et al., 2019). Important elements in supply chain management are waft elements, coordination elements, stakeholder elements, dating factors, and fee factors (Tronnebati & Jawab, 2020). The concept of supply chain management includes integrating circular economic system concepts in management to manipulate supply troubles (Farooque et al., 2019). In this observe, there are 5 dimensions to be able to be used about deliver chain control: reliability, speed of response, agility, price, and asset control (Indriani et al., 2019; Paul, 2014).

Organizational Culture

Culture is one of the most interdisciplinary constructs in organizational research (A. Chatman & Choi, 2022). The fulfillment or failure of agencies is often attributed to organizational lifestyle (Williams, 2022). According to Edward Burnett Tylor, culture has a large technographic feel, consisting of technological know-how, beliefs, artwork, morals, laws, customs, and numerous different abilities and behavior received as a member of society (Tika, 2012). Organizational subculture could be very important in building a aggressive advantage for corporations by using adapting to market adjustments successfully (Sikora et al., 2022), via shaping worker behavior and influencing agency overall performance through instilling values, norms, and beliefs to employees, which are pondered in organization practices, statements, symbols, and artifacts (Williams, 2022).

Organizational culture plays an crucial role in a success put up-merger integration (Ovseiko et al., 2015; Tarigan et al., 2016). Organizations need to perceive their tradition to permit individuals to diagnose, adopt, and adapt the way of life to improve organizational overall performance and shape social bonds that assist employees stick together, resulting in excessive group cohesion (Ismail & Umar Baki, 2017). Managing organizational subculture inside the context of a merger can make certain a clean transition and foster a unified organizational identification that aligns with the dreams and values of the brand new, incorporated corporation (Chesley, 2020a; Ismail & Umar Baki, 2017). A excellent organizational tradition in a merger is one this is deeply included, strategically aligned, and inclusively applied, with a robust management function in guiding the technique and making sure organizational achievement (Chesley, 2020b). Therefore, there are five dimensions in an effort to be used about organizational culture, namely character initiative, tolerance for unstable movements, management assist, path, and integration (Anwar, 2021; Tika, 2012).

Organizational Performance

Performance control is a tool to degree an success carried out by means of an employer in a positive period (Suharta Dewantara et al., 2019). Organizational overall performance includes how far an

organizational institution is successful in attaining its vision, undertaking, and important goals. This is measured by means of diverse signs such as the amount and accuracy of work, innovation, operational efficiency, recognition, and morale (Bintoro & Daryanto, 2017; Wardiana & Hermanto, 2019). Organizational performance is the accumulative result of diverse paintings activities performed in a time frame. It consists of achievements related to inputs, outputs, effects, advantages, and influences produced via the enterprise. Organizational performance is likewise associated with enhancing effective and efficient performance and meeting each day purchaser needs (Nurmiati et al., 2022; Putri, 2022). To measure organizational performance, it's miles essential to evaluate how well the organisation manages and gives price to clients and other stakeholders. This approach emphasizes the importance of the organization in generating price for its customers and how that overall performance is controlled (Moullin, 2007). (Khin & Ho, 2019; D. A. W. Wijaya, 2021) makes use of two dimensions in measuring organizational overall performance, particularly operational overall performance and financial overall performance.

Literature Review

SCM to Organizational Performance

The idea of organizational performance in deliver chain management emphasizes the importance of inter-organizational relationships and their effect on organization performance (Uddin, 2017). Various supply chain management (SCM) practices, inclusive of logistics integration, dealer relationships, and information technology usage, substantially have an effect on organizational performance (Kumar et al., 2020). Research indicates that deliver chain overall performance has a advantageous impact on organizational overall performance (Aji Raharja & Yamit, 2022; Maaz & Ahmad, 2022). Indicators such as values, work philosophy, consistency, work conduct, and paintings consequences in the supply chain have a high quality have an impact on on worker and organizational performance (Sutia et al., 2020). SCM practices have a positive effect on economic and non-economic overall performance, consisting of performance, timeliness, and purchaser satisfaction (Haddouch et al., 2019). SCM practices also boom aggressive advantage thru product innovation, delivery reliability, and high-quality (Sutduean et al., 2019). From the above effects, the researcher proposes a hypothesis:

H₁ : Supply Chain Management has a positive and significant effect on Organizational Performance

SCM to Organizational Culture

The commitment of consider and relationships, driven with the aid of organizational culture, allows companies to combine internally and externally extra efficiently, ensuing in cooperation throughout the deliver chain (Cao et al., 2015). Organizational lifestyle definitely impacts the supply chain (Yunus & Tadisina, 2016). Research with the aid of (Osei et al., 2023) suggests that organizational culture can enhance supply chain management performance through encouraging integration and teamwork some of the deliver chain. So the connection among supply chain control and organizational way of life influences each other, a success supply chain control calls for the adoption of a supportive organizational tradition so that this may affect the way employees have interaction, work together, and assume. From the above results, the researcher proposes a hypothesis:

H₂ : Supply Chain Management has a positive and significant effect on Organizational Culture

SCM on Organizational Performance through Organizational Culture

Research via (Nesti et al., 2016) states that there is a good sized courting among deliver chain control (SCM) practices on deliver chain performance and organizational tradition. Van's research (Van Pham et al., 2020) determined that a robust organizational subculture can improve supply chain overall performance, which in flip has a nice effect on enterprise overall performance, highlighting the significance of the internal enterprise environment, specially organizational way of life, in improving supply chain overall performance in the non-monetary region. Research (Hashim et al., 2020a) shows that companies with excessive stages of SCM practices, coupled with a sturdy lifestyle of innovation, tend to acquire superior organizational performance. In addition, (Yunus & Tadisina, 2016) stated that a lifestyle that emphasizes outside orientation, flexibility, and manipulate can drastically enhance the

effectiveness of supply chain integration, resulting in better usual agency performance and more sustainable deliver chain partnerships. Based at the effects of previous research, supply chain control, organizational overall performance, and organizational way of life have a dating. All 3 affect every other and can have a fantastic or negative impact on standard company performance. From the above outcomes, the researcher proposes a hypothesis:

H₃ : Supply Chain Management has a positive and significant effect on Organizational Performance Through Organizational Culture

Materials and Methods

The look at became carried out at one of the merged agro-industrial nation-owned companies in South Sulawesi, Indonesia. The organization consists of a seed manufacturing unit, a advertising unit, and a rice manufacturing unit. The place was chosen based totally at the consideration that the corporation implements Supply Chain Management practices and has currently passed through a organization merger. The populace on this observe is the business enterprise's employees, that is sixty nine human beings. Since the population is much less than a hundred human beings, the sample was taken in its entirety, using the census method, which includes all factors in the populace or research object (Hermawan & Amirullah, 2016). Therefore, the author took a hundred% of the existing populace.

Data series in this have a look at by using distributing questionnaires to respondents and using a Likert scale as a measuring instrument for studies contraptions. Descriptive analysis is used to describe the traits of respondents based on gender, age, education, and tenure. Descriptively analyzed information is offered in a paragraph of narrative description. In the information description, an c program languageperiod magnificence can be made wherein each facts c programming language has a class (Sugiyono, 2011) located in Table 1. Path analysis was performed to discover the interrelated relationships among supply chain control, organizational culture, and organizational overall performance. Path evaluation turned into performed using Partial Least Square (PLS) which incorporates outer version and internal model evaluation. Outer version analysis changed into performed to test the validity and reliability of the data. Inner version analysis is accomplished to determine the energy of the version used within the look at. Hypothesis testing turned into finished the use of the PLS software with the Bootstrapping approach to reduce the trouble of information abnormalities (Ghozali & Latan, 2015).

Table 1. Intervals of Respondents' Criteria

No.	Intervals	Category
1	1,0 - 1,8	Fail
2	1,8 - 2,6	Less
3	2,6 - 3,4	Enough
4	3,4 - 4,2	Good
5	4,2 - 5.0	Very Good

Results and Discussion

Respondent Characteristics

Table 2. Respondent Characteristics

Variable		Frequency	Percentage (%)
Gender	Male	62	90%
	Female	7	10%
Age	20 - 25	1	1%
	26 - 30	6	9%
	31 - 35	5	7%
	36 - 40	28	41%
	> 40	29	42%
Length of Work	0 - 5	9	13%

	6 - 10	10	14%
	11 - 15	34	49%
	16 - 20	6	9%
	> 20	10	14%
Field of Work	Management	8	12%
	Administration	45	65%
	Marketing	12	17%
	Finance	4	6%

Table 2 suggests that the characteristics of the respondents have been 90% male, with the bulk being over 40 years vintage (42%). In addition, most respondents had 11-15 years of labor enjoy. About sixty five% of respondents paintings in management, covering more than a few roles such as secretaries, administrative body of workers and other body of workers. 17% of respondents work in advertising and marketing, consisting of marketing management assistants and income representatives. 12% of respondents paintings in management, including managerial positions consisting of head of unit, head of advertising, and head of finance/widespread. And 6% of respondents paintings in finance, which includes roles along with economic treasurer, economic control assistant, fabric treasurer, and financial treasurer.

Descriptive Variable

In this study, questionnaires were distributed to a number of respondents who worked in the company. The description of each variable is presented as follows:

Table 3. Supply Chain Management Variables

Dimensions	Mean	Categories
Reliability	4.24	Very Good
Responsiveness	4.15	Good
Agility	4.0	Good
Cost	4.15	Good
Aset Management	4.18	Good
Average	4.15	Good

Based at the common evaluation of the dimensions of SCM variables, the reliability size has the very best imply cost. This suggests that the organisation efficaciously fulfills customer orders according to specs and on time, reflecting nicely-structured systems and techniques. However, the bottom imply cost is determined within the agility measurement, which suggests that the enterprise wishes to enhance the adjustment of production portions to fit customer call for. Overall, the SCM variable has a value of 4.15, which falls into the coolest category. This means that most respondents agree that SCM practices within the business enterprise are strolling well, although there are nevertheless regions that require development.

Table 4. Organizational Culture Variables

Dimensions	Mean	Categories
Individual Initiative	3.8	Good
Tolerance for Risky Actions	3.9	Good
Management Support	3.9	Good
Briefing	4.0	Good
Integration	4.23	Very Good
Average	3.98	Good

Based at the average dimensions of the Organizational Culture variable, the very best imply fee is discovered inside the integration dimension, indicating that the enterprise has succeeded in constructing true collaboration between groups in finishing paintings. In evaluation, the indicator with the lowest suggest price is man or woman initiative, which suggests that the agency needs to increase guide for

worker duty and independence in expressing opinions and taking initiatives. Overall, the suggest score of OC is 3.98, which falls into the Good class. This confirms that typical, the organizational tradition in the merged enterprise is strong enough to help overall performance, even though it still requires in addition modifications to align the general culture.

Table 5. Organizational Performance Variables

Dimensions	Mean	Categories
Financial performance	4.17	Good
Operational Performance	4.12	Good
Average	4.14	Good

Based at the common price of the size of the OP variable, a cost of 4.14 turned into acquired, within the Good category. In monetary overall performance, the organization indicates the potential to achieve earnings targets and powerful control of production prices. On the other hand, the organisation's operational overall performance is supported by way of a work device that will increase productiveness, green use of resources, innovation, effective supervision, and achievement of centered marketplace proportion. Nonetheless, the organization nonetheless needs to improve its organizational performance to gain a higher degree of excellence.

Reliabilities and Validities Test

Convergent validity is measured via the average variance extracted (AVE) which need to be better than 0.50, this means that that the construct explains extra than 50% of the variance of the measurement items (Abadiyah et al., 2020; Okoumba et al., 2020). In addition, discriminant validity is measured following Fornell and Larcker's criteria, namely, the square root of the AVE cost for a selected assemble should be more than its correlation with different constructs (Alzoubi et al., 2024; O. Y. A. Wijaya & Wijaya, 2023). Reliability is classed using "Cronbach's alpha, composite reliability (CR)". Both indices need to be greater than 0.70 (Alzoubi et al., 2024; Shehadeh et al., 2024).

Table 6. Convergent

Variable	Items	Loading	VIF	AVE	Rho_a	CR	α	R ²
SCM	SCM1	0.646	1.771	0.570	0.919	0.929	0.915	-
	SCM2	0.791	3.000					
	SCM3	0.707	1.815					
	SCM4	0.726	1.870					
	SCM5	0.735	2.400					
	SCM6	0.832	3.213					
	SCM7	0.684	1.831					
	SCM8	0.842	4.056					
	SCM9	0.795	2.907					
	SCM10	0.766	3.352					
OC	OC1	0.878	4.619	0.665	0.922	0.935	0.919	0.453
	OC2	0.801	3.455					
	OC3	0.822	2.924					
	OC4	0.809	3.435					
	OC5	0.810	3.010					
	OC6	0.812	2.694					
	OC7	0.865	3.990					
	OC8	0.737	2.351					
	OC9	0.790	3.254					
	OC10	0.825	3.405					
OP	OP1	0.822	2.779	0.674	0.944	0.952	0.944	0.747
	OP2	0.747	2.181					

	OP3	0.796	2.106				
	OP4	0.868	3.169				
	OP5	0.884	3.540				
	OP6	0.825	2.470				
	OP7	0.796	2.784				

The validity and reliability outcomes as described in Table 1 display suitable element loadings values starting from 0.646 to 0.884, as well as adequate AVEs values greater than 0.50, Similarly to first class rho A values (0.919-0.944), CR (0.929-0.952), and Cronbach's α (0.915-0.944) higher than 0.70. These results support validity and reliability.

Hypothesis Testing

The results of the model provide an explanation for the hypothesized relationships and outer-loadings of the version. The findings of the take a look at may be visible inside the following figure:

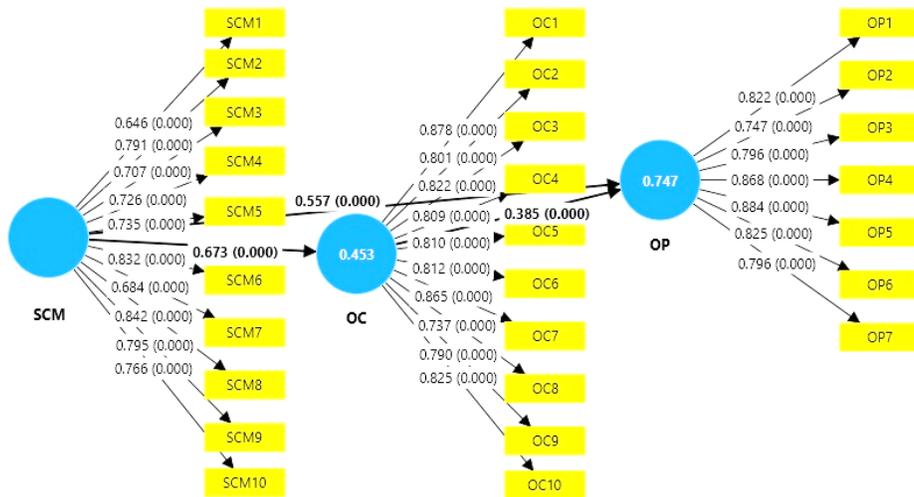


Figure 1. The results of testing the hypothesis

This take a look at used SmartPLS, to check the path courting. Bootstrapping technique changed into used to calculate t-records and parameter importance. The R-squared values for Organizational Culture (OC) and Organizational Performance (OP) have been 0.453 and 0.747, respectively. According to Chin (1998), R-squared values of 0.19, 0.33, and 0.67 Can be labeled as vulnerable, moderate, and full-size, respectively. In this take a look at, the R-squared value can be classified as slight and giant. The results, along side the standardized regression weights and significance tiers, are presented in Table 7 and Figure 1.

Table 7. Hypothesis Testing

Hypotheses	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Value
SCM → OP	0.557	0.563	0.084	6.636	0.000
SCM → OC	0.673	0.686	0.081	8.298	0.000
SCM → OC → OP	0.259	0.261	0.080	3.245	0.002

Hypothesis H1 shows that SCM has a significant positive effect on OP with a path coefficient of 0.557, $p < 0.000$, and a t value of 6.636 so that H1 is supported by this study. The results of H2 show a significant positive effect of SCM on OC which shows a path coefficient of 0.673, $p < 0.000$, and a t value of 8.298. The indirect relationship between SCM and OP through OC is also statistically significant with a t-statistic of 3.245 (greater than 1.96) and a p-value of 0.002 (less than 0.05). The path coefficient of 0.259 indicates

that SCM affects OP indirectly through OC. That is, part of the influence of SCM on organizational performance is channeled through organizational culture.

SCM on Organizational Performance

Effective deliver chain management (SCM) requires integration and collaboration between providers, manufacturers, distributors, and retailers (Jawabreh et al., 2023). SCM practices with indicators which include scheduling flexibility, on-time transport, and manner standardization can enhance organizational overall performance (Garcia-Buendia et al., 2023). SCM significantly improves organizational overall performance by way of growing efficiency, decreasing fees, and growing customer satisfaction, that's undoubtedly correlated with economic consequences (Nureen et al., 2023). The impact of SCM varies depending on the size of the enterprise, it is able to have an instantaneous or indirect effect (Attia, 2023).

The effects showed that SCM has a superb and enormous effect on organizational overall performance in merged agencies. This manner that the higher the SCM practices applied within the enterprise, the impact on improving organizational overall performance. (Aji Raharja & Yamit, 2022) control expertise in carrying out appropriate SCM practices can enhance business overall performance. Supply chain control (SCM) in this business enterprise has a advantageous effect on the agency's economic and operational performance. The agency accomplished its income objectives and managed charges extra efficaciously. In terms of operational overall performance, the implementation of SCM has advanced workflow and more suitable inner coordination. In conclusion, the optimum implementation of SCM improves efficiency, profits, and universal organizational performance. This is in keeping with research conducted by (Das & Hassan, 2022) showing that deliver chain management has a positive and sizable impact on Organizational overall performance.

SCM to Organizational Culture

The courting between SCM and organizational subculture could be very near and collectively influencing (El Baz & Iddik, 2022). The higher the cost of SCM this is carried out, the better the organizational tradition that develops. This is in step with research (Nguyen et al., 2020) that organizational subculture has a high-quality impact on SCM performance with the aid of fostering an surroundings of innovation, cooperation, and efficient operational practices. The consequences of this study indicate that the mixed enterprise's dedication to pleasant purchaser orders on time reflects the values of timeliness, integrity, and obligation in the organizational subculture. In accordance with (Nesti et al., 2016), powerful SCM practices can toughen organizational lifestyle. The blended enterprise in imposing SCM has hooked up an inclusive, collaborative and supportive organizational lifestyle through control that understands the significance of lively worker participation in choice-making and concept development. This paperwork the inspiration of a sturdy and supportive lifestyle. In line with the studies of (Osei et al., 2023), SCM can support values and non-stop innovation, and improve collaboration and conversation among departments, creating a greater incorporated and goal-oriented work way of life.

SCM on organizational performance through organizational culture

The results showed that SCM has a positive and significant effect on organizational performance through organizational culture. SCM can affect organizational performance both directly and indirectly. This is in line with research (Osei et al., 2023), which states that SCM has a significant impact on organizational performance, especially when moderated by organizational culture. (Haerani et al., 2020) added that a culture that upholds fairness contributes to a positive work environment, reduces employee turnover, and increases trust in the organization. In the context of organizational performance, SCM can improve organizational culture through integration, direction, and management support. Good SCM implementation requires coordination between production, marketing, distribution, and customer

service, which in turn requires an inclusive and collaborative organizational culture. This not only improves operational efficiency but also creates a positive work environment where employees feel valued and motivated. The implementation of SCM and the development of a good organizational culture are mutually supportive and can be key drivers of overall organizational performance improvement. As well as, shaping the character and identity of the company, showing that the implementation of SCM has a significant impact on both operational aspects and corporate culture.

Theoretical Implications

The findings of this take a look at imply a courting between supply chain control, organizational culture, and organizational performance. The findings provide important contributions to idea development. First, SCM practices are vital in influencing organizational lifestyle and organizational overall performance, as located in preceding studies on agencies (Cao et al., 2015; Uddin, 2017) When a agency implements right supply chain management, it now not best improves operational performance but also establishes a high quality corporate culture (Osei et al., 2023). SCM practices have a positive impact on monetary and non-financial overall performance (Haddouch et al., 2019), and growth aggressive advantage through product innovation, shipping reliability and first-rate (Sutduean et al., 2019). Therefore, this take a look at confirms that SCM practices can enhance organizational overall performance and make stronger organizational way of life, particularly in the context of company mergers. As a result, the researcher argues that the way agencies control their supply chains no longer best influences operational efficiency but additionally shapes the fundamental values of the organization.

Second, this look at determined that strengthening organizational subculture mediates the effect of SCM on organizational overall performance (OP). This finding is supported through preceding research, which indicates that the mixing of deliver chain management and organizational culture can have a fantastic impact on company performance (Fantazy & Tipu, 2019; Tronnebati & Jawab, 2020). The adoption of an organizational way of life that helps innovation, collaboration, and performance is essential to improving deliver chain performance (ChenXi, 2019). Research also shows that cultural healthy between customers and suppliers affects deliver chain performance. High cultural healthy has a tendency to result in higher overall performance, and vice versa (Cadden et al., 2013). This studies is also in line with the findings (Hashim et al., 2020b) that groups with green SCM practices, coupled with a sturdy culture, tend to reap advanced organizational performance.

The findings of this observe guide the prevailing theory that a strong organizational lifestyle can enhance organizational overall performance. This is in step with preceding studies which suggests that a wonderful organizational tradition improves operational performance and standard corporation performance. The recognition of this studies on agencies which have just experienced a merger, which of route has a extraordinary culture, is an interesting object for similarly studies.

Conclusion

This studies together underscores the great effect of Supply Chain Management (SCM) on organizational performance, in particular through the mediating position of organizational lifestyle. The consequences show that SCM has a advantageous and large impact on organizational tradition and organizational performance. Also, organizational subculture correctly mediates SCM on OP. SCM practices that may enhance operational efficiency and additionally foster a wonderful organizational subculture, which in turn, improves common organizational performance. This dating is relevant for corporations undergoing mergers. The findings of this look at can contribute to a deeper understanding of SCM implementation and assist the development of theories and fashions of SCM practices. This studies highlights the importance of aligning SCM practices with organizational culture to pressure superior performance, supplying precious guidance for each educational and sensible applications within the field of deliver chain control.

References

1. A. Chatman, J., & Choi, A. (2022). Measuring organizational culture: converging on definitions and approaches to advance the paradigm. In J. A. Chatman & A. Choi (Eds.), *Handbook of Research Methods for Organisational Culture* (pp. 92–107). Edward Elgar Publishing. <https://doi.org/10.4337/9781788976268.00014>
2. Abadiyah, R., Eliyana, A., & Sridadi, A. R. (2020). Motivation, Leadership, Supply Chain Management toward Employee Green Behavior with Organizational Culture as a Mediator Variable. *International Journal of Supply Chain Management*, 9(3), 981–989.
3. Aji Raharja, H., & Yamit, Z. (2022). Pengaruh Manajemen Rantai Pasokan terhadap Keunggulan Kompetitif Organisasi dan Kinerja Organisasi Kelompok Ternak di Desa Girikerto. *Jurnal Mahasiswa Bisnis Dan Manajemen*, 01(01), 270–278. <https://journal.uui.ac.id/selma/index>
4. Alzoubi, H. M., Alshurideh, M. T., Khatib, M. El, Shamout, M. D., Yanamandra, R., Nair, K., & Al-Gharaibeh, S. M. (2024). Exploring the nexus between innovation orientation, green supply chain management, and organizational performance in e-retailing industry. *Uncertain Supply Chain Management*, 12(3), 1923–1934. <https://doi.org/10.5267/j.uscm.2024.2.011>
5. Anwar, C. (2021). *Pengaruh Gaya Kepemimpinan dan Budaya Organisasi Transfer Pengetahuan dan Kinerja Pegawai Kantor Bupati Boven Digoel*. Universitas Hasanuddin.
6. Attia, A. (2023). Effect of Sustainable Supply Chain Management and Customer Relationship Management on Organizational Performance in the Context of the Egyptian Textile Industry. *Sustainability (Switzerland)*, 15(5). <https://doi.org/10.3390/su15054072>
7. Bintoro, & Daryanto. (2017). *Manajemen Penilaian Kinerja Karyawan* (Pertama). Gava Media.
8. Bui, M. T., Jeng, D. J. F., & Ta, H. H. (2024). Accelerating Digital Supply Chain Management Practices, Customer Development, and Firm Performance: Organizational Culture Matters. *Contemporary Economics*, 18(1), 40–66. <https://doi.org/10.5709/ce.1897-9254.525>
9. Cadden, T., Marshall, D., & Cao, G. (2013). Opposites attract: Organisational culture and supply chain performance. *Supply Chain Management*, 18(1), 86–103. <https://doi.org/10.1108/13598541311293203>
10. Cao, Z., Huo, B., Li, Y., & Zhao, X. (2015). The impact of organizational culture on supply chain integration: A contingency and configuration approach. *Supply Chain Management*, 20(1), 24–41. <https://doi.org/10.1108/SCM-11-2013-0426>
11. Chesley, C. G. (2020a). Merging Cultures: Organizational Culture and Leadership in a Health System Merger. *Journal of Healthcare Management*, 65(2), 135–150. <https://doi.org/10.1097/JHM-D-18-00213>
12. Chesley, C. G. (2020b). Merging organizational cultures in healthcare: Lessons from the USA in differentiation among tiers in a health system merger. *International Journal of Healthcare Management*, 13(S1), 447–455. <https://doi.org/10.1080/20479700.2019.1602367>
13. Chowdhury, A. H. M. Y., & Hossain, Md. S. (2020). Impact of Inventory Management Practices on Operational Performance: A Case Study on Bangladesh RMG Sector. *International Journal of Applied Business and Management Sciences*, 1(1), 113–123. <https://www.researchgate.net/publication/342550255>
14. El Baz, J., & Iddik, S. (2022). Green supply chain management and organizational culture: a bibliometric analysis based on Scopus data (2001-2020). *International Journal of Organizational Analysis*, 30(1), 156–179. <https://doi.org/10.1108/IJOA-07-2020-2307>
15. Fantazy, K., & Tipu, S. A. A. (2019). Exploring the relationships of the culture of competitiveness and knowledge development to sustainable supply chain management and organizational performance. *Journal of Enterprise Information Management*, 32(6), 936–963. <https://doi.org/10.1108/JEIM-06-2018-0129>

16. Farooque, M., Zhang, A., Thürer, M., Qu, T., & Huisingh, D. (2019). Circular supply chain management: A definition and structured literature review. In *Journal of Cleaner Production* (Vol. 228, pp. 882–900). Elsevier Ltd. <https://doi.org/10.1016/j.jclepro.2019.04.303>
17. Garcia-Buendia, N., Moyano-Fuentes, J., Maqueira-Marín, J. M., Romano, P., & Molinaro, M. (2023). Strategic supplier performance in a competitive landscape: Enhancing organizational performance through lean supply chain management. *BRQ Business Research Quarterly*. <https://doi.org/10.1177/23409444231210566>
18. Ghozali, I., & Latan, H. (2015). *Partial Least Squares Konsep Teknik dan Aplikasi dengan Program Smart PLS 3.0*. Universitas Diponegoro Semarang.
19. Haddouch, H., Beidouri, Z., & El Oumami, M. (2019). Supply Chain Management: A Review of Approaches, Practices and Impact on Performance. *Int. J. Sup. Chain. Mgt*, 8(6). <http://excelingtech.co.uk/>
20. Hadiguna, R. A. (2016). *MANAJEMEN RANTAI PASOK AGROINDUSTRI* (1st ed.). Andalas University Press.
21. Haerani, S., Sumardi, S., Hakim, W., Hartini, H., & Gandrasula, A. (2020). The Important Role of Organizational Justice as Predictor of HR Performance. *Proceedings of the Proceedings of the 4th International Conference on Accounting, Management, and Economics, ICAME 2019, 25 October 2019, Makassar, Indonesia*, 465–476. <https://doi.org/10.4108/eai.25-10-2019.2295364>
22. Hashim, M., Baig, S. A., Amjad, F., Nazam, M., & Akram, M. U. (2020a). Impact of supply chain management practices on organizational performance and moderating role of innovation culture: A case of Pakistan textile industry. *Advances in Intelligent Systems and Computing*, 1002, 390–401. https://doi.org/10.1007/978-3-030-21255-1_30
23. Hashim, M., Baig, S. A., Amjad, F., Nazam, M., & Akram, M. U. (2020b). Impact of supply chain management practices on organizational performance and moderating role of innovation culture: A case of Pakistan textile industry. *Advances in Intelligent Systems and Computing*, 1002, 390–401. https://doi.org/10.1007/978-3-030-21255-1_30
24. Hermawan, S., & Amirullah, M. S. (2016). *METODE PENELITIAN BISNIS Pendekatan Kuantitatif & Kualitatif* (Vol. 1). Media Nusa Creative (MNC Publishing).
25. Hong, J., Guo, P., Chen, M., & Li, Y. (2022). The adoption of sustainable supply chain management and the role of organisational culture: a Chinese perspective. *International Journal of Logistics Research and Applications*, 25(1), 52–76. <https://doi.org/10.1080/13675567.2020.1795094>
26. Indrajit, R. E., & Djokopranoto, R. (2002). *Konsep Manajemen Supply Chain :Strategi Mengelola Manajemen Rantai Pasokan Bagi Perusahaan Modern diIndonesia*. PT. Gramedia Widiasarana Indonesia.
27. Indriani, R., Darma, R., Musa, Y., Tenriawaru, A. N., & Mahyuddin. (2020). Cayyene pepper: structure and supply chain performance in Gorontalo Province, Indonesia. *IOP Conference Series: Earth and Environmental Science*, 473(1), 1–6. <https://doi.org/10.1088/1755-1315/473/1/012025>
28. Indriani, R., Darman, R., & Mahyuddin. (2019). *Rantai Pasok Aplikasi pada Komoditas Cabe Rawit di Provinsi Gorontalo* (R. Indriani, R. Darman, & Mahyuddin, Eds.; Pertama). Ideas Publishing.
29. Ismail, M., & Umar Baki, N. (2017). Organizational factors of justice and culture leading to organizational identification in merger and acquisition. *European Journal of Training and Development*, 41(8), 687–704. <https://doi.org/10.1108/EJTD-04-2017-0030>
30. Jawabreh, O., Baadhem, A. M., Ali, B. J. A., Atta, A. A. B., Ali, A., Al-Hosaini, F. F., & Allahham, M. (2023). The Influence of Supply Chain Management Strategies on Organizational Performance in Hospitality Industry. *Applied Mathematics and Information Sciences*, 17(5), 851–858. <https://doi.org/10.18576/AMIS/170511>

31. Jumady, E., Brasit, N., Jusni, & Pono, M. (2016). The Effects of Integrative Supply Chain Management on the Just in Time and Competitiveness of the Food and Beverage Manufacturing Companies in Makassar. *Scientific Research Journal (SCIRJ)*, 4(4), 25–29. www.scirj.org
32. Khin, S., & Ho, T. C. (2019). Digital technology, digital capability and organizational performance. *International Journal of Innovation Science*, 11(2), 177–195. <https://doi.org/10.1108/IJIS-08-2018-0083>
33. Kumar, A., Singh, R. K., & Modgil, S. (2020). Exploring the relationship between ICT, SCM practices and organizational performance in agri-food supply chain. *Benchmarking*, 27(3), 1003–1041. <https://doi.org/10.1108/BIJ-11-2019-0500>
34. Labdhagati, H., & Mahfudz. (2017). Pengaruh Penerapan Total Quality Management, Supply Chain Management, Dan Orientasi Kewirausahaan Terhadap Kinerja Operasi (Studi pada Pengrajin Tas di Sentra Industri Tas Ciampea, Kab. Bogor). *DIPONEGORO JOURNAL OF MANAGEMENT*, 6(4), 1–11. <http://ejournal-s1.undip.ac.id/index.php/dbr>
35. Lukman. (2021). *SUPPLY CHAIN MANAGEMENT* (Lukman S, Ed.; Pertama). CV. Cahaya Bintang Cemerlang.
36. Maaz, M. A. M., & Ahmad, R. (2022). Impact of supply chain performance on organizational performance mediated by customer satisfaction: a study of dairy industry. *Business Process Management Journal*, 28(1), 1–22. <https://doi.org/10.1108/BPMJ-05-2021-0292>
37. Mappigau, P., Amar, Y., Hastang, Siregar, A. R., & Kadir, S. (2017). Root Problem of Supply Chain Collaborative Practices and Strategies to Improve Competitive Advantage of Smallholders Beef Cattle Farming in Rural Areas. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 6(11), 10–18. <https://doi.org/10.12816/0040333>
38. Mariana, S., & Rachmarwi, W. (2022). Pengaruh Manajemen Rantai Pasokan Dan Manajemen Mutu Terpadu Terhadap Kinerja Pt Unirama Duta Niaga Cabang Bekasi. *Jurnal Manajemen Bisnis Krisnadwipayana*, 10(1), 461–469. <https://doi.org/10.35137/jmbk.v10i1.674>
39. Moullin, M. (2007). Performance measurement definitions: Linking performance measurement and organisational excellence. *International Journal of Health Care Quality Assurance*, 20(3), 181–183. <https://doi.org/10.1108/09526860710743327>
40. Negi, L. S., & Kharde, Y. (2021). Identifying the root causes for inventory accumulation and prioritizing them using an MCDM-based TOPSIS approach. *Modern Supply Chain Research and Applications*, 3(2), 145–154. <https://doi.org/10.1108/mscra-11-2020-0031>
41. Nesti, L., Shoffiyati, P., & Chairun, N. (2016). Pemodelan Praktik Manajemen Rantai Pasok Dan Budaya Organisasi Terhadap Kinerja Rantai Pasok Dengan Studi Kasus: Sub Sektor Industri Makanan Ringan Berbasis Umbi-Umbian Di Kota Padang. *Jurnal Agroteknologi*, 10(02), 153–159.
42. Nguyen, T. T. T., Nguyen, T. T. H., & Pham, T. T. H. (2020). The effect of corporate entrepreneurship, organizational culture on supply chain management and business performance in chemical industry. *Uncertain Supply Chain Management*, 8(1), 67–76. <https://doi.org/10.5267/j.uscm.2019.8.005>
43. Nureen, N., Liu, D., Irfan, M., & Sroufe, R. (2023). Greening the manufacturing firms: do green supply chain management and organizational citizenship behavior influence firm performance? *Environmental Science and Pollution Research*, 30(31), 77246–77261. <https://doi.org/10.1007/s11356-023-27817-1>
44. Nurmiati, Wahyudi, Rusydi, B. U., Farild, M., & Bakhtiar, F. (2022). Pengaruh Total Quality Management, dan Budaya Organisasi Terhadap Kinerja Perusahaan. *Jurnal Ekonomi, Keuangan Dan Manajemen*, 18(1), 59–67. <https://doi.org/10.29264/jinv.v18i1.10826>

45. Okoumba, W. V. L., Mafini, C., & Bhadury, J. (2020). Supply chain management and organizational performance: Evidence from SMEs in South Africa. *Africa Journal of Management*, 6(4), 295–326. <https://doi.org/10.1080/23322373.2020.1830689>
46. Osei, M. B., Papadopoulos, T., Acquaye, A., & Stamati, T. (2023). Improving sustainable supply chain performance through organisational culture: A competing values framework approach. *Journal of Purchasing and Supply Management*. <https://doi.org/10.1016/j.pursup.2023.100821>
47. Ovseiko, P. V., Melham, K., Fowler, J., & Buchan, A. M. (2015). Organisational culture and post-merger integration in an academic health centre: a mixed-methods study. *BMC Health Services Research*, 15(1), 25. <https://doi.org/10.1186/s12913-014-0673-3>
48. Panggabean, Y. B. S., Arsyad, M., Mahyuddin, & Nasaruddin. (2022). Sustainability agricultural supply chain in improving the welfare of North Toraja Arabica coffee farmers. *IOP Conference Series: Earth and Environmental Science*, 1107(1), 012065. <https://doi.org/10.1088/1755-1315/1107/1/012065>
49. Paul, J. (2014). *Transformasi Rantai Suplai dengan Model SCOR: 15 Tahun Aplikasi Praktis Lintas Industri*. PPM Manajemen.
50. Putri, V. (2022). Faktor-Faktor Yang Mempengaruhi Infrastruktur Teknologi Informasi : Keuangan, Fleksibilitas Ti, Kinerja Organisasi. *Jurnal Ekonomi Manajemen Sistem Informasi*, 3(3). <https://doi.org/10.31933/jemsi.v3i3>
51. Shehadeh, H. K., Ahmad, A. Y. B., Allahham, M., & Alsager, M. (2024). The mediating role of ICT on the impact of supply chain management (SCM) on organizational performance (OP): A field study in Pharmaceutical Companies in Jordan. *Uncertain Supply Chain Management*, 12(2), 1251–1266. <https://doi.org/10.5267/j.uscm.2023.11.011>
52. Sikora, T., Kanecki, K., Sikora, A., Nitsch-Osuch, A., & Bogdan, M. (2022). Organisational culture as a significant factor of competitive advantage in primary health care units. *Family Medicine & Primary Care Review*, 24(1), 83–87. <https://doi.org/10.5114/fmpcr.2022.113020>
53. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2001). Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies. *Journal of Business Logistics*, 22(1), 259–261. <https://doi.org/10.1002/j.2158-1592.2001.tb00165.x>
54. Siraj, T., Adamu, E., Nuredin Ferejo, M., & Seman Habib, R. (2023). The Effect of Material Management Practice on Organizational Performance: In Case of Werabe Town Flour Factories. *International Journal of Management (IJM)*, 14(6), 81–92. <https://iaeme.com/Home/journal/IJM81editor@iaeme.comAvailableonlineathttps://iaeme.com/Home/issue/IJM?Volume=14&Issue=6>
55. Stock, J. R., & Boyer, S. L. (2009). Developing a consensus definition of supply chain management: a qualitative study. *International Journal of Physical Distribution & Logistics Management*, 39(8), 690–711. <https://doi.org/10.1108/09600030910996323>
56. Sugiyono. (2011). *Metode Penelitian Kuantitatif Kualitatif dan R&D* (Cetakan Keenam). Alfabeta.
57. Suharta Dewantara, I. W. G., Troena, E. A., Haerani, S., & Hamid, N. (2019). HUMAN RESOURCE DEVELOPMENT PRACTICES FOR ORGANIZATIONAL PERFORMANCE. *Scientific Research Journal*, 07(12), 1–5. <https://doi.org/10.31364/SCIRJ/v7.i12.2019.P1219730>
58. Sung, H., & Kim, S. (2019). The effect of organizational culture on supply chain management in uncertain environments. *Asia Pacific Journal of Marketing and Logistics*, 31(4), 1003–1026. <https://doi.org/10.1108/APJML-04-2018-0159>
59. Sutduean, J., Joemsittiprasert, W., & Jermsttiparsert, K. (2019). Supply Chain Management and Organizational Performance: Exploring Green Marketing as Mediator. *International Journal of Innovation, Creativity and Change. Www.Ijicc.Net*, 5(2), 266–283. www.ijicc.net

60. Sutia, S., Riadi, R., & Fahlevi, M. (2020). The Influence of Supply Chain Performance and Motivation on Employee Performance. *International Journal of Supply Chain Management*, 9(2), 86–92. <http://excelingtech.co.uk/>
61. Tarigan, J., Yenewan, S., & Natalia, G. (2016). *MERGER DAN AKUISISI: dari perspekti f strategis dan kondisi indonesia (Pendekatan Konsep dan Studi Kasus)*.
62. Tika, M. abundu. (2012). *Budaya Organisasi dan Peningkatan Kinerja Perusahaan (Keempat)*. Bumi Karsa.
63. Tronnebati, I., & Jawab, F. (2020, December 2). The similarities and differences between the green and sustainable supply chain management definitions and factors: A literature review. *2020 13th International Colloquium of Logistics and Supply Chain Management, LOGISTIQUA 2020*. <https://doi.org/10.1109/LOGISTIQUA49782.2020.9353939>
64. Uddin, N. (2017). Inter-organizational relational mechanism on firm performance The case of Australian agri-food industry supply chain. *Industrial Management and Data Systems*, 117(9), 1934–1953. <https://doi.org/10.1108/IMDS-03-2016-0093>
65. Van Pham, H., Xuan Nguyen, H., & Tran Ngoc Huy, D. (2020). Impact of Corporate Entrepreneurship and Organizational Culture on Business Performance: The Role of Supply Chain Management. *Int. J Sup. Chain. Mgt*, 9(3). <http://excelingtech.co.uk/>
66. Wardiana, I. A., & Hermanto, S. B. (2019). Pengaruh Akuntabilitas, Gaya Kepemimpinan, Kompetensi dan di Mediasi Motivasi Terhadap Kinerja Organisasi. *Akuntabilitas*, 12(1), 129–144. <https://doi.org/10.15408/akt.v12i1.12657>
67. Wijaya, D. A. W. (2021). *Pengaruh MRP Terhadap Keunggulan Kompetitif dan kinerja Organisasi Pada UMKM Industri Makanan Kabupaten Magelang*. Universitas Atma Jaya Yogyakarta.
68. Wijaya, O. Y. A., & Wijaya, O. Y. A. (2023). The role of strategic entrepreneurship and social capital on sustainable supply chain management and organizational performance. *Uncertain Supply Chain Management*, 11(1), 53–60. <https://doi.org/10.5267/j.uscm.2022.12.001>
69. Williams, P. (2022). Organisational culture: definitions, distinctions and functions. In *Handbook of Research Methods for Organisational Culture*. Edward Elgar Publishing. <https://doi.org/10.4337/9781788976268.00008>
70. Yunus, E. N., & Tadisina, S. K. (2016). Drivers of supply chain integration and the role of organizational culture: Empirical evidence from Indonesia. *Business Process Management Journal*, 22(1), 89–115. <https://doi.org/10.1108/BPMJ-12-2014-0127>
71. Zijm, H., Klumpp, M., Heragu, S., & Regattieri, A. (2019). Operations, Logistics and Supply Chain Management: Definitions and Objectives. In *Lecture Notes in Logistics* (pp. 27–42). Springer Science and Business Media B.V. https://doi.org/10.1007/978-3-319-92447-2_3