



## PROCEEDING

การนำเสนอผลงานวิจัยในการประชุมวิชาการระดับนานาชาติ  
“International Conference on Business Management, Education,  
Social Science and Computer Science (ICBESC-2018)”  
Kuala Lumpur, Malaysia, August 15 - 17, 2018

เรื่อง

“The Mediating Role of Trust among Supply Chain Partners on  
Supply Chain integration, Cultural Intelligence, Logistics Flexibility  
and Supply Chain Performance”

โดย

อาจารย์วิศวะ อุนยะวงษ์  
สาขาวิชาการจัดการโลจิสติกส์ (หลักสูตรนานาชาติ)  
วิทยาลัยโลจิสติกส์และซัพพลายเชน

ได้รับงบประมาณสนับสนุนจากกองทุนพัฒนาบุคลากร  
มหาวิทยาลัยราชภัฏสวนสุนันทา ประจำปีงบประมาณ พ.ศ.2561



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การนำเสนอผลงานวิจัยในการประชุมวิชาการระดับนานาชาติ  
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**ICBESC 2018**

**International Conference on  
Business Management, Education,  
Social Science and Computer Science 2018**

**15-17 August 2018  
Mercure Hotel Shaw Parade  
Kuala Lumpur, Malaysia**

**EDUTECHGRP**

International Conference on Business Management, Education, Social  
Science and Computer Science 2018

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*CONFERENCE BOOK OF  
PROCEEDINGS*



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Guiding Principles to Foster Higher Order Thinking Skills in Teaching and Learning of Mathematics.....	
The Impact of Information Technology Capability on Supply Chain Technology Adoption and Supply Chain Operational Performance: A Resource-Based View.....	

# International Conference on Business Management, Education, Social Science and Computer Science 2018

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Knowledge Transfer Program – An Inclusive Conceptual Framework Model for Malaysia.....	
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Ethnic Conflict and Economic Cooperation in the Borderlands: Burma, Thailand, and The Karen.....	
Factors Impacting Performance Management System of Malaysian Multinational Corporations - Moderated by Organisational Culture: A Dyadic & Mixed Method Approach.....	
Predictive Factors of Quality of Life Among Chronic Obstructive Pulmonary Disease Patients in Community Hospitals, Thailand.....	
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Incarnational Living Ministry as Service Learning for Social	

# International Conference on Business Management, Education, Social Science and Computer Science 2018

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Transformation.....

Barriers and Drivers for Applying Fish Traceability System in  
Emerging Market.....

Emerging Trends in ICT's and its Impact on Organizational Innovation  
Through Knowledge Management.....

A Review of Individual Factors On Knowledge Sharing: Evidence from  
the Empirical Literature.....

Primary School Teachers' Understanding of Critical Thinking in KSSR  
Classroom and Its Importance to Students.....

Analysis Of Internal Risk Management in Indonesian Seaweed Farming.....

Financial Knowledge, Debt Literacy and Individual Over-Indebtedness.....

Understanding the Linkage Between Human Resource Management  
Practices and Intention to Leave: A Moderated Mediation Model.....

The Relationship between Marketing Activities, Perceived Quality,  
Brand Awareness and Brand Associations on Brand Loyalty: An  
Empirical Study.....

EDUCATORS' READINESS FOR 21ST CENTURY EDUCATION.....

MUTUAL FUND INVESTMENT DECISION BY MALAYSIAN INVESTOR.....

*UP COMING EVENTS*



International Conference on Business Management, Education, Social  
Science and Computer Science 2018

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## **CONFERENCE BOOK OF PROCEEDINGS**

**International Conference on Business Management,  
Education, Social Science and Computer Science**

**Kuala Lumpur, Malaysia  
August 15-17, 2018**

For further information of the Conference,  
please contact the secretary of ICBESC 2018  
Via Email: [miedutechconference@gmail.com](mailto:miedutechconference@gmail.com)



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International Conference on Business Management, Education, Social  
Science and Computer Science 2018

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**International Conference on Business Management,  
Education, Social Science and Computer Science  
(ICBESC2018)**

**Venue: Mercure Kuala Lumpur Shaw Parade,  
Kuala Lumpur, Malaysia**

**Theme: presenting their research results and development  
activities in Business Management, Education, Social science  
and Computer Science.**



**SCIENTIFIC COMMITTEE**

<b>Name</b>	<b>Organization</b>	<b>Country</b>
Prof. Dr. Cesar Demayo	MSU-ILIGAN	Philippines
Prof. Dr. Makhmud Kharun	RUDN University	Russia
Prof. Dr. Luisa Maria Arvide Cambra	University of Almeria	Spain
Prof. Dr. Prasadini Gamage	University of Kelaniya	Sri Lanka
Assoc. Prof. Rozanah Ab. Rahman	Universiti Putra Malaysia	Malaysia
Assoc. Prof. Dr. Nor 'Adha Abdul Hamid	Kolej Universiti Islam Antarabangsa Selangor	Malaysia
Assoc. Prof. Dr. Surendra Kansawa	Symbbiosis Institute of Operations Management	India
Assoc. Prof. Dr. Faik Celik	Kocaeli University	Turkey
Assoc. Prof. Dr. Marcus Farr	American University Sharjah	UAE
Assoc. Prof. Yo shiki Nakamura	Aoyama Gakuin University	Japan
Assoc. Prof. Radurescu Irina Gabriela	Petroleum Gas University of Ploeisti	Romania
Assoc. Prof. Dr. Cordulo P. Ascaño II	Mindanao University of Science and Technology	Philippines
Asst. Prof. Dr. Tahir Mumtaz Awan	COMSATS University Islamabad	Pakistan
Asst. Prof. Chung Chin Wu	National Pingtung University	Taiwan
Senior Lecturer. Dr. Zukarnain Zakaria	Universiti Teknologi Malaysia	Malaysia

### SCIENTIFIC COMMITTEE

Senior Lecturer. Dr. Jihad Mohammad	International Business School, Universiti TeKnologi Malaysia	Malaysia
Dr. Malgorzata Okreglicka	Czestochona University of Technology	Poland
Dr. Shima Moradi	NRISP	Iran
Dr. Lee, Won-jun	Cheongju University	Korea
Dr. Firas Jamil Alotoum	Isra university	Jordan
Dr. Nader Ale Ebrahim	University of Malaya	Malaysia

## **ORGANIZING COMMITTEE**

Dr. Zarinah Abdul Rasit  
Conference Chair  
Email: [conference.chair@miedutech.com](mailto:conference.chair@miedutech.com)

Assoc. Prof. Dr. Nor'ain Mohd Tajudin  
Conference Supervisor  
Email: [Mohd.tajudin@miedutech.com](mailto:Mohd.tajudin@miedutech.com)

Dr. Siti Sarawati Johar  
Conference Supervisor  
Email: [siti.joh@miedutech.com](mailto:siti.joh@miedutech.com)

## CONFERENCE TRACKS

- Social and Community Studies
- Arts
- Humanities
- Civic and Political Studies
- Cultural & Global Studies
- Environmental Studies
- Organizational Studies
- Educational and Communication Studies
- Economics, Finance & Accounting
- Business and Management Studies

## CONFERENCE CHAIR MESSAGE

Dr. Zarinah Abdul Rasit

“International Conference on Business Management, Education, Social Science and Computer Science 2018” is a platform that thrives to support the worldwide scholarly community to analyze the role played by the multidisciplinary innovations for the betterment of human societies. It also encourages academicians, practitioners, scientists, and scholars from various disciplines to come together and share their ideas about how they can make all the disciplines interact in an innovative way and to sort out the way to minimize the effect of challenges faced by the society. All the research work presented in this conference is truly exceptional, promising, and effective. These researches are designed to target the challenges that are faced by various sub-domains of the social sciences and applied sciences.

I would like to thank our honorable scientific and review committee for giving their precious time to the review process covering the papers presented in this conference. I am also highly obliged to the participants for being a part of our efforts to promote knowledge sharing and learning. We as scholars make an integral part of the leading educated class of the society that is responsible for benefitting the society with their knowledge. Let's get over all sorts of discrimination and take a look at the wider picture. Let's work together for the welfare of humanity for making the world a harmonious place to live and making it flourish in every aspect. Stay blessed.

Thank you.

Dr. Zarinah Abdul Rasit

Conference Chair

Email: [conference.chair@miedutech.com](mailto:conference.chair@miedutech.com)

International Conference on Business Management, Education, Social  
Science and Computer Science 2018



International Conference on Business Management, Education, Social Science and  
Computer Science 2018  
15-17 August 2018  
Mercure Hotel Shaw Parade  
Kuala Lumpur, Malaysia

August 15, 2018	Venue: Lobby Lounge, Lobby Level	1030-1200	Registration	
August 16, 2018	Venue: Shaw Studio 1 Level 8	0800 – 0830	Registration	
		0830 – 0845	Opening Remarks	<b>Opening Remarks Director of Edutechgrp</b>
		0845 – 1000	Plenary Speech 1	<b>AP. Dr. Jessica National Defence University of Malaysia, Malaysia</b>
		1000 – 1030	Group Photo and Coffee Break	
	Shaw Studio 1	1030 – 1230	Session 1	
	Shaw Studio 2	1030 – 1230	Session 2	
	Chorak Restaurant	1230 – 1400	Lunch	
	Shaw Studio 1	1400 – 1600	Session 3	
	Shaw Studio 2	1400 – 1600	Session 4	
	Shaw Studio 1	1600 – 1630	Coffee Break	
	Shaw Studio 1	1630 – 1800	Session 5	
	Shaw Studio 2	1630 – 1800	Session 6	
August 17, 2018	Hotel Lobby	0800 - 1200	Networking	

Presenters will have **12 minutes** for their presentations, and **3 minutes** for Q & A

International Conference on Business Management, Education, Social  
Science and Computer Science 2018

Session 1

Time: 1030 - 1230

Venue: **Shaw Studio 1**

Session Chair: **Dr. Vimala Kadiresan**

No	Paper ID	Presenter
1	021-kul	<p><b>Economics Entrepreneurship of the Female Business Operators in the East Coast Region: The Profiles Analyses</b></p> <p>Norasibah Abdul Jalil, Norimah Rambeli @ Ramli, Norsamsinar Samsudin, Nurhanani Romli, Emilda Hashim</p> <p><i>Universiti Pendidikan Sultan Idris, Malaysia</i></p>
2	016-kul	<p><b>The Impact of Selected Macroeconomic Variables on Carbon Dioxide (CO<sub>2</sub>) Emissions in Malaysia</b></p> <p>Norimah Rambeli@Ramli, Norasibah Abdul Jalil, Belee, Emilda Hashim, Norhanani Romli, Asmawi Hashim and Syazwani Mohd Bakri</p> <p><i>Universiti Pendidikan Sultan Idris, Malaysia</i></p>
3	019-kul	<p><b>Corporate Influences and Financial Reporting Quality in Pre- And Post Adoption of The Malaysian Financial Reporting Standards</b></p> <p>Azleen Shabrina Mohd Nor, Nahariah Jaffar, Zarehan Selamat, Salmi Mohd Zahid, and Norhazlin Ismail</p> <p><i>Multimedia University, Malaysia</i></p>
4	002-kul	<p><b>An Exploratory Study: Collaborative Problem Solving with Edmodo Among Economics Students</b></p> <p>Khoo Yin Yin, Zainizam Zakariya, Stanley Yap Peng Lok , Khuan Wai Bing</p> <p><i>Universiti Pendidikan Sultan Idris, Malaysia</i></p>
5	022-kul	<p><b>Religious-Nationalist Character Building Model on Pondok Pesantren Based School to Reduce Radicalism in Kendal Regency, Central Java Provinces</b></p> <p>Sriyanto, Edi Kurniawan, Erni Suharini, and Danang Junior Trimasukmana</p> <p><i>Universitas Negeri Semarang, Indonesia</i></p>
6	025-kul	<p><b>Analysis of Contract Farming Partnership for Sustainable Supply of Tobacco (A Case Study on the Integrated Production System Program of PT. HM Sampoerna Tbk. - Indonesia)</b></p> <p>Kartika DS Susilowati, Asminah Rachmi and Nur Indah Riwijanti</p> <p><i>State Polytechnic of Malang, Indonesia</i></p>
7	018-kul	<p><b>Computer Games as a Learning Tool Towards Children Road Safety Education</b></p> <p>Masnida Hussin and Nor Hanis Mohd Fouzi</p> <p><i>Universiti Putra Malaysia, Malaysia</i></p>
8	017-kul	<p><b>Aligning Malaysia's New Economic Model with Knowledge Transfer Program</b></p> <p>Mohamad Shahrudin Samsurijan, Saidatulakmal Mohd, Siti Rahyla Rahmat, and Azlinda Azman</p> <p><i>Universiti Sains Malaysia, Malaysia</i></p>

International Conference on Business Management, Education, Social  
Science and Computer Science 2018

Session 2

Time: 1030-1230

Venue: **Shaw Studio 2**

Session Chair: **Dr. Zarinah Abdul Rasit**

No	Paper ID	Presenter
1	012-kul	<b>Knowledge Transfer Program Implementation: A Review of Selected Countries</b> Azlinda Azman, Siti Rahyla Rahmat, Saidatulakmal Mohd and, Mohamad Shaharudin Samsurijan <i>Universiti Sains Malaysia, Malaysia</i>
2	024-kul	<b>Sentiment Analysis on Mobile Banking Application using Naive Bayes Classifier and Association Methods</b> Rabiatul Adawiyah and Jaka Nugraha <i>Islamic University of Indonesia, Indonesia</i>
3	036-kul	<b>Determinants of Real GDP in Malaysia</b> Emilda Hashim, Norimah Rambeli @ Ramli, Nurhanani Romli, Norasibah Abdul Jalil, Asmawi Hashim, Syazwani Mohd Bakri & Ng Woan Ron <i>Universiti Pendidikan Sultan Idris, Malaysia</i>
4	005-kul	<b>Refusal of Youth to Vote in Shah Alam, Selangor, Malaysia</b> Mohd Ramlan Mohd Arshad and Norhayati Mohd Salleh <i>Universiti Teknologi MARA, Malaysia</i>
5	032-kul	<b>Brief Communication on Parents' Perception Towards Favourite Play Equipment, Satisfaction Level and Safety of Public Climbing Equipment in Malaysia</b> Cheah Kah Ling, Raja Ahmad Azmeer, Mohd Shahrizal Dolah, Saiful Hasley, and Jusang Bolong <i>Universiti Putra Malaysia, Malaysia</i>
6	028-kul	<b>The Mediating Role of Trust Among Supply Chain Partners on Supply Chain Integration, Cultural Intelligence, Logistics Flexibility and Supply Chain Performance</b> Wissawa Aunyawong, Preecha Wararatchai and Chattrarat Hotrawaisaya <i>Suan Sunandha Rajabhat University, Thailand</i>
7	034-kul	<b>Guiding Principles to Foster Higher Order Thinking Skills in Teaching and Learning of Mathematics</b> Nor'ain Mohd Tajudin, Marzita Puteh and Mazlini Adnan <i>Universiti Pendidikan Sultan Idris, Malaysia</i>
8	058-kul	<b>The Impact of Information Technology Capability on Supply Chain Technology Adoption and Supply Chain Operational Performance: A Resource-Based View</b> Lee Khai Loon, Gusman Nawanir, Jalal Hanaysha and, Zahari Abu Bakar <i>Universiti Malaysia Pahang, Malaysia</i>

International Conference on Business Management, Education, Social  
Science and Computer Science 2018

Session 3

Time: 1400-1600

Venue: **Shaw Studio 1**

Session Chair: **Assoc. Prof. Khoo Yin Yin**

No	Paper ID	Presenter
1	014-kul	<b>Knowledge Transfer Program – An Inclusive Conceptual Framework Model for Malaysia</b> Saidatulakmal Mohd, Siti Rahyla Rahmat, Mohamad Shaharudin Samsurijan and Azlinda Azman <i>Universiti Sains Malaysia, Malaysia</i>
2	015-kul	<b>Moderator Impact on The Emotional Intelligence and Self-Esteem In The Organization</b> Siti Sarawati Johar, Rosman Md, Yusoff, Sazuliana Sanif, Fadillah Ismail <i>Universiti Tun Hussien Onn, Malaysia</i>
3	060-kul	<b>Social Media in B2b Relationship in Malaysia</b> Nur Amalina Mohamad Zaki, Mitchell Ross, Wei Shao <i>Universiti Malaysia Terengganu, Malaysia</i>
4	004-kul	<b>Integration of Service Blueprint and Kano Model: A New Perspective of Service Quality Framwork</b> Tan Owee Kowang, Lim Kim Yew, Goh Chin Fei, Amran Rasli and Choi Sang Long <i>Universiti Teknologi Malaysia, Malaysia</i>
5	039-kul	<b>Trust in Government on A Militarized Frontier: Military Interest Groups and Public Perceptions on The Mae Sot-Myawaddy Border</b> Hathaipun Soonthornpipit and Sirinya Siriyannun <i>Suan Sunandha Rajabhat University, Thailand</i>
6	051-kul	<b>The Requirement for Information Governance Policy Framework in Malaysian Public Sector</b> Noursilawati Abdul Halim, Zawiyah M.Yusof and, Nor Azan M. Zin <i>Universiti Kebangsaan Malaysia, Malaysia</i>
7	059-kul	<b>Leveraging Sustainability of Heis In Malaysia Through Lean and Green Strategies: A Literature Review and Research Agenda</b> Gusman Nawanir, Lee Khai Loon and, Fatimah Mahmud <i>Universiti Malaysia Pahang, Malaysia</i>
8	042-kul	<b>Blood Donation Program in Malaysia: Government Initiatives Towards Attracting Volunteer Blood Donors</b> Nur Hairani Abd Rahman and Muhammad Asri Mohd Asli <i>Universiti Malaya, Malaysia</i>

International Conference on Business Management, Education, Social  
Science and Computer Science 2018

Session 4

Time: 1400-1600

Venue: **Shaw Studio 2**

Session Chair: **Assoc. Prof. Dr. Nor'ain Mohd Tajudin**

No	Paper ID	Presenter
1	055-kul	<b>Identifying Factors Affecting Palm Oil Prices Based on Grey Incidence Analysis</b> Norhayanti Mohamad, Nur Aziean Mohd Idris and Maheran Mohd. Jaffar <i>Universiti Teknologi MARA, Malaysia</i>
2	043-kul	<b>Influencing Factors of Social Media Use: A Study of Hypertensive and Diabetes Mellitus Patients in Primary Care Units</b> P.Santiparp and, P.Sarawanarngkool <i>Mahidol University, Thailand</i>
3	040-kul	<b>Ethnic Conflict and Economic Cooperation in the Borderlands: Burma, Thailand, and The Karen</b> Sirinya Siriyanun <i>Ramkhamhaeng University, Thailand</i>
4	038-kul	<b>Factors Impacting Performance Management System of Malaysian Multinational Corporations - Moderated by Organisational Culture: A Dyadic &amp; Mixed Method Approach</b> Yong Yoke Toong, and Chong Aik Lee <i>International University of Malaya-Wales, Malaysia</i>
5	011-kul	<b>Predictive Factors of Quality of Life Among Chronic Obstructive Pulmonary Disease Patients in Community Hospitals, Thailand</b> S. Kamolsiri, P. Sarawanarngkool and P. Santiparp <i>Mahidol University, Thailand</i>
6	006-kul	<b>Exploring the Challenges of Good and Services Tax Among Small Medium Enterprise Batik Manufactures</b> Nor Fara Shahirah Kamal, Nadiah Abd Hamid, Zalilawati Yaacob, Noorlaila Ghazali, and Roszilah Shamsuddin <i>Universiti Teknologi MARA, Malaysia</i>
7	047-kul	<b>A Linkage Between Personal Characteristics and Entrepreneurial Behavior in the Public Sector: An Integrated Review</b> Nurul Liyana Mohd Kamil, Abdullah Abdul Rahman and, Christine Robert <i>Universiti Malaya, Malaysia</i>
8	061-kul	<b>Brown's Weighted Exponential Moving Average (B-Wema) with Levenberg-Marquardt Optimization to Forecasting Rate of Return</b> Putri Auliana Rifqi Mukhlashin and, Jaka Nugraha <i>Islamic University of Indonesia, Indonesia</i>

International Conference on Business Management, Education, Social  
Science and Computer Science 2018

Session 5

Time: 1630-1800

Venue: **Shaw Studio 1**

Session Chair: **Dr. Tan Owee Kowang**

No	Paper ID	Presenter
1	033-kul	<p><b>Total Quality Management and Organisational Performance: The Role of Performance Measurement</b></p> <p><b>Zarinah Abdul Rasit</b>, Nurul Huda Abdul Satar, Aliza Ramli, and Marshita Hashim</p> <p><i>Universiti Teknologi MARA, Malaysia</i></p>
2	035-kul	<p><b>Perceived HR Practices and Intention to quit of generation X and Y in Unionize Organization</b></p> <p><b>Vimala Kadiresan</b>, Ramesh Kumar Moona Haji Mohamed, Charles Ramendran SPR, Shanti Nadarajah, Kalaiselvey Rethinam and, Ravindran Nadarajan</p> <p><i>SEGI University, Malaysia</i></p>
3	063-kul	<p><b>Implementing Fully Privately Run Public Schools: Top View</b></p> <p><b>Sheikh Muhamad Hizam Sheikh Khairuddin</b>, Kamaruzzaman Ismail, and Zalina Zainudin</p> <p><i>University of Kuala Lumpur, Malaysia</i></p>
4	064-kul	<p><b>Incarnational Living Ministry as Service Learning for Social Transformation</b></p> <p><b>Magdalena Pranata Santoso</b></p> <p><i>Petra Christian University, Indonesia</i></p>
5	067-kul	<p><b>Barriers and Drivers for Applying Fish Traceability System in Emerging Market</b></p> <p>Elimawaty Rombe, Rahmat Mubaraq, <b>Suryadi Hadi</b>, Rizka Adriansyah, and Gatha Vesakha</p> <p><i>University of Tadulako, Indonesia</i></p>
6	003-kul	<p><b>Emerging Trends in ICT's and its Impact on Organizational Innovation Through Knowledge Management</b></p> <p>Shaikh Arifusalam, Abul Bashar, and <b>Muhammad Rafiq</b></p> <p><i>Prince Mohammad Bin Fahd University, Saudi Arabia</i></p>
7	069-kul	<p><b>A Review of Individual Factors On Knowledge Sharing: Evidence from the Empirical Literature</b></p> <p><b>Salah Shehab</b>, Rabiah Eladwiah Abdul Rahim, and Salina Daud</p> <p><i>University Tenaga Nasional, Malaysia</i></p>

International Conference on Business Management, Education, Social  
Science and Computer Science 2018

Session 6

Time: 1630 -1800

Venue: **Shaw 2**

Session Chair: **Dr. Siti Sarawati Johar**

No	Paper ID	Presenter
1	026-kul	<b>Primary School Teachers' Understanding of Critical Thinking in KSSR Classroom and Its Importance to Students</b>  Wirawani Kamarulzaman, and Rosnani Hashim  <i>Open University Malaysia, Malaysia</i>
2	068-kul	<b>Analysis Of Internal Risk Management in Indonesian Seaweed Farming</b>  Harifuddin Thahir, Elimawaty Rombe, Ponisri, <b>Gatha Vesakha</b> , and Suryadi Hadi  <i>University of Tadulako, Indonesia</i>
3	066-kul	<b>Financial Knowledge, Debt Literacy and Individual Over-Indebtedness</b>  Nur Hafidzah Idris, Shafinar Ismail, and Fahmi Abdul Rahim and Khairunnisa Abd Samad  <i>Universiti Teknologi MARA, Malaysia</i>
4	001-kul	<b>Understanding the Linkage Between Human Resource Management Practices and Intention to Leave: A Moderated Mediation Model</b>  Samad Kakar, Roselina Ahmad Saufi, and Panteha Khodakarami  <i>Universiti Teknologi Malaysia, Malaysia</i>
5	044-kul	<b>The Relationship between Marketing Activities, Perceived Quality, Brand Awareness and Brand Associations on Brand Loyalty: An Empirical Study</b>  Ferdian D. Purwoko, and Sabrina O. Sihombing  <i>Universitas Pelita Harapan, Indonesia</i>
6	053-kul	<b>EDUCATORS' READINESS FOR 21ST CENTURY EDUCATION</b>  Soo Kum Yoke, <b>Syahrul Ahmar Ahmad</b> , Rahimah Mohamed Yunos, Juyati Mohd Amin, Normala Sulaiman and, Faizah Abdul Majid  <i>Universiti Teknologi MARA, Malaysia</i>
7	050-kul	<b>MUTUAL FUND INVESTMENT DECISION BY MALAYSIAN INVESTOR</b>  Nur Baiti Shafee, <b>Mohd Ariff Mustafa</b> , Shadia Suhaimi and Zuraina Sal Salbila Mohamed  <i>Multimedia University, Malaysia</i>

# THE MEDIATING ROLE OF TRUST AMONG SUPPLY CHAIN PARTNERS ON SUPPLY CHAIN INTEGRATION, CULTURAL INTELLIGENCE, LOGISTICS FLEXIBILITY AND SUPPLY CHAIN PERFORMANCE

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**ABSTRACT:** This paper aims to propose a theoretical framework to study mediating role of trust among supply chain (SC) partners on the relationship between supply chain integration (SCI), cultural intelligence (CQ), logistics flexibility (LF) and supply chain performance (SCP). SCI, CQ, LF, trust are the concept that can help firms to enhance their SCPs. Firms with a high level of SCI, CQ, and LF may achieve effective SCP. Firms' SCPs, however, is still ineffective or developed too slowly. This paper reviews related concepts, especially from previous supply chain studies, as they are the key to develop a research model. The author attempts to benefit the academic profession by extending knowledge and confirmations in enhancing SCP influenced by trust among SC partners, CQ, SCI, and LF. This paper may be one of the first to develop an integrated model examining the complex relationship among diverse factors which differs from previous studies.

**Keywords:** supply chain integration, cultural intelligence, logistics flexibility, trust, supply chain performance

## 1. INTRODUCTION

The globalization, leading to a decrease in obstacles to international business, has reformed the way in which entrepreneurs do the business [32]. It causes high competitions in doing business. The entrepreneurs need to develop their firms by increasing the competitiveness to sustain their businesses. One of key success factors is the ability in analyzing and measuring supply chain performance (SCP) to compare with the standard criteria or indicators of both local and international firms in the same industry. SCP completely contains supply chain members' activities which includes reliability, responsiveness, agility, cost, and asset management efficiency. SCP, consequently, reflects supply chain members' strengths and weaknesses, including the existing risks in the supply chain for using the information to sustainably improve and develop the efficiency and competitiveness in the supply chain. In line with SCP measurement, the entrepreneurs can benchmark their business and learn best practices from other firms. They can use SCP information as tools to monitor, control, and assess their overall operation. The plans are difficult to be accomplished without SCP measurement [17].

The previous studies, however, indicate the problems in supply chain management (SCM) [48]. As a result, it could be assumed that SCP of the firms may not be excellent and needs to be improved at the present. Prior works depict that supply chain integration (SCI) [1, 28], cultural intelligence (CQ) [44], logistics flexibility (LF) [29] can enhance the performance. In addition, some past researches represent the positive effect of trust on performance as well [53]. This paper, therefore, attempts to study the role of these factors in the specific environment.

As mentioned above, the existing gaps in the literature exist. First, an integrated model examining the complex relationship among CQ, SCI, LF, Trust and SCP is still missing. Therefore, examining the issues of how CQ, SCI, LF and SCP are mediated by the trust is still unclear. More importantly, the main gaps in the current literature are the lack of empirical evidence on the relationship between CQ [44] as well as LF and SCP [46]. The result of past studies

cannot be generalized because the study on different industries could result in the different findings. Second, research gaps also include the lack of empirical analysis on how and which dimension of SCI is important for Trust as well as for SCP. SCI in this paper, therefore, are categorized into several dimensions differed from previous literature. And, notably, supply chain managers are also seeking to find answers on which SCI are likely to be mediated by the trust that can consequently enhance SCP. The insights from this study will allow managers to effectively utilize the different components of SCI for Trust and SCP. This study, therefore, proposes a theoretical framework to fill these gaps.

## 2. LITERATURE REVIEW

### 2.1 Supply Chain Integration

The SCI in this research consists of 4 dimensions. First, participation denotes the degree to which a common commercial objective to be accomplished is involved in decision making, including the decision making concernment, goals setting, and knowledge generation [18]. Second, shared values denote the extent to which partners have mutual principles about what actions, objectives, and plans are significant or insignificant, suitable or unsuitable, and correct or incorrect [50]. Third, information sharing, in the supply chain, can be stated as an "inter-organizational sharing of data, information and/or knowledge in supply chains" [33]. Finally, communication refers to important and well-timed information sharing between organizations by both formal and informal manners [4]. In terms of SCM, there is the evidence that participation in the policy-making process leads to effective SCM [57, 61]. Communication might sustain the supply chain process and communication flows might also improve SCP [27]. The previous literature in Supply Network Management shows that the main component supporting a trustworthy relationship is a set of shared values [5, 15, 23, 30].

### 2.2 Cultural Intelligence

The theory of CQ was presented by Earley as an original set of skills that act as a descriptive instrument for the achievement in the global environment [19-20]. CQ is

defined as 'an individual's skills to organize well in cultural different situations'[20]. CQ is a multidimensional concept consisting of four aspects (cognitive, metacognitive, motivational, and behavioral CQ) [20]. Foreign companies sometimes need to adapt their values to the values of local supply chain members. CQ can be assumed as the connection between global and local values. CQ consequently supports the interpretation of local values, so CQ assists with matching global values and local values effectively [44]. Each member in the supply chain comprises a set of cultural values [40-41]. Culturally intelligent organizations decode the stakeholders' value set not to create the economic exchange to the power of their value sets but go beyond this economic accountability toward advanced principles of the strategy in the market [25]. CQ which reveals abilities to efficiently organize oneself and to cooperate with others in cross-cultural settings [21], may diminish the degree of cultural difference or generate the firm's advantage and then lead to high performance of supply chain.

### 2.3 Logistics Flexibility

LF refers to the ability of a company to react immediately and proficiently to changing client requirements in inbound and outbound distribution, support, and services [14, 16, 55]. LF consists of four elements. First, physical supply flexibility refers to the ability of a company to offer a diversity of inbound resources and supplies for manufacturing, immediately and proficiently [7, 16]. Second, purchasing flexibility refers to the ability of a company to make contracts to purchase a diversity of resources and supplies, immediately and proficiently [22, 52, 60] Third, physical distribution flexibility refers to the ability of a company to adapt the packaging, inventory, warehousing, and physical product transportation to meet customer requirements, immediately and proficiently [12, 35-36] Finally, demand management flexibility refers to the ability of a company to react to the diversity of customer requirements to deliver time, price, and service, immediately and proficiently [37, 39]. To analyze the determinants of supply chain flexibility, and its impact on firm performance in a sample of Spanish automotive suppliers, The relationship between flexibility and business performance was identified [58].

### 2.4 Trust among Supply Chain Partners

Basically, trust is a mutual relationship between partners that indicates a high level of confidence in each other's decorum [9]. Trust in SCM refers to the willingness to rely on a Supply chain partner in whom the company believes [49]. Trust is also viewed as an essential component of the viewpoint toward supply chain and other parties in the system [28]. It has been considered as serious interactive capital that assists combined operations among supply chain (SC) partners [2, 51, 62]. Trust can be established by generating an atmosphere in which SC members enthusiastically exceed the insignificant requests of a relationship to raise the probability of achievement for the supply chain [31]. Previous studies explained that trust is a beneficial lubricant to cope with social crisis and an essential element to sustain collaboration and to evade conflicts [62]. Applying the transaction cost theory, it is explained that trust among SC partners can

diminish opportunism and raise particular investment [13]. If there is a trust between a producer and a partner, it has belief in the partner based on the anticipation of collaboration, regardless of its capability to observe the activities of SC partners [47]. Therefore, generating trust has become a strategic technique to support long-term relationships among SC partners.

### 2.5 Supply Chain Performance

SCP refers to the functional assessment that develops for each member, as well as for the entire supply chain as a consequence of involvement in a supply chain relationship [26]. SCP can be divided into the efficiency and effectiveness of supply chain processes. The efficiency signifies the interior outcome of supply chain processes. While the effectiveness denotes the exterior outcome experienced by the end customer [6]. In other words, the efficiency is the capability of the supply chain to deliver a level of end customer service at low cost with high levels of accurateness in matching manufacturing with real demand. Effectiveness is the capability of the supply chain to provide the end customers with their desires. Consistently, the supply chain process integration, driven by the supply chain cost and customer orientation essentially leads to positive outcomes in both the efficiency and effectiveness of SCP [10].

## 3. THEORETICAL FRAMEWORK

Figure 1 describes the conceptual model and hypotheses in this study. The rectangle stands for observed variables, which comprise participation, shared values, information sharing, communication, cognitive CQ, Metacognitive CQ, Motivational CQ, Behavioral CQ, Physical distribution flexibility, and demand management flexibility. The ellipse stands for latent variables, which consist of SCI, CQ, LF, trust, and SCP. There are seven main hypotheses.

FIGURE 1 Proposed theoretical framework

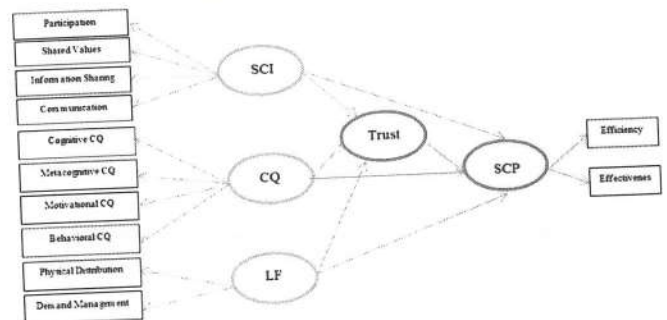


Fig (1) Proposed theoretical framework

### 3.1 Hypothesis Development

#### 3.1.1 SCI and Trust among SC partners and SCP

As SCI in this paper consists of participation, shared values, information sharing, and communication, the previous studies depict that these factors have a positive effect to trust [11, 34]. This study, therefore, proposes the following hypothesis:

H1: SCI is positively affected to trust among SC partners.

### 3.1.2 CQ and Trust among SC partners and SCP

As CQ decodes local values and arranges the value set of an organization with the set of local values, it mirrors a degree of trust [61] in local members in the supply chain. CQ will construct trust among SC partners beyond the economic exchange in calculation-based trust [42-43] as a result of its stakeholder orientation [24]. Past Research results affirmed that CQ has a positive effect on identity-based trust and knowledge-based trust [45]. This study, therefore, proposes the following hypothesis:

H2: CQ is positively affected to trust.

### 3.1.3 LF and Trust among SC partners and SCP

As supply chain flexibility is positively affected by higher levels of perceived common comprehension and perceived supplier dependency in the supply chain [58]. It is supposed that trust between SC partners was constructed through the honesty and flexibility in managerial attitude as well as in sustaining organizational truthfulness [54]. It is also found that trust plays the positive mediating roles in the relationship of demand management flexibility fit on performance with high significance, while demand management flexibility fit was less significant. This proposes that trust links between demand management flexibility fit and performance [29]. However, this evidence only arose from suppliers and distributors in the mobile industry in a specific country. The evidence stemmed from other parties in the supply chain in a different area might cause the new outcome. This study, therefore, proposes the following hypotheses:

H3. LF is positively affected to trust among SC partners.

### 3.1.4 Trust among SC partners and SCP

This paper mainly focuses on the mediating role of trust in influencing the relationship between SCI, CQ, LF and SCP. Although previous literature was found that trust is fundamental to cooperation in healthcare SCP. It has the positive relationship to healthcare supply chain performance [1]. Such a result is consistent with the outcomes of some previous study [38]. Several studies, however, represented the opposite results [3]. Besides, trust has a positive influence on SCI [63]. Additionally, SCI increases financial performance [59]. Similarly, trust is predicted to have a domino influence on SCM independent variables such as knowledge exploitation. Such independent variables were found to affect both supply chain integration and SCP [10]. Above and beyond, trust raises the degree of engagement between supply chain members, improves collaboration, reduces costs, increases the satisfaction between SC partners, decreases conflicts and official agreements, develops the decision making process, boosts information flow, increases productivity, and strengthens responsiveness leading, thus, to effective SCI which offers SCP improvement as an outcome [8, 56]. Therefore, according to this line of reasoning, the following hypothesis is proposed:

H4: Trust among SC partners is positively affected by SCP.

The linkage of these hypotheses mentioned before allows the researcher to clarify the mediating effect of trust in the relationship among SCI, CQ, LF, and SCP. This study, therefore, proposes the following hypotheses:

H5: Trust among SC partners positively mediates the effect of SCI on SCP.

H6: Trust among SC partners positively mediates the effect of CQ on SCP.

H7: Trust among SC partners positively mediates the effect of LF on SCP.

## 4. DISCUSSION AND CONCLUSION

Although previous studies represented the results as mentioned in the prior part, the evidence was still particularized. Conducting the researches in different areas might provide the varied results. For further study, this concept can be applied to survey researches in some countries which the entrepreneurs come from diverse cultural backgrounds as they need the information to adapt their acts suitable with SC partners to success their businesses.

As a conclusion, the proposed theoretical framework provides an alternative factor for firms to use for improving their SCPs. The study also proposed seven main hypotheses that predict the effect of SCI, CQ, LF, and Trust on SCP, and the mediating effect of trust on the relationship between SCI, CQ, LF and SCP. By conducting an empirical study based on the proposed hypotheses, the results of the study are expected to deliver some new knowledge that can subsidize to the efficiency of firms' SCP.

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