

Information Sharing, Joint Reward System, leadership Style and Supply Chain Responsiveness: Mediating role of Cross-Functional Coordination

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Abstract

The prime objective of the present research was to examine the impact of leadership styles, cross-functional information sharing, and joint reward systems on cross-functional coordination and supply chain responsiveness. Moreover, the mediating impact of cross-functional coordination among leadership styles, cross-functional information sharing, joint reward systems and supply chain responsiveness are examined as well. The data is collected from the employees of automobile sector of Indonesia through survey questionnaires. The response rate was 74.6%. The collected data was examined by using Smart PLS. The purpose of using smart PLS was its demands regarding the measurement of scales; sample size and distribution of data are minimum. The findings of the study revealed that the relationship of information sharing, leadership style and supply chain responsiveness is significant along with the mediating role of cross-functional coordination among them. Whereas, the impact of joint reward system on supply chain responsiveness and cross-functional coordination is not significant. This study fills the gap of limited studies addressing the issues of supply chain responsiveness in the automobile industry.

Keywords: Supply chain responsiveness, cross-functional coordination, information sharing, joint reward system, Indonesia

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1.0 INTRODUCTION

The landscape regarding competition in business is changed because of uncertainties in the global market. Now the competition is more on supply chain basis rather than firm-based competition. As a result, it's been realised by the organisations that it is important for them to get collaborate with the supply chain partners rather than just looking at ways to improve supply chain management. If there will be close relationship among the supply chain partners, there will be more information sharing among them. A number of flows in the supply chain i.e. information, financial and physical are closely integrated and coordinated because of effective supply chain. The flow of information synchronises and coordinate the flow of information under the supply chain process, which is related to deliver, manufacturing, sourcing and planning throughout the chain. The behaviour of members of supply chain is affected by the sharing of information between supply chain. As a result, the performance of the organisation is affected by the supply chain as well. The regular flow of the activities, as well as processes of supply chain, is mainly dependent upon the availability of right information at the right time and right place [1].

One of the important processes of information within the supply chain and organisation is cross-functional information sharing. Sharing of information is perceived as an important component which enhances the competition among the organisations in the present era. Processes across the supply

chain is enabled because of the supply chain, and the implication of information sharing should be recognised throughout the supply chain for agility [2].

The challenge which organisations are facing in the present globalisation era is to find the mechanism to make the organisation successful through the operations of the supply chain. It is important for organisations to provide more leverage to the leadership capabilities of the organisation. They should be more responsible and responsive to mitigate the inefficiencies and make regular improvements in the supply chain processes [3]. Some serious challenges are encountered by the organisations as they try to progress upon the innovative processes to address, articulate and identify these issues by which they can sustain their performance within the supply chain. Reliance on these innovations is mainly upon the leadership capabilities of the organisation, which help in meeting as well as setting the organisational goals on the basis of the organisational resources [4]. If the organisations are able to retain and develop good leaders, they can save their future [5].

One of the important mechanisms of the organisation is the organisational reward. The reward programs of the organisation are mainly recognised by organisational behaviour. These reward programs are basically designed to motivate the employees to improve their performance, for the retention of workers and to attract the ideal employee as well. Presently, the reward system has become very complex because most of the tasks are achieved on the basis of team interaction and coordination. In order to determine the cross-functional integration between the employees of the organisation, reward

system, which is team-based has gained a lot of attention among the researchers as the practitioners [6]. If the incentives of the organisation are aligned, the supply chain of the organisation will work well as well. It is important that rewards, costs and risks to be taken by the organisation are fairly distributed throughout the network. If the incentives of the organisation are not aligned, they will not be able to optimise the performance of their supply chain. On the other hand, if the incentives are not aligned, it can create poor customer service, poor sales effort, misleading forecast, stockouts and excess inventory [7].

Among other important issues in supply chain management and design, supply chain responsiveness according to the requirements of the changing environment and efficiency is the critical one. Therefore, in the research community, it's been given a lot of attention and importance. Researchers have defined responsiveness as the ability of the organisation to react on purpose and within proper time scale according to the demand of the customer and market changes so they can gain and sustain competitive advantage. On the other hand, if the organisation is focusing on not wasting any resources and reduction of costs, the supply chain will be considered as efficient and adding value in other activities of the organisation. Under supply chain, final goods are transferred from one place to another, inventory of work in process, the raw material is stored, and all movements are span to the consumption point to the point of origin. To enhance the responsiveness of the supply chain is the main aim of supply chain strategy [8].

There are a number of benefits of coordination throughout the functions of an organisation like enhanced responsiveness and the ability to handle complexity. Moreover, cross-functional coordination can handle different problems at the same time, which may occur from different functions of an organisation like lack of coordination and conflict in the organisational goals. Therefore, there are chances that cross-functional coordination among the functions of the organisation can be inefficient and difficult as well which may have a negative impact on the conflict on the basis of resources, rise in the failure of new product development and efficient decision making [11]. For instance, organisational ability to prioritise the tasks, process the information and firm's ability to make the decision is impacted by the fast flow of information across the functions of the organisation. In order to enhance the coordination throughout all functions of the organisation, a number of studies are conducted using different approaches and mechanisms. The range of these machines ranges from changing the architecture of the workplace to redesign the systems of compensation. On the other hand, a number of studies empirically proved that the area of cross-functional coordination and relations is relatively unexplored and understudied [9].

The automotive industry of Indonesia is playing a critical role and contributing to the GDP of the country. Basically, Indonesia is the 17th largest vehicle producing country around the globe. Therefore, organisations need to focus on their supply chain activities to enhance their supply chain responsiveness [10]. Therefore, the main purpose of the present study is to examine the relationship among leadership styles, cross-functional information sharing, joint reward systems on cross-functional coordination and supply chain responsiveness. Moreover, the mediating role of supply chain coordination among leadership styles,

cross-functional information sharing, joint reward systems and supply chain responsiveness will be assessed as well.

2.0 LITERATURE REVIEW

2.1 Supply Chain Responsiveness

Researchers are agreed that the markets of the modern-day have more competition, PLC to be shortened and high demand for the products. It is important for organisations to imply regular switching of the portfolio and less degree of predictability. These two factors are mostly evident in most of the industries [12]. Additionally, the organisations have shifted from producing in mass have a less sophisticated variety of products towards BTO strategies known as built to order. This includes high customisation of products. Therefore, it is important for organisations to develop supply chains that are efficient [12].

Concept of supply chain responsiveness is defined by [14] as "The speed in which it can alter the output within the range which is available of its flexibility types, i.e. delivery, volume, mix and product as a response to external stimulus like the order of the customers". Therefore, the fast response of the supply chain to the demand of the customers is referred to as responsiveness [14]. On the other hand, at different supply chain nodes, responsiveness can be very different, i.e. location of the service of the product within the supply chain can decrease or increase the level of responsiveness [15].

2.2 Cross-Functional Coordination

Researchers have defined coordination as harmony act among a number of activities of the business in order to achieve the level of efficiency and effectiveness. Through the process of coordination, interaction and exchange among the functions of the organisation take place. Therefore, compatibility, accessibility and comprehensiveness among various functions of the organisation are maximised. It is very important to have cross-functional coordination among supply chain management and purchasing process. There should be collaboration and interaction among functions of supply chain with various other functions like marketing, manufacturing, production and product development is important. The functions of organisations are able to perform different tasks combined because of successful activity coordination among organisations and functional areas. The basis of coordination mechanism is some time based on simple procedure and rules to the goals of department to the cross-functional process of the team which enhance the relationships throughout all functions which enhance the relationships throughout the functions. There can be a number of benefits of cross-functional coordination in different business areas: connectedness is enhanced, mutual support and cooperation among functional area which in turn knowledge sharing and information required to accomplish tasks of the organisation efficiently [16].

2.3 Cross-Functional Information Sharing

The base of collaboration is sharing necessary information throughout the supply chain. This information includes communication, real-time information, operational data and planning. The business structure is held together by the information; therefore, it's been termed as glue. Due to information, which is shared, allow the supply chain to be agile in responding to the challenges. Sharing information, processing and acquisition of information among partners of supply chain in order to make effective decision is the supply chain's backbone. Supply chain partners are allowed in making strategic decisions related to the

operations of the organisation through strategic supply chain information. In the current economic crisis, information sharing is a basic necessity because it enables organisations to collaborate with each other. Under information sharing, firm is required to share the information which is strategically important as well along with transactional data which improve the interaction and relationship among partners of SC [17].

Researchers mentioned that the flow of information among partners positively impacts the performance of receiving and sharing parties. On the other hand, the quality of information is referred to as the amount to which organisations share confidential, complete, accurate and relevant information with partners in a timely manner. The impact of information sharing is on the SCM, which is mainly dependent upon the quality of information being provided to the partner. The level at which critical, important proprietary information is provided and communicated among the members of the supply chain in terms of customer, product and market [18].

Under cross-functional information sharing, organisations need to share information related to strategic supply chain other than just data which will improve the relationship among the partners and enhance the integration as well. Integration of application, data and communication is required for cross-functional information sharing. It enables real-time and consistent connectivity among different units of supply chains. Integration of sharing information among and within firms enable them to get the demanded data which lead to the supply chain, which is customer-focused. It is more likely that organisations will get a competitive advantage through the product and fast delivery of the products and services rather than focusing on price [19].

2.4 Leadership Styles

Leadership is the important component in order to get the work done from the employees and followers in very gentle way. Leadership is defined as the process of guiding and directing the people's behaviour in certain environment. As per the mentioned definition of leadership, there are multiple ways to view the organisation. One of the aspects in leadership is motivation for which leadership is the important component. The behaviour of employees is affected by the leadership of the organisation. As its already mentioned that effective leadership creates motivation among the employees. Therefore, the managers who are successful are the successful leader as well because employees are greatly influenced by the leaders in order to achieve organisational goals. Therefore, it is very important for firms to understand the attitude and behaviour of leaders [20].

Leadership style is the way in which authority is exercised by the managers in organisations in order to make sure that the goals and objectives of the organisation are met. Effective leadership develops the vision of leadership because external and internal roots creates risks and challenged which can be easily identified by them. Acknowledging the leader's capability is the major challenge of the leadership for the organisations. Moreover, it is the basic requirement as well in order to enhance organisational performance. Organisational leadership can be the major cause of good and failed performance of the organisation. Therefore, leadership capabilities are the basic key of competition for resources with other organisations and within the organisation in the network of supply [21].

2.5 Joint Reward System

Researchers are of the point of view that organisations can reward individual efforts along with combined efforts which are made across functions. For instance, the marketing team and R&D team both get reward for the failure or success of new product. Furthermore, there are conventional practices in order to measure the rewards on the basis of collaboration through different functions. If the organisation provide joint rewards, performance, knowledge sharing, and consistency is the outcome. Researchers mentioned that rewards which are team-based enhance the performance and efforts of the employees. The stress of team-based rewards is organisational goals and objectives [22].

2.6 Cross-functional Coordination and supply chain responsiveness

Supply chain responsiveness is referred to as the organisational capability to efficiently coordinate across functions and quickly respond in order to provide value to customers. Supply chain responsiveness is the focus of a number of firms in order to respond quickly according to environment so the demand and needs of customers can be met. For instance, initiatives of industry like field interview evidence, supply programs based on JIT, efficient response to consumer and quick response system have great importance to create coordination among various functions of the organisation. Moreover, norms of the organisation which facilitate and embed coordination among functions improve the performance of the organisation. Therefore, it's been empirically tested in past that cross-functional coordination impacts the supply chain responsiveness [23]. It's been Hypothesised that:

H1: Cross-functional coordination and Supply chain responsiveness are significantly related to each other.

2.7 Cross-functional information sharing; Cross-functional coordination and Supply chain responsiveness

Cross-functional information sharing shows expectations of members of the supply chain about willingness to share strategic information, operational, financial and technical information and members of supply chain and other functions of the organisation as well. Sharing information is one of the critical norms for the compatibility of the maintaining system as opposed to burdens and benefits. Joint ownership of collective responsibility and decisions are expected through the cross-functional sharing information. Coordination regarding the complex array of inputs that are functional in innovation, minimise the organisational conflicts and improve quality of products [24].

Similarly, technological power can be harnessed by the technological power for supply chain partner collaboration in order to share the information and work in the form of a single unit. If the end goal is to achieve the greater objective, all this can be achieved. The goals like understanding the behaviour of the consumer and responding effectively according to the needs and demands of the environment. Therefore, products are prepared only at the time of need and sold to the consumer by the retailer as well. By this way, the cost of inventory is reduced as well. Supply chain responsiveness will be improved due to long term sharing of information. Profitability and cash flow will be enhanced, as well [25].

On the basis of this discussion, it's been hypothesised that **H2:** Cross-functional Information sharing and Cross-functional coordination are significantly related to each other.

H3: Cross-functional Information sharing and Supply chain responsiveness are significantly related to each other.

H4: Cross-functional coordination mediates the relationship between Information sharing and Supply chain responsiveness.

2.8 Leadership styles; Cross-functional coordination and Supply chain responsiveness

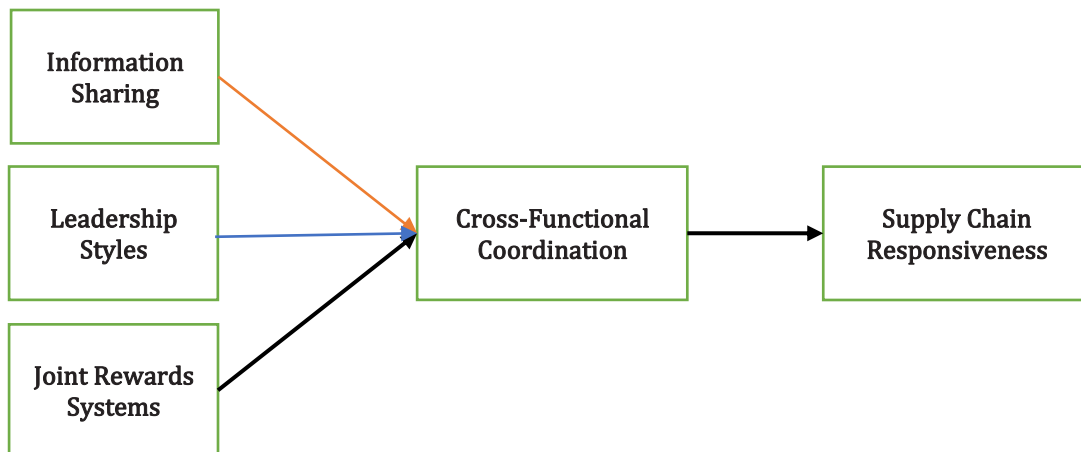
A number of studies are conducted in the past showing there is a strong impact of leadership style on the interaction that is cross-functional. Cooperation among departments is enabled by leadership style. In fact, two important aspects of leadership, namely participation and consideration, are an important style of leadership [26]. Supportive leadership is also known as considerate leadership in which there exists a strong relationship among employees and leader. There exist mutual respect and open exchange, along with trust, which contributes to the working environment. Therefore, considerate leadership will enhance the quantity and quality of interaction through informal and formal communication channels. The behaviour of employees is impacted by the leaders but also lay the base of collaboration among the department. Therefore, there exists a positive impact of the considerate relationship on cross-functional coordination [27]. Good leaders and managers are the need for the organisation as they both impacts and shape the behaviour, values and develop a responsive culture within the organisation.

Therefore, on the basis of this discussion, it's been hypothesised that:

H5: Leadership styles and Cross-functional coordination are significantly related to each other.

Research Framework

Following theoretical framework is developed from the above literature review



3.0 RESEARCH METHODOLOGY

Researchers stated that it is very important to determine appropriate research design in order to determine data collection method, i.e. sampling methodology, data collection technique, and type of data. The present research was a cross-sectional study which means this research is valid for a certain period of time. A total of 520 questionnaires were distributed randomly among the employees of the automotive sector of Indonesia. These questionnaires were designed through a Likert five scale. A total of 402 questionnaires were received out of which 14 were excluded because of missing data. Ultimately the response rate was 74.6%. For the data collected, PLS 3.0 was used for the analysis of structural as well as the measurement model. The reason to choose PLS 3.0 was its demands regarding the measurement of scales, sample

H6: Leadership styles and Supply chain responsiveness are significantly related to each other.

H7: Cross-functional coordination mediates the relationship between leadership styles and Supply chain responsiveness.

2.9 Joint rewards systems; Cross-functional coordination and Supply chain responsiveness

Joint reward systems, non-financial and financial both are linked with certain attitude and behaviour which can send a message by which employees of the organisation can get motivated. Researchers also argued that reward systems and evaluations are the mechanisms which can be used by the organisations to develop cooperation among supply chain partners and functional areas. A number of researchers have pointed out that integration as well as coordination among functional units are impacted by joint reward system [28]. Cross-functional goals which are broader is the target of joint reward to the employees due to which employees are encouraged to collaborate and organise among functional units. Researchers also pointed out that joint reward systems impact the performance and behaviours of groups. As a result, cooperative behaviour is encouraged. When a joint reward system is applied in the organisation, it may create collaboration and enhance supply chain responsiveness [11].

H8: Joint rewards systems and Cross-functional coordination are significantly related to each other.

H9: Joint rewards systems and Supply chain responsiveness are significantly related to each other.

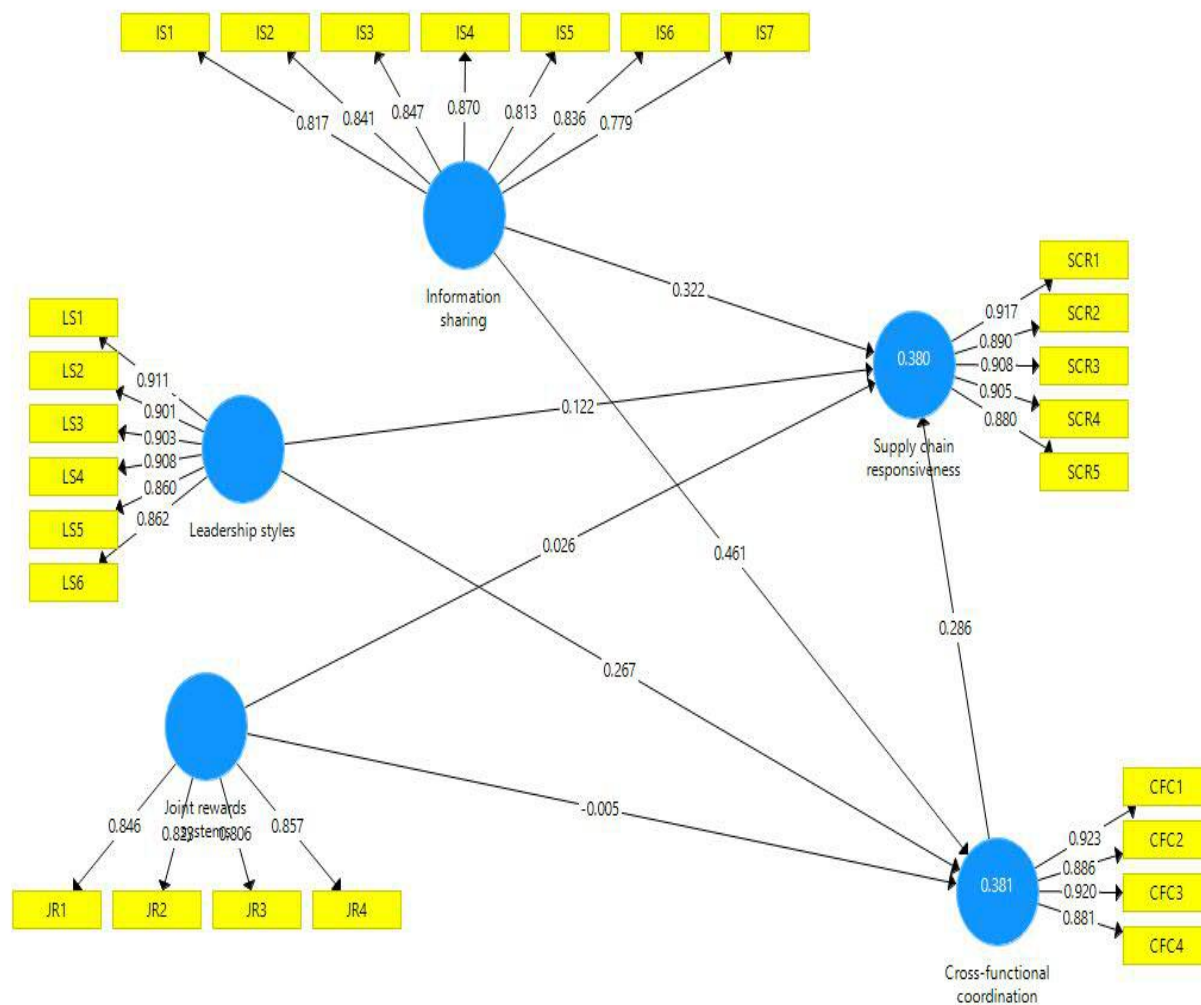
H10: Cross-functional coordination mediates the relationship between Joint rewards systems and Supply chain responsiveness.

size and distribution of data are minimum. As this study is predictive in nature, therefore, PLS suits this study more [30].

4.0 RESULTS AND DISCUSSION

The statistician from Sweden, name Gustave Joreskog

and small size of sample demand. Therefore, PLS-SEM was best to use for the present study.



developed structural equation modelling in the 1970's. In the recent past, SEM is mostly used in a number of study areas including sociology, economics, psychology, business studies and many more. Unser SEM, there are two kinds of estimation techniques, namely CB-SEM and PLS-SEM. If we compare both, PLS-SEM has a number of advantages including factor interdependency, solution of avoiding inadmissibility, best fore prediction, application of theory

The first step for the analysis through PLS is to conduct the measurement model. In order to examine the validity and reliability of the constructs, the measurement model is used. Figure 1 below and table 1 are showing the factor loading of the items used in the present study. The factor loading according to the table and figure showing values more than 0.7; thus, they are in the acceptable range. It is important to mention that the factor loading of every item should be significant to establish convergent validity [31].

Figure 1: Measurement Model

Table 1. Outer Loading

	CFC	IS	JRS	LS	SCR
CFC1	0.923				
CFC2	0.886				
CFC3	0.920				
CFC4	0.881				
IS1		0.817			
IS2		0.841			
IS3		0.847			
IS4		0.870			
IS5		0.813			
IS6		0.836			

		0.779		
IS7		0.779		
JR1			0.846	
JR2			0.823	
JR3			0.806	
JR4			0.857	
LS1				0.911
LS2				0.901
LS3				0.903
LS4				0.908
LS5				0.860
LS6				0.862
SCR1				0.917

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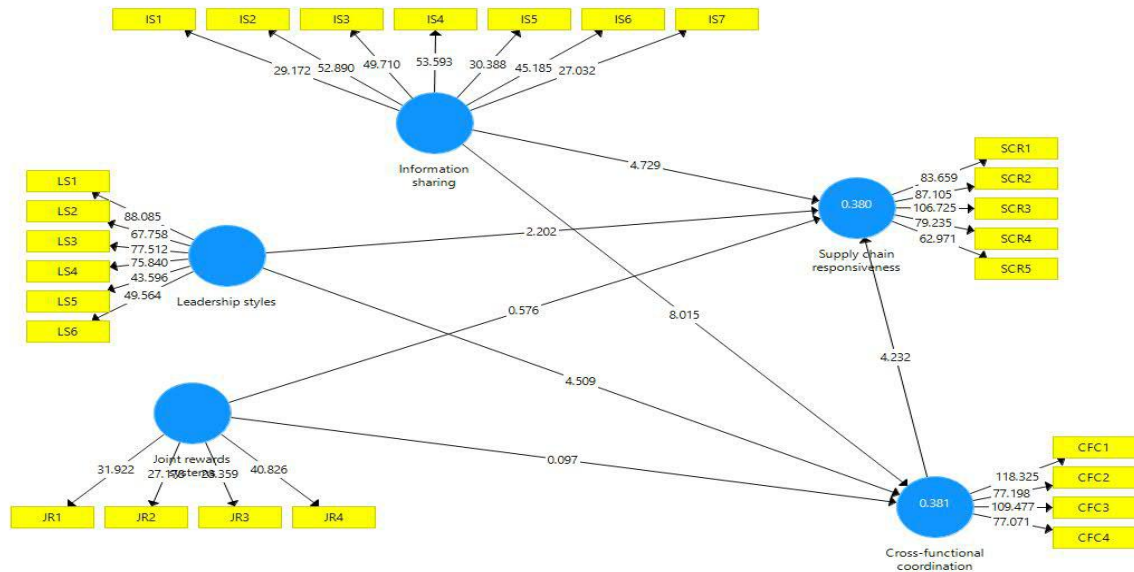
SCR2					0.890
SCR3					0.908
SCR4					0.905
SCR5					0.880

Later, Cronbach alpha of the variables involved in the present study was calculated. According to table 2 below, the values of Cronbach Alpha, the values should be above 0.70 [32]. The values mentioned in table 2 below are well above 0.80. Thus, they are in acceptance criteria. Moreover, composite reliability examines the item's internal consistency. As mentioned by [32], the values of CR should be above 0,70 in order to be acceptable range. On the basis of values mentioned in table 2 below, all

CFC	0.924	0.925	0.946	0.815
IS	0.924	0.927	0.939	0.688
JRS	0.854	0.869	0.901	0.694
LS	0.948	0.951	0.959	0.794
SCR	0.941	0.943	0.955	0.810

The next step is to calculate the discriminant validity. The uniqueness of variables is denoted by discriminant validity [33]. As mentioned by [34] and [35] by taking the square root of AVE, the discriminant validity is calculated. Table 3 below showing discriminant validity, the diagonal values are more than non-diagonal values.

Table 3. Discriminant validity



values of CR are in acceptable range. Table 2 below also shows the value of AVE. In order to be in acceptable range, value of AVE should be more than 0.50. According to the values mentioned in table below, all values are above 0.60, thus they are in acceptable range. Table 2 shows all factor loadings of Cronbach's α , CRs, and average variance extracted (AVEs).

Table 2. Validity and Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
IS	0.924	0.925	0.946	0.815
LS	0.948	0.951	0.959	0.794
JRS	0.854	0.869	0.901	0.694
SCR	0.941	0.943	0.955	0.810
CFC	0.903	0.903	0.903	0.603

Figure 3: Structural Model

In order to assess the structural model, Bootstrapping was run with 5000- subsamples. By utilising this method, both P-Values and t-values were obtained. Table 4 below shows the direct impacts of the study. For a hypothesis to be acceptable, the t-value should be more than 1.96,

	CFC	IS	JRS	LS	SCR
CFC	0.903				
IS	0.568	0.829			
JRS	0.222	0.343	0.833		
LS	0.452	0.403	0.256	0.891	
SCR	0.530	0.543	0.232	0.388	0.900

After the assessment of the measurement model, the next step is to assess the structural model. In order to determine or assess the structural model, the acceptance criteria are the coefficient of determination (R square), effect size, and collinearity problem.

whereas P-value should be less than 0.05. According to the values mentioned in table 4 below all direct relationships have a significant impact except the impact of joint reward system on cross-functional coordination and supply chain responsiveness.

Table 4. Direct Effect

	(O)	(M)	(STDEV)	(O/STDEV)	P Values	Results
CFC -> SCR	0.286	0.294	0.065	4.436	0.000	H1 Supported
IS -> CFC	0.461	0.464	0.060	7.693	0.000	H2 Supported
IS -> SCR	0.454	0.455	0.051	8.840	0.000	H3 Supported
JRS -> CFC	-0.005	-0.003	0.048	0.096	0.923	H8 Not Supported
JRS -> SCR	0.025	0.026	0.046	0.532	0.595	H9 Not Supported
LS -> CFC	0.267	0.265	0.058	4.642	0.000	H5 Supported
LS -> SCR	0.199	0.196	0.057	3.512	0.000	H6 Supported

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Table 5 below, representing the mediating results. All mediating results are significant and supported except the mediating role of cross-functional coordination

among joint reward system and supply chain responsiveness.

Table 5. Indirect effect (Mediating relationship)

	(O)	(M)	(STDEV)	(O/STDEV)	P Values	Results
IS -> CFC -> SCR	0.132	0.136	0.036	3.681	0.000	H4 Supported
JRS -> CFC -> SCR	-0.001	-0.001	0.014	0.092	0.926	H10 Not Supported
LS -> CFC -> SCR	0.076	0.078	0.023	3.257	0.001	H7 Supported

Assessing the R-Square value is the next phase. The value of R-Square above 0.67 is considered very substantial, above 0.33 as moderate and above 0.16 as weak.

Table 6. R-Square

	R Square
CFC	0.381
SCR	0.380

5.0 CONCLUSION

The basic purpose of conducting this study was to examine the impact of the joint reward system, leadership styles and information sharing on cross-functional coordination and supply chain responsive. The results, as well as findings of the study, are successful in answering the theoretical preposition built for the study. The findings of the study reveal that supply chain responsiveness is directly impacted by the cross-functional coordination, information sharing and leadership style of the automobile industry. All these results are consistent with the findings of the previous studies. On the other hand, a joint reward system does not have a significant impact directly on supply chain responsiveness.

The study has also examined the mediating role of cross-functional coordination among joint reward system, leadership style and information sharing. The mediating impact of cross functional coordination between leadership style, information sharing and supply chain responsiveness is significant. On the other hand, mediating role of cross functional coordination among joint reward system and supply chain responsiveness is not supported. Thus, the findings of the study show that the practitioners and scholars of the supply chain management should focus on the information sharing within firm departments and leadership style to enhance the responsiveness of supply chain. Present study is also helpful for the practitioners and scholars of supply chain to make the strategy regarding supply chain responsiveness of the automobile sector.

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