

Uncertain Supply Chain Management

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Exploring the link between employee commitment, recruitment process, and performance of internal supply chain of manufacturing firms in UAE

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ABSTRACT

This paper investigates the impact of employee commitment as well as the recruitment process on the performance of internal supply chain. Additionally, the current study is intended to investigate the mediating role of the recruitment process on the relationship between employee commitment and firm supply chain performance. The main objective behind any recruitment process is to recruit committed employees to help a firm enhance the performance of the organizations. Therefore, the current study is carried out to fill a gap by exploring the relationship between recruitment processes, employee commitment, and firm supply chain performance. To achieve the research objective, the study has analyzed the data gathered from 284 managers of manufacturing organizations of United Arab Emirates. 284 questionnaires out of 550 are found useful, so the response rate is 52 percent. The structural equation modelling using AMOS is used to analyze the data. The results of the study show an agreement with the results of the hypotheses. The direct relationship between commitment types and firms' internal supply chain performance, and between recruitment process and firms' internal supply chain performance are found positive and significant. The results of the study will be helpful for HR practitioners, operation managers, researchers, and policy makers in understanding the impact of employee commitments and recruitment process on internal supply chains' performance of manufacturing firms.

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1. Introduction

The firm supply chain performance is merging as the main agenda behind achieving the economies of scale. For example, top retail and manufacturing firms in fortune five hundred companies such as Walmart have achieved remarkable success by incorporating firm supply success factors such as cross-doc strategy. Supply chain management practices are the set of activities which connect all the stakeholders in chain type structure and each chain member adds value at every step of production (Hugos, 2018). In their vintage papers, Vonderembse et al. (2006) appealed three product centered supply chains which are standard products: products with minimal differentiation, innovative products with high differentiation, and hybrid products with a moderate level of differentiation. They further argued that simple, standard products should be produced using lean supply chain which emphasizes

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on continuous improvement and waste reduction, the innovative product being technologically complex should be produced by an agile supply chain. In contrast, hybrid products, being involved with so many suppliers, should be produced by the hybrid supply chain. Information sharing is the key for supply chain integration; through information sharing, organizations can be more responsive toward ever-changing consumer needs. Supply chain management (SCM) is a set of actions carried out by an organization to improve the flow of information and goods among stakeholders. The SCM has emerged as a key discipline and has undergone many revolutionary stages and the most recent concept advocates that supply chains are a chain type structure in which suppliers, buyers, and consumers are linked and facilitate the flow of information and enhance efficiency by continual reduction in cycle time.

In this study, SCM practices are managerial activities that are executed to improve organizational supply chain performance (Tarafdar, & Qrunfleh, 2017). The global supply chain forum has declared supply chains to be a strategically integrated network rather than a simple chain relationship. Tan et al. (2002) presented a similar definition and defined SCM as an integrated approach of purchase and logistical management. Shadur and Bamber (1994) defined SCM as a function of customer delivery, inventory management, lean strategy, and strategic integration. The on-time delivery is one of the few most important determinants of a firm's supply chain performance. According to Anand and Grover (2015), on time delivery is the most important factor which affects a firm's supply chain performance while enhancing customer satisfaction. They continue by arguing that the on-time delivery ensures that distribution and operation department are in effective communication. A recent study of Botha et al. (2017) found a positive relationship between delivery performance and supply chain performance, and explored order fill lead time, delivery to request date order fill lead time, and delivery to commit date as an important measure of delivery performance which is central to a supply chain's performance.

Recruitment is considered a fundamental function of human resource management. Further, it indicates the comprehensive program of choosing, attracting, acquiring, and appointing enough candidates for jobs (both temporary and permanent) within organizations. Furthermore, the recruitment process could indicate the programs concerned in selecting people for unpaid posts, such as the unpaid trainee role or the voluntary role. The recruitment and selection process are considered as a vital and important activity. As one of the human resource management functions, it positively influences an organization's performance, particularly in realizing its goals and targets (Basheer et al., 2015, Basheer, 2017; Basheer et al., 2017, 2018). Additionally, the recruitment and selection process could play a pivotal role in molding and shaping the performance, effectiveness, and validation of an organization, provided that the organizations have the ability to obtain and acquire workers with relevant skills, knowledge, and efficiency as well as they can accurately predict their future abilities.

Employee commitment has been conceptualized in many dimensions. According to Meyer and Herscovitch (2001), it is considered to be a psychological state that connects an employee to an organization, thereby reducing the problem of the employee turnover and as a mindset that takes several forms and connects a person to a course of actions that is very important to a specific target (Mahmood et al., 2016). Moreover, employee commitment is a feeling of dedication to one's employing organization, willingness to work hard for that employer, and the intent to continue with that organizational attachment of the person to the organization. The prime objective behind any recruitment process is to recruit committed employees which help a firm in enhancing the organizational performance (Mahmood et al., 2016). In the postmodern era of business, concepts like employee commitment and supply chain management are emerging as key success factors of organizational success, it is necessary to explore the relationship between employee commitment, recruitment process and supply chain performance. The United Arab Emirates has a diverse business environment. Thus, recruiting qualified job applicants is a vital process because several large organizations have difficulty in collecting skilled employees who can satisfy their managers while showing a high level of performance which is reflected on the productivity of local organizations in U.A.E (Sayera, 2014; Basheer et al., 2018).

2. Literature Review

2.1 Firm supply chain performance

Supply chain management (SCM) has increasingly received attention from industrialists considering strategic planning in design, maintenance, and operation of the supply chain process. Despite the improvements that have been achieved successfully with the help of SCM, some organizations overlooked the environmental issues including global energy, global warming, reverse logistic, and ecological concerns in global competition. External supply chains would involve how the organization deals with its interested parties such as suppliers (upstream) and its customers (downstream), (Quesada et al., 2008). Most of the research surrounding SCM focuses on the external chain (Bordonaba-Juste, & Cambra-Fierro, 2009). In fact, most lay people would view SCM solely from the standpoint of its external chain only. Through the years the strength of the external chain has been growing and it is undeniable that much progress can be seen. Just as the external chain was defined as dealing with the external parties, the internal chain refers to interested parties and internal aspects within the organization. This consists of all functions within the organization such as production, maintenance, quality, human resources, accounting, engineering, etc. In the work by Chen and Paulraj (2004), they illustrate the relationship between a company's supply chain where specifically the internal supply chain was described. The internal supply chain can be across departments such as purchasing, Human Resources, and finance, or it can be within the production line itself which can be from one production process to another (such as from bonding to molding and cutting, etc.). Emphasis on internal supply chain research can be seen in studies such as the one on future research direction for supply chain (Stank et al., 2011; Basheer et al., 2017) and those who talk about how the use of information and communication technology such as enterprise resources planning (ERP) should be deployed in a small and medium-sized manufacturing environment compared to some large corporations (Huin et al, 2002). In the work by Huin et al. (2002), researchers highlight the lack of study into the knowledge gap faced by organizations of differing sizes for the implementation of the ERP system. The knowledge level (both from the aspect of education as well as experience) required in each organization would be contingent upon their size. For example, it is expected that for successful ERP implementation in big organizations their knowledge level required would be more than those of smaller organizational size. Traditionally, in an internal supply chain, the marketing staff undertakes certain roles such as understanding and representing customer needs to the different company departments. However, this traditional thinking is not relevant today. In fact, it is now expected that every functional area can interact with customers, especially electronically (Kotler et al., 2001; Basheer et al., 2017a; Basheer et al. 2017b). Though active parties are as mentioned earlier on, it is not uncommon to have the external parties dealing directly with the internal members, especially in today's well-connected world. As such, the active parties within the internal chain (all the personnel within the organization) are all linked to the external chain in one way or another.

Supply chain performance is defined as the overall efficiency and effectiveness of the supply chain (Javed & Basheer, 2017). Qrunfleh (2010) defined supply chain as an interconnected system whose performance is measured through its flexibility, integration, and customer responsiveness. It is said that the way companies compete today has changed drastically. There has been a shift to produce high-quality products at a reasonable cost. However, this trend has also lost its lure in gaining competitive advantage. Today, much of the emphasis has been on delivering products to customers at the right time, at the right place and at the right price (Sharma, & Modgil, 2015). Other writers further elaborate on this by describing the primary role of firms to meet customer requirements in terms of providing them with the right product of the right quality right quantity, right sources at the right price and finally using the right technology (Sharma, & Modgil, 2015). The primary function of a supply chain is also considered as a basic and traditional view to consider supply chain as a function, which receives input from consumer which may be a producer, supplier or processor and give an output to consumer or producer. With each passing day, the supply chain management has been emerging as a key determinant

of sustainable performance. Gunasekaran et al. (2004) found that the management of key elements of information has a significant impact on firm supply chain performance. Byrd and Davidson (2003) argued that knowledge and information technology have a significant impact on a firm's supply chain performance and with the implementation and adoption of information technology; firms can boost the performance of their supply chain. Cost control is one of the basic measures of a firm's performance and every firm strives to provide quality products at the lowest possible cost. Cost efficiency, especially inventory cost, is one of the most important determinants of supply chain performance. Inventory cost holds a significant portion of the firm total cost. The cost which includes manufacturing cost, outsourcing cost, and delivering cost has become one of the major competitive force in today's competitive market (Byrd, & Davidson, 2003).

In all businesses, and especially in manufacturing sector, inventory cost is of great importance for firms introducing new ways and designing new strategies to reduce inventory cost. Walmart, the world's leading firm, has achieved this position by innovating an inventory management technique known as cross doc which reduces storage costs and enables firms to offer products at a lowest possible price. The smooth flow of information and material across the supply chain is a strategic decision, and the financial performance of any supply chain cannot be measured without considering the total logistics cost. It is very difficult but crucial to decide between shipping expenses and time cost because the trade-off between these two costs is difficult. This is because sometimes speedy shipping saves storage cost but also demands speedy and flexible production capacity (Gunasekaran et al., 2001, 2004). Conversely, the shipping from longer distance adds more cost and appears as a bottleneck for continual efficiency program. Meanwhile, it also affects the inventory management as most of time speedy delivery left the warehouse with a bulk or deficiency of inventory. Current assets other than cash, i.e., receivables and inventories are known as supply chain assets (Gopal & Thaakar, 2012). Optimal utilization of assets in a market with ever-increasing inflation and changing liquidity have become the major challenge for management. Meanwhile, total cash flow time is highly affected by asset cost with its turnover. This can be named as cash conversion cycle, i.e., time between the purchase of raw material and collection of cash from the customer (Sambasivan et al., 2009). Further, when the time of this cycle is determined, it can be related with the profit to get an estimation of return on investment. It measures the managerial performance about whether or not they are either able to achieve a targeted rate on invested capital. In the sequel of this, return on investment will be highly affected by policies formulated by logistic management e.g., sales will be increased with good customer service, which in turn will increase profits, ultimately leading us to a higher return on investment. The financial health of the supply chain can be checked with detailed insights into the impact of ROI in logistics and other areas of the organization.

In another survey conducted by the Department of Trade and Industry, in 1990, distribution and logistics activities accounted for 40% of the UK's total gross domestic product. These findings revealed that SCMP has a significant impact on procurement, distribution, and supply management for firms operating in the manufacturing sector. Total quality management, cross doc, computer-generated enterprise resource planning schedule, just-in-time and lean manufacturing, and most recent supply chain quality management have been embraced. With ever increasing customer service requirements effective and efficient inventory management has become critically important, which highlights the importance of inventory cost and emphasis on proper trade-offs between cost and benefits of inventory cost. Total cost of inventory includes opportunity cost, service cost, cost associated with goods in transit damage goods, goods in progress, and scrap. The introduction of new products in the market is slower from companies with a wide product range in comparison with companies with fewer products in product. A performing supply chain is the one which can offer products with various specifications have a complex supply chain, which is difficult to manage. So, if a firm is successful in providing products with various specifications then we can claim it a performing supply chain. Vanichchinchai (2014) defines "partnership" as a function of knowledge sharing, working for improvised benefits, development of long-term relationships, product development, and shared goals among trade partners.

In earlier literature about partnership, conflict management and effective communication are discussed. However, from then onward, many researchers have explored dimensions of partnership management in the supply chain. Recently, Nyaga et al. (2010) argued that partnership management is a key success factor for SCM. In an effort to explain key success factors of supply chain management success, they have argued that integrated efforts, information sharing, joint relationship efforts, dedicated investments, and relationship outcomes are the key contributors in successful partnerships, which ultimately affect the supply chain performance.

For an organization to perform, it would need to understand the customers' needs and respond to it. Customer requests come in various forms such as quality, pricing, turn-around-time, and more. Flexibility should be in the delivery time as well as the flexibility of product delivery time (Anand & Grover, 2015). These are all essential so that the competitive advantage can be maintained or enhanced. It is well said that companies need to be flexible enough to react to changes in customers' demands (Nyaga et al., 2010). Though flexibility is sought after by all organizations, one must be conscious of the cost of having flexibility (Sambasivan et al., 2009). For instance, in order for a production line to be flexible in running a diverse range of products depending on the customer requests, additional features would need to be designed; this would come with a high price tag. Despite this, flexibility is much desired as there is a balance that management needs to weigh about the cost of flexibility. This is because there is an issue or possibility of the cost-containment in supply chains not to be able to keep pace with cost volatility (Nyaga et al., 2010). This integration requires effective communication among all members of the supply chain (Turner, 1993) such as in the virtual enterprise e-supply chains used by fabless semiconductor companies. By doing so, the improved synergy through integration could bring about the more competitive advantage to the organization. To achieve this there is a necessity to have an effective construction of practices in the supply chain (Nyaga et al., 2010). Recently, many researchers have revealed that despite the significant and proven importance of supply chain management, many companies are still striving to achieve the target level of supply chain performance (Vanichchinchai, 2014). Interestingly the research also gave insight into the prominence of "soft" collaborative issues rather than the "hard" technological issues in the integration drive. In another study, researchers concurred with what was said by their findings which shows limited empirical research on the matter of Supply Chain Integration and the claimed benefits of adopting it (Näslund & Hulthen, 2012). They also revealed that there is a significant confusion regarding the term, "supply chain integration". Hameed et al. (2017b) suggest that achieving customer responsiveness involves the entire supply chain. The performance or effectiveness of the supply chain must be measured by its responsiveness to customers (Basheer, 2017; Basheer et al., 2015). However, there is always a real potential of being oversensitive towards the customer's request which ultimately would encroach into the profit of a business (Peteraf & Reed, 2007). The employee commitment is among the key determinants of firm supply chain performance (Gunday et al., 2011.). The commitment of employee can be seen as an antecedents of recruitment process of any company (Ekwoaba et al., 2015). Realizing the increasing importance of commitment of employee and its relationship with recruitment process and firm performance, the organizations are becoming more critical in their recruitment process (Mowday et al., 2013).

2.2 Employee commitment and firm supply chain performance

"Organizational Commitment" is defined as the commitment by attending work regularly, working a full day and willing to do extra works, and feeling to be part of the vision and mission of the institution. Employee's work-related behavior in an organization is commonly caused or affected by the commitment given by the employees to the organization, Lecturers engage in positive behaviors such as citizenship behavior and high work performance when they are experiencing high organizational commitment. Chung (2001) relates these behaviors and changes to be beneficial to the organization. For example, a high work performance from the lecturers will ensure higher number and better-quality studies produced which, in return, secures higher research funding and a better position for the

university in the rankings of universities (Mahmood et al., 2016). Organizational commitment reflects the intention and self-efficacy of an employee in taking his/her own responsibility regarding the vision and mission of an institution. According to DeCotiis and Summers (1987), employees tend to relate to the values of an institution and their contributions to that intention. The responsibility and effort portrayed by the employee in performing work-related tasks depends on the level of commitment they have in themselves (Won Lee et al., 2017; Lee & Steer, 2017; Mahmood et al., 2016). The effort of lecturers in providing continued support and service to their institutions in achieving the future goals of the institutions is highly influenced by their organizational commitment. The perception of an employee that their work is valued and the positive attitude they acquire from the trust that the organization cares for their employees further encourages them to work harder and give a better commitment to the organization (Miah & Bird, 2007).

According to Lee and Steer (2017), a committed employee has a higher tendency to willingly work harder by expanding creativity and innovation in a day to day work. In turn, this keeps the organization competitive. Research conducted in the university context approves this idea, where lecturers with higher commitment levels are found to be performing better compared to lecturers with less commitment to the institution (Bullock et al., 2015). Organizational commitment is highly influenced by the fairness of the procedures and the distribution of rewards, based on fixed appraisal system increases (Sirdeshmukh et al., 2018). In other words, lecturers that sense bias regarding procedure implementation may cause unwanted reactions such as the reduction in commitment at the workplace. The perception of “fairness” is important because, even when unfair or bias practices take place in the appraisal process, the perception of a fair process allows lecturers to accept the outcome given and remain committed to the institution. Additionally, employees will also maintain a good relationship with the management and supervisors due to the acceptance of the fairness of the process and distribution methods. Martin and Nicholls (1987) stated that there were three methods for developing organizational commitment. The first method is through a sense of belonging, followed by an “in-love-with-the-job” impression and lastly, a feeling of ownership. Organizational commitment can be fostered by having the confidence that the work is valuable, being comfortable with the organization, and getting full support from the management. The “in-love-with-the-job” impression can be created by giving opportunity and trust to the employees in performing the tasks, while the ownership feeling can be fostered by involving employees in the decision-making process.

Lee and Steers (2017) defined organizational commitment as an individual’s bonding and involvement in an organization. Therefore, for an employee to attain organizational commitment, the employer needs to play his/her role in ensuring engagement happens. Lee and Steers (2017) is their study pointed out three most important factors that pertain to organizational commitment; namely devotion, trust and organizational values. They continued and argued that commitment can be seen as a function of individual behavior. According to Meyer and Allen (1991), commitment is an individual’s acceptance regarding the organizational objectives and values, as well as the individual capability to endeavor and be retained in the organization. The commitment of employee has significant impact on the different performance measures such as operational performance, financial performance, market performance and supply chain performance (Sirdeshmukh et al., 2018). According to Meyer and Allen (1991), there are three types of commitment normative commitment, affective commitment and continuance commitment. In postmodern era of business where human resource has emerged as a key discipline and strategic determinants of performance, the employee commitment has appeared as key determinants of firm supply chain performance. Therefore, to explain the relationship between employee commitment and firm supply chain performance the current study has proposed the following hypotheses.

H₁: Affective commitment of employees has a significant impact on firm supply chain performance.

H₂: Normative commitment of employees has a significant impact on firm supply chain performance.

H₃: Continuance commitment of employees has a significant impact on firm supply chain performance.

2.3 Recruitment Process and firm supply chain performance

Saridakis et al. (2017) stated that an employee's recruitment and selection is the most significant job of a Human Resources. They have suggested that efficient recruitment is crucial to the daily, functioning success of every organization. Recruitment success is based on finding individuals with the best qualifications, skills, and expertise to deliver the corporation targets as well as the ability to make an effective and positive contribution to the organization values and objectives. Rudolph et al. (2017) classified some of the problems that affect recruitment and selection process such as the increased pressure for employment, recruitment, and delegation of the recruitment function and the utilization of informal sources. Lin et al. (2017) argued that the most widespread problem in the recruitment and selection process are weak Human Resource strategies. This is common even with the practices of recruitment and selection. The main objective of HR planning is to obtain and secure the fine number with the right skilled and experienced persons in the right post at the right time and cost. Strong and detailed recruitment and selection policies, such as recruitment and selection methods, talents auditing, assessing criteria, and examining the information of the labor market are very essential in deploying and recruiting proper and suitable employees at the typical and perfect time.

Recruitment and selection experience could also influence the probability that a candidate will accept a job offer as well as the impact on their dependent commitment to remain in the organization (Mahmood et al., 2016). The decisions of appointment are the most significant things managers must make because they affect the ability and strength the managers to achieve their goals and the quality of services or products delivered to the customers. Previous studies have shown that an HR managers' competency level has the most impact on recruitment and selection as well as experienced HR scholars within the HR department would not only reduce the duration of the vacancy but will also upgrade the applicants' quality. Furthermore, the effective recruitment and selection are potential only if there is a competent HR team (Lin et al., 2017). According to Armstrong (2006), for every job within an organization, there are many phases by which an analysis of the job has been carried out to realize defining the requirements, preparing the job specifications and descriptions, setting the employment terms and conditions, attracting the candidate's interests and reviewing and assessing the alternative sources of the applicants inside and outside the corporation. The job analysis program usually produces information which is transformed into the substantial productivity of the job description and the individual specification that is what should be completed and who is doing it before the recruiting of an existing or a new post. It is essential to save and invest time in collecting the required information about the kind of a job since it records the related personal attitudes and qualities as well as the knowledge and skills most in demand for a job (Pilbeam & Corbridg, 2006).

In selection programs, organizations commonly utilize methods such as the application forms, formal tests, interviews, official transcripts, and evaluation centers. A corporation usually needs to choose procedures and methods most suitable to the job posts. In general, HR experts driving the staffing program to realize the business requirements and the skills levels offered by every new recruit could be better evaluated if the executive managers participated in the recruitment and selection program. Further, it outlines the essential tasks and duties required from new job applicants and defines the main responsibilities that are expected to be aware by the employees. The creation of job descriptions is the most common use for job analyses (Brannick et al., 2007). Job descriptions also clarify the basic purpose of the work of the employee which is expected to perform. Further, job descriptions also illustrate to new staff and employees the accountability in an organization, which helps to prevent intersection of works and duties (Viswesvaran & Ones, 2017). Job specification is the second step in the recruitment process which establishes the main qualifications and experience required from applicants for a new job and employer needs. Job analysis is considered to be the first stride in the recruitment stage and it usually occurs when the organization makes a decision in fulfilling a vacant post. It has a central correlation with the work and directing employees toward the organizations goals. Job analysis also clarifies the job requirements and how a certain job suits with the organization's

structure, which later attracts the suitable candidates (Viswesvaran & Ones, 2017; Mahmood et al., 2016). Job analysis can be very effective because it helps in saving time and money in the long term; thus, it is very vital that it is executed, properly. Furthermore, Heraty and Morley (2000) argued that the more properly and adequately the recruitment process is performed, the easier it would be to select the potential candidates. Job analysis is the first and significant step in targeting, selecting and recruiting the job seekers as well as aligning them to the particular job opening (Chanda et al., 2010). The recruitment process of any employee has significant impact on employee performance and organizational performance (Ekwoaba et al., 2015). The organizational performance is vast concept that includes many measures such as market performance, financial performance, operational performance, production performance and firm supply chain performance (Gunday et al., 2011). Therefore, the current study is hypothesizing the following relationship between recruitment process and firm supply chain performance.

H₄: Recruitment process has a significant impact on the firm supply chain performance.

2.4 Mediating role of recruitment process

In the postmodern era of business, the human resource management has gained the strategic importance (Elmes & Barry, 2017). Spending on employee is being considered as an investment. The organizations are using up to date and scientific methods in the recruitment and retention of employees have become a critical issue (Bratton & Gold, 2017). Employees of any organization are vital for the success of that organization by considering an organization as an open system, we believe that the employees have significant impact on the organization and organization has significant impact on employee and the organizational performance measures such as operational performance, financial performance, and supply chain performance are either directly or indirectly linked with the performance of employees (Ekwoaba et al., 2015). Though the recruitment process is directly linked with the selection of right candidates, but indirectly it has significant link with both employee and organizational performance measures such as financial performance, market performance and supply chain performance. The available literature on the field of human resource management and organizational performance have offered a consensus on the relationship between recruitment performance and organisational performance. According to Ekwoaba et al. (2015) hiring a wrong employee especially in operation department not only adds the training cost but also results in many costs arising from his/her failure at work. Therefore, from this argument it can be argued that the recruitment process has significant impact on firm supply chain performance. The issues like increasing hiring cost, and high turnover have forced the organizations to be more concerned about the commitment of their employees. The commitment of employee is emerging as key determinants of performance of any department of the organization (Mowday et al., 2013). According to Mahmood (2016), the recruitment process has significant impact on employee commitment. Providing support to their argument, the recruitment process is the first step where the organization and employee interact and set the foundation of this relationship. If the foundation of this relationship is strong then we can expect a synergic relationship in future. Thus, we can argue that the recruitment process has significant impact on the relationship between employee commitment types and firms supply chains performance. Therefore, the current study has proposed the following hypothesis

H₅: Recruitment process mediates the relationship between affective commitment and firm supply chain performance.

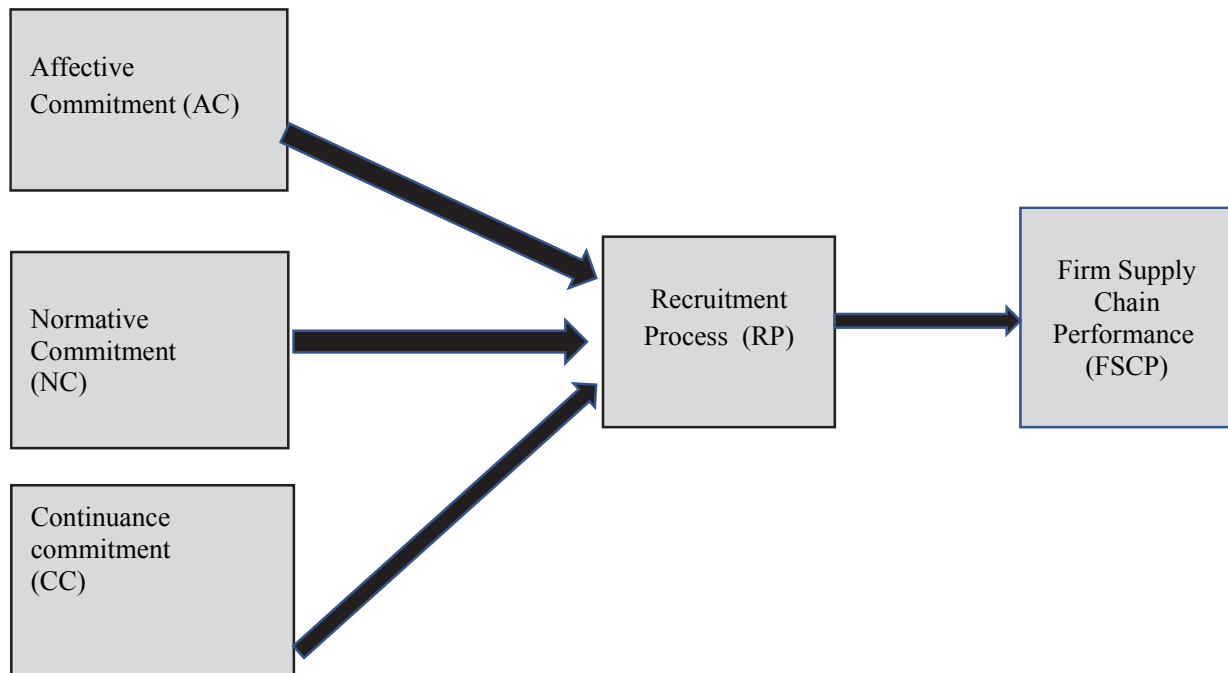
H₆: Recruitment process mediates the relationship between normative commitment and firm supply chain performance.

H₇: Recruitment process mediates the relationship between Continuance commitment and firm supply chain performance.

2.5 Study framework

The current study is based on the resource-based view (RBV) theory. According to Barney et al., (2011), the resources of a firm are the capital equipment, employees, knowledge and skills, brand

names, and the firm's reputation. Moreover, RBV argues that the resources of the firm are main factors in determining the sustainable competitive advantage (Barney et al., 2011). In other words, rare, valuable, and inimitable resources of an organization are the main generators of sustainable competitive advantage and considered as the intangible strategic resources. According to these distinctive resources, the firm can produce the innovative products and get a hold of high-quality services, which can lead to high market position. It stands far ahead from its rivals, as it is capable to achieve (Barney et al., 2011). Therefore, based on this theory, the study has argued that employee commitment has direct as well indirect link through recruitment process with firm supply chain performance.



3. Research Methodology

The current study is a survey-based study, which is carried out in the manufacturing organization listed with UAE development authority. The employees of these organization are the population of the study. The questionnaire is adopted from the prior studies. The firm supply chain performance is adopted from the study of Vanichchinchai (2014), the measurement of employee commitment is adopted from the study of Mahmood et al. (2016), and the recruitment process measurement is adopted from the study of Humburg and Velden (2015). The mail survey and direct survey is used to access the employees of these organization. Total 550 questionnaires were distributed to the respondents and 320 of them were received and 284 and detected to be correct. The response rate is 52 percent.

4. Results and discussion

It is a quantitative study and the data is collected by using questionnaires adopted from previous studies as referred and 5-point Likert scale (1 for strongly agree to 5 for strongly disagree) is used in these questionnaires for the purpose of data collection. A mix of mail survey and face to face survey is used. As the manufacturing sector of UAE is our target sample, the primary data has been collected from the listed manufacturing firms with the firms listed with the development authority of UAE. The study response rate is recorded 52 percent.

Table 1
Outer model results

| Construct | Indicators | Loadings | Cronbach's alpha | Composite Reliability | AVE | | | | |
|--------------------------------------|--------------------------|----------|------------------|-----------------------|------|------|------|------|------|
| Firm Supply Chain Performance (FSCP) | FSCP2 | .926 | .902 | .907 | .710 | | | | |
| | FSCP3 | .883 | | | | | | | |
| | FSCP5 | .887 | | | | | | | |
| | FSCP4 | .729 | | | | | | | |
| | FSCP5 | .654 | | | | | | | |
| | FSCP7 | .784 | | | | | | | |
| | FSCP8 | .835 | | | | | | | |
| | FSCP10 | .479 | | | | | | | |
| | FSCP12 | .741 | | | | | | | |
| | FSCP13 | .854 | | | | | | | |
| | FSCP14 | .846 | | | | | | | |
| | Recruitment Process (RP) | RP1 | | | | .784 | .899 | .801 | .688 |
| | | RP2 | | | | .835 | | | |
| | | RP3 | | | | .479 | | | |
| RP4 | | .741 | | | | | | | |
| RP5 | | .854 | | | | | | | |
| RP6 | | .846 | | | | | | | |
| RP7 | | .867 | | | | | | | |
| RP8 | | .872 | | | | | | | |
| RP 9 | | .733 | | | | | | | |
| RP10 | | .772 | | | | | | | |
| RP11 | | .772 | | | | | | | |
| RP12 | | .764 | | | | | | | |
| RP13 | | .801 | | | | | | | |
| RP14 | | .791 | | | | | | | |
| RP15 | | .809 | | | | | | | |
| Affective Commitment (AC) | AC1 | .784 | .899 | .901 | .688 | | | | |
| | AC2 | .835 | | | | | | | |
| | AC3 | .479 | | | | | | | |
| | AC4 | .741 | | | | | | | |
| | AC5 | .854 | | | | | | | |
| Normative commitment (NC) | NC1 | .764 | .799 | .801 | .588 | | | | |
| | NC2 | .845 | | | | | | | |
| | NC3 | .763 | | | | | | | |
| | NC7 | .741 | | | | | | | |
| Continuance Commitment (CC) | CC1 | .784 | .879 | .751 | .678 | | | | |
| | CC2 | .732 | | | | | | | |
| | CC3 | .548 | | | | | | | |
| | CC4 | .643 | | | | | | | |

The study has followed the criteria of construct validity and undergone model fit and factor analysis. Consequently, the items with factor loading less than 0.60 are dropped from the final analysis. The model fits values of the proposed model CFI (0.96), TLI (0.97) and RMSEA (0.03) indicating the proposed model is in good form. Composite reliability of all models is more than 0.90 and $MSV < AVE$, and $ASV < AVE$ which shows a strong validity.

Table 2
CR, AVE, MSV, ASV

| | CR | AVE | MSV | ASV | AC | NC | CC | RP | FSP |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|-----|
| AC | 0.954 | 0.513 | 0.346 | 0.289 | 1 | | | | |
| NC | 0.945 | 0.509 | 0.346 | 0.276 | 0.580 | 1 | | | |
| CC | 0.954 | 0.528 | 0.237 | 0.208 | 0.457 | 0.476 | 1 | | |
| RP | 0.967 | 0.641 | 0.333 | 0.259 | 0.568 | 0.515 | 0.435 | 1 | |
| FSP | 0.987 | 0.741 | 0.433 | 0.359 | 0.727 | 0.712 | 0.709 | 0.515 | 1 |

Bootstrapping procedure is used to test the proposed causal model (Meyers et al., 2006; Hameed et al., 2018). All the suggested paths have shown consistency with the proposed relationships and statistically significant. Overall all results have shown a great deal of agreement with the predicted or hypothesized relations.

Table 3
Direct effect

| Hypothesized Results | | | Estimates | CR |
|----------------------|---|----|-----------|-------|
| FSP | ← | AC | 0.528 | 7.90 |
| FSP | ← | NC | 0.388 | 4.863 |
| FSP | ← | CC | 0.491 | 5.655 |
| RP | ← | AC | 0.563 | 7.768 |
| RP | ← | NC | 0.432 | 5.863 |
| RP | ← | CC | 0.487 | 6.435 |
| FSP | ← | RP | 0.364 | 6.142 |

Note: All values are significant at $p > 0.001$

The relationships between AC, NC, CC and FSP have been found positive and significant which indicate that firm's supply chain with more committed employees perform better. Simply saying it can be arguing that the employee commitment accelerates the firm supply chain performance. Moreover, the Table 3 shows a positive and significant relationship between recruitment process and firm supply chain process. Furthermore, the relationships between AC, NC, CC, and RP are also positive and significant. The results have shown a great deal of agreement with our proposed hypothesis.

Table 4

Indirect Effect

| Hypothesized Results | | | | Estimates | |
|----------------------|---|----|---|-----------|----------|
| AC | → | RP | → | FSP | 0.237*** |
| CC | → | RP | → | FSP | 0.345*** |
| NC | → | RP | → | FSP | 0.463*** |

***All values are significant at $p > 0.001$

The results shown in Table 4 highlighting that the relationships between AC and FSP, between NC and FSP and between CC and FSP are partially mediated by RC. The results of the study indicate that despite the presence of an effective recruitment process the commitment types such as AC, NC, and CC have a significant impact on firm supply chain performance.

4. Results Discussion

The affirmative commitment as well as the firm supply chain performance are in a positive and significant relationship. The relationship between CC and FSP is also positive and significant, which again confirms the view that commitment of the employees has a significant relationship with the firm supply chain performance. The results of the study have revealed that the commitment of employee has significant impact on firm supply chain performance, which is showing consistency with the prior researchers (Marwah et al., 2014) who argued that the recruitment process has significant positive relation with firm performance. Meanwhile, the impact of the recruitment process on the firm's supply chain performance is also positive and significant, which indicates that the effectiveness of any recruitment process has significant impact on the performance of supply chain. The results of this study are consistent with the prior studies (Ekwoaba et al., 2015; Karami et al., 2004; Ho, 2007), which has shown the recruitment process as a key determinant of performance.

The relationships between AC, NC, CC, and RP is also positive and significant. The results have shown a great deal of agreement with our proposed hypotheses. The results are shown in Table 4, highlighting that the relationship between AC and FSP, between NC and FSP and between CC and FSP is partially mediated by RC. The results of the study indicate that despite the presence of an effective recruitment process, the commitment types such as AC, NC, and CC have a significant impact on firm supply chain performance. The findings are consistent with the prior findings (Marwah et al., 2014; Ekwoaba et al., 2015; McAfee et al., 2002).

5. Conclusion

The commitment of employees is at the heart of any organization. Any organization from small to large and from service or manufacturing sector strives for committed employees who willingly and devotedly serve the organization as it tries to accomplish its vision. For this purpose, organizations are expending a large number of resources, especially on the recruitment process. The commitment of employees and recruitment process both has a significant impact on organizational performance. The supply chain management is an emerging concept, which encircles almost all strategic components of an organization and changing the landscape of business. The performance of a firm's supply is directly or indirectly linked with the performance of any organization. Therefore, the current study has developed a conceptual model which argues that the employee commitment and the recruitment process have

significant impacts on firm supply chain performance. In addition, the study has been carried out to study the mediating effect of RP, in the relationship between AC and FSP, between NC and FSP and between CC and FSP. The current study is among the few pioneering studies carried out to resolve the issue of firm supply chain performance with employee commitment types and recruitment process as a key contributor. The scope of the study is limited to a manufacturing firms in the UAE. However, the results of the study cannot be generalized for the whole UAE firms. Therefore, a separate study is recorded to explore the impact of the sector specify characteristics on the current issue.

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