

The Impact of Inspirational Leadership on Green Supply Chain Management and Organizational Performance of Food and Beverage Companies

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Abstract

This research aimed at investigating the impact of inspirational leadership on green supply chain management and organizational performance in the aspects of customer satisfaction and environmental performance of the food and beverage companies in Bangkok and its metropolitan area. A purposive sampling technique was used to select the target samples, followed by a convenient sampling method to collect data within the designated regions. The data were gathered from 400 employees in the food and beverage sector situated in Bangkok and the Metropolitan Area. Structural equation modeling (SEM) was one of the statistical techniques utilized in the data analysis. The findings indicated that inspirational leadership could have a positive impact on green supply chain management which can then have a positive impact on customer satisfaction and environmental performance at the statistically significant level of .05. Therefore, the industries related to food and beverages that want to increase customer satisfaction as well as environmental performance should emphasize developing inspirational leadership for all levels of employees.

Keywords: Inspirational Leadership, Green Supply Chain Management, Customer Satisfaction, Environmental Performance, Food and Beverage Companies

Introduction

Recently, both manufacturing and service industries have emphasized the need of green supply chain management, which it is the integration of production components and procurement methods, beginning with the acquisition of raw materials and ending with the distribution of goods or services to consumers, all while taking environmental implications into account (Scott & Westbrook, 1991; Zhu et al., 2005; Islam et al., 2017). Crucial activities of green supply chain can include green procurement, supplier-customer environmental relationship and collaboration, green design, green manufacturing, green distribution and transportation, green marketing, green logistics, green information technology and systems, investment recovery, internal management and environmental education for managers and employees (Zhu et al., 2005; Kuei et al., 2015; Çankaya & Sezen, 2019; Onputtha & Siriwichai, 2021). In adoption of green supply chain management, the result can link to improve an organization's

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performance in terms of environmental cost savings, profitability, productivity, and sustainability (Vijayvargy et al., 2017; Al-Sheyadi et al., 2019; Seman et al., 2019; Li et al., 2020). However, efforts to implement these practices related to green supply chain management have often encountered problems such as a lack of cooperation from corporate partners, a lack of government support, a lack of technical and technological experience and understanding, a lack of financial resources, and so forth (Govindan et al., 2014; Ghazilla et al., 2015; Rauer & Kaufmann, 2015). To overcome constrains, it is necessary to incorporate management participation with a leadership style. One of leadership styles that can be recognized is the inspirational leadership, referring to the creation of an environment in which employees who are followers feel comfortable to willingly perform tasks and learn from their leaders for success (Whitehead, 2002). Inspirational leaders, according to Bass & Riggio (2006), express a clear and upbeat vision, persuade their followers to embrace this vision, and set high expected achievement for followers. Bonau (2017) pinpointed that inspirational leadership contains both self-awareness and sincerity, as fundamental pillars, for motivating others and putting a common vision into action. Many studies have revealed that inspirational leadership can link to happiness at work (Salas-Vallina et al., 2020). In addition, Salas-Vallina et al. (2019) mentioned that inspirational leadership can have influence on organizational learning capability in terms of experimentation, proactivity, interaction with the environment, dialogue and participative decision making. Meanwhile, Mitchell & Boyle (2019) advocated that inspirational leadership can have the ability to foster more flexible thinking and to promote innovation in the organization by increasing positive team mood. To conclude, inspirational leadership is significant in improving business operation through supply-customer chain and business success.

Accordingly, the researchers were interested in studying the impact of inspiring leadership on green supply chain management and organizational performance. The study objectives were to determine how inspirational leadership influences green supply chain management and how green supply chain management influences organizational performance, as well as to recommend guidelines for improving green supply chain management, which will ultimately result in increased organizational performance in terms of customer satisfaction and environmental performance. This study aimed to emphasize food and beverage companies because they are important for Thai economy and obtain significant gross domestic product (GDP) increase in 2021. Moreover, green supply chain management can help food and beverage companies save costs, increase productivity, reduce waste, and reach international standards, which can finally benefit Thai export values and sustainability (Al-Ghwayeen & Abdallah, 2018; Ploenhad et al., 2019). However, how to improve green supply chain management in food and beverage companies is still questioned, and the answers can be found in this article. To illustrate details, the outline of this article after introduction will begin with literature reviews, research methodology, results, discussion and recommendations, and end with conclusion.

Literature Reviews

Inspirational Leadership and Green Supply Chain Management

In the twenty-first century, a good leadership is widely studied by various scholars because it can have an influence on organizational citizenship behavior (Wang et al., 2005; Higgs & Dulewicz, 2016), organizational performance (Garcia-Morales et al., 2008), workplace relationships and job performance (Li & Hung, 2009), quality management practices (Rehan et al., 2016), employee productivity (Vatankhah et al., 2017), and job satisfaction (Alghamdi et al., 2018). Bass (1990) studied and distinguished two different fundamental forms of leadership: transactional leadership referring to the action to give rewards or punishments for certain achievements and transformational leadership referring to influence, motivate,

stimulate, and consider her/his followers through a shared vision. Whitehead (2002) distinguished inspirational leadership from transformational leadership by saying that inspirational leadership focuses more on creating an environment in which followers feel comfortable to perform tasks within a trusting environment and allow them to create mistakes or success, but they should learn something from them, rather than aiming to change employee behavior, as transformational leadership does. Literally, inspirational leadership is advantageous in influencing innovation in the organization (Mitchell & Boyle, 2019; Sangperm & Chienwattanasook, 2019), organizational learning capability (Salas-Vallina et al., 2019), and happiness at work (Salas-Vallina et al., 2020). In addition, inspirational leadership can have an impact on green behavior and green supply chain management. For example, Paulraj et al. (2017) studied about 259 supply-chain firms in Germany and found that relational and moral motives encourage firms to practice sustainable supply-chain management and obtain performance outcomes in terms of environmental performance and financial performance. Meanwhile, Jia et al. (2019) studied multi-tier sustainable supply chain management with the role of supply chain leadership and found that inspirational leadership such as urging recyclers to start their own recycling businesses, serving as an ethical and moral role model for recyclers, and encouraging recyclers to go beyond their immediate aims instead of concentrating on short-term objectives. Meanwhile, Singh et al. (2020) collected triadic data from 309 small and medium-sized enterprises in manufacturing sector and found that inspirational leadership influences green innovation and environmental performance. Similarly, Chen et al. (2021) demonstrated that leadership adopted in the management of supply chain such as collaboration with suppliers; green initiatives including purchasing, design and reverse logistics; launch of new products or service; and promotion of employees' green learning can positively affect a firm financial performance, such as profit, market share, sales volume, and organizational health; operational performance, such as operational efficiency and accuracy, product quality, process transparency, delivery speed and punctuality, resource utilization efficiency, and customer satisfaction; and environmental performance, such as green purchasing. However, to create inspirational leadership, Bonau (2017) indicated that assigning employees to work together to learn authentic leadership, emotional involvement and commitment relationship is an important step to be inspirational leader. Accordingly, inspirational leadership may have an impact on the management of green supply chains. Therefore, the study constructed the hypothesis as follows.

H1: Inspirational leadership has a positive impact on green supply chain management

Green Supply Chain Management and Organizational Performance

The concept of green supply chain management is very significant for many businesses after environmentally friendly business operations have become a huge concern. Based on a review of the literature, Scott & Westbrook (1991) defined green supply chain management as the management from upstream to downstream, focusing on acquiring raw materials, storing materials, converting the materials into products, marketing the products, and delivering the products to the customers. Meanwhile, Handfield et al. (1997) included set of activities across the whole customer order cycle, including design, procurement, manufacturing and assembly, packaging, logistics, and distribution. In addition, Zhu et al. (2005) also mentioned the definition of green supply chain management, characterizing the management related to supplying the materials, producing the products, and delivering them to the customers with an attention to attaining profit and market share objectives while mitigating environmental risks and effects such as reduction in energy consumption, pollution, waste, and increase in product lines, capacity utilization, and products' quality. Likewise, Onputtha & Siriwichai (2021) have expanded the concept of green supply chain management to include green sourcing, green design, green production, green marketing, green logistics, and green recovery. In greening the supply chain, there are various issues to be considered: organizational, technological, and

digital, cognitive and geographical issues (Dallasega & Sarkis, 2018; Chienwattanasook & Jermsittiparsert, 2018; Sarkis et al., 2020). In addition, external and internal drivers such as collaborative supply chain activities with suppliers, customers, community and government; collaboration among employees in the organizations; employees' knowledge and awareness, environmental policies, incentives, management and leadership styles, and involvement support from bottom-top management level in the organizations; organizational cultures; and budgets (Pham & Pham, 2017; Ahmed et al., 2019; Somjai & Jermsittiparsert, 2019; Zand et al., 2019; Sajjad et al., 2020; Chen et al., 2021; Onputtha & Siriwichai, 2021). For adoption of green supply chain management, according to reviews of the literature, it is critical for increasing customer satisfaction (Chavez et al., 2016), business performance (Green et al., 2012; Ploenhad et al., 2019), sustainability performance (Chin et al., 2015; Chienwattanasook & Jermsittiparsert, 2018), environmental and financial performance (Laari et al., 2016), and corporate reputation (Hoejmose et al., 2014). Similarly, Micheli et al. (2020) examined 169 Italian manufacturing enterprises from a variety of various industries and discovered that green supply chain management can have a positive impact on organizational performance. In the meantime, Çankaya & Sezen (2019) found that Turkan manufacturers' practices related to green supply chain management including purchasing, manufacturing, distribution, packaging, marketing, environmental education, internal environmental management and investment recover can have an impact on sustainability performance covering decrease in cost of purchased materials and production, energy consumption, environmental accidents, and waste discharge; improvement in return on investment, sales, and profit; customer satisfaction; good relationship with community stakeholders; employees' occupational health and safety; organizational images; and enterprise's environmental situations. Furthermore, Onputtha & Siriwichai (2021) investigated the implementation of green supply chain management in Thai car industry and discovered that it can have an effect on green business performance, including economic, environmental, and social performance covering energy consumption reduction, less hazard releases, reduction in pollution releases, customer satisfaction, organizational reputation, financial improvement, and good relationships with suppliers, customers, community and government. Lastly, the study done by Pintuma & Aunyawong (2021) also found that green supply chain management practices have an effect on environmental, operational and organizational performances of seafood manufacturers in Thailand. As a result, green supply chain management has the potential to positively impact organizational performance, including customer satisfaction and environmental performance. In relations to literature reviews, the study therefore constructed the hypothesis as follows.

H2: Green supply chain management has a positive impact on customer satisfaction.

H3: Green supply chain management has a positive impact on environmental performance.

Research Methodology

This research was conducted using a quantitative approach to investigate the positive influence of inspirational leadership on green supply chain management and organizational performance in aspects of customer satisfaction and environmental performance. The population of this research were employees working in the food and beverage companies located in Bangkok and its metropolitan area, and 400 employees were selected as study samples using sample size calculation from Krejcie & Morgan (1970) technique. The data was collected by a five-rating-scale questionnaire using a purposive and convenient sampling method indicating target samples in the purposed areas. The measurements consisted of inspirational leadership, green supply chain management, customer satisfaction and environmental performance. The questionnaire validity was tested through the index of item-objective congruence (IOC) requesting three experts in the related fields of supply chain management and business management. Furthermore, the questionnaire reliability was tested using 30 sets of pilot test

which Cronbach's alpha of 0.969 was indicated. Results of both tests were discovered with satisfactory values implying this questionnaire can be proceeded to distribute to 400 studied samples (Polit & Beck, 2006; Hair et al., 2012). After the questionnaire distribution, the results reveal that most of the respondents were male (53.0%), aged 21-30 years old (52.3%), were single (70.3%), graduates with bachelor's degree (64.3%), were operational staff (49.8), earned monthly income above 31,001 Thai baht (40.0%), and had more than five years' work experience (53.5%). Moreover, structural equation modeling (SEM) and its good-fitness indicators were among the statistics utilized in the data analysis suggested by Tabachnick et al. (2007) as well as Hooper et al. (2013). However, when the model was considered not being fit, the modification indices with the threshold was employed (Knekta et al., 2019). The results of the data analysis were presented in both tabulated and descriptive styles.

Research Results

Inspirational Leadership, Green Supply Chain Management, and Organizational Performance

The research results indicated that inspirational leadership in food and beverage companies was rated in low level ($\bar{X} = 2.397$, S.D. = .829), by employees with leadership with creating positive working attitudes as well as building confidence in achieving environmental goals are the most crucial. Regarding green supply chain management in the studied area, five dimensions: green logistics, green design, green distribution and marketing, green production and material management, and green procurement were also rated in low level ($\bar{X} = 2.461$, S.D. = 1.046; $\bar{X} = 2.298$, S.D. = .906; $\bar{X} = 2.380$, S.D. = .853; $\bar{X} = 2.398$, S.D. = .871; and $\bar{X} = 2.458$, S.D. = .904). Considering deeply, green logistics focused on full-load-truck transportation and appropriate energy-vehicle selection; meanwhile green design emphasized designing the products based on environmental concerns and green standards. For green distribution and marketing, the employees adopted marketing and built mutual understanding with customers on green environmental products. In addition, employees used the concept of green production and material management by focusing on using clean production technologies and adopting the 3Rs concept: reduce, reuse and recycle. Lastly, green procurement concept employed by employees aimed at purchasing inputs according to company policies and building relationships with suppliers. In terms of organizational performance, employees acknowledged in low level that customer satisfaction ($\bar{X} = 2.351$, S.D. = .805) with higher numbers of customers and repeat customers, as well as environmental performance ($\bar{X} = 2.348$, S.D. = .876) with reducing greenhouse gases and energy waste are significant indicators.

Model Construction and Hypothesis Analysis

Prior to constructing the model, the normal distribution of data was analyzed by skewness and kurtosis values: skewness values ranged between .122 and 2.587, and kurtosis values ranged between .716 and 4.715. These can indicate that all data were distributed normally and were suitable for use in constructing the structure (Curran et al., 1996; Kline, 2005). Meanwhile, the researchers examined the observed variable correlation to rule out multicollinearity and its result was discovered that the coefficients (r) of the variables were within the appropriate range of .231-.749, which is not more than .90 as advised by Tabachnick et al. (2007), meaning that the data can be utilized to perform further analysis, using first order, second order, and higher order confirmatory factor analysis with good-fit indices. From the study, there were 30 out of 36 initial variables. The remained factor loadings in Table 1 were satisfactory (.822-.879 for inspirational leadership, .749-.936 for green supply chain management, .688-.849 for customer satisfaction, and .705-.835 for environmental performance). Furthermore, composite reliability (C.R.), average variance extracted (AVE) as well as the square root of AVE were tested in order to investigate composite reliability, convergent validity and discrimination validity. The results can be seen in Table 2.

Table 1 Factor Loadings and Normal Distribution

Variables	INS	GSCM	CUS	ENV	Skewness	Kurtosis
INS_2	.844				2.312	3.575
INS_3	.822				1.743	1.278
INS_5	.879				1.891	1.855
LOG		.749			1.318	0.831
DES		.801			1.835	3.042
MRK		.845			1.454	1.442
PDT		.936			1.775	2.029
PCM		.753			1.493	0.716
CUS_1			.688		2.587	4.715
CUS_2			.849		2.209	2.893
CUS_3			.882		2.176	2.749
ENV_1				.705	2.075	2.680
ENV_2				.771	0.122	3.477
ENV_3				.808	1.887	1.991
ENV_4				.835	0.122	2.491

Note: Abbreviation meaning: INS, inspirational leadership; LOG, green logistics; DES, green design; MRK, green distribution and marketing; PDT, green production and material management; PCM, green procurement; CUS, customer satisfaction; ENV, environmental performance

Table 2 Reliability, Convergent Validity and Discrimination Validity

Variables	Alpha	CR	AVE	INS	GSCM	CUS	ENV
INS	.885	.885	.720	.849			
GSCM	.886	.910	.672	.875	.820		
CUS	.845	.850	.657	.576	.527	.811	
ENV	.862	.862	.611	.709	.893	.580	.782

Note: Diagonal figure in bold represents the square root of AVE

INS, inspirational leadership; GSCM, green supply chain management; CUS, customer satisfaction; ENV, environmental performance

Several confirmatory factor analyses: first order, second order, and higher order, were performed in align with good-fit criteria (Tabachnick et al., 2007; Hooper et al., 2013; Knekta et al., 2019). The hypotheses were analyzed using standardized estimate, standard error and t-value. These were all included in Table 3, illustrating that t-values were higher than 1.960, indicating that these hypotheses were accepted since all underlying variables were within acceptable boundaries at statistically significant levels as of .01 and .001, and all underlying variables were within acceptable boundaries. In addition, Figure 1 displayed that inspirational leadership could have an impact on green supply chain management ($\beta = .884$). Meanwhile, green supply chain management was shown to have an impact on customer satisfaction ($\beta = .490$) and environmental performance ($\beta = .859$) at the statistically significant level as of .01 and .001.

Table 3 Results of Hypothesis Testing

Hypothesis	Items	Standardized Estimate (β)	S.E.	C.R.	P	Hypothesis Result
Hypothesis 1	INS --- > GSCM	.884	.042	16.944	***	Accepted
Hypothesis 2	GSCM --- > CUS	.490	.163	3.239	**	Accepted
Hypothesis 3	GSCM --- > ENV	.859	.078	12.414	***	Accepted

Note: ** and *** refer to the significant level as of .01 and .001, respectively.

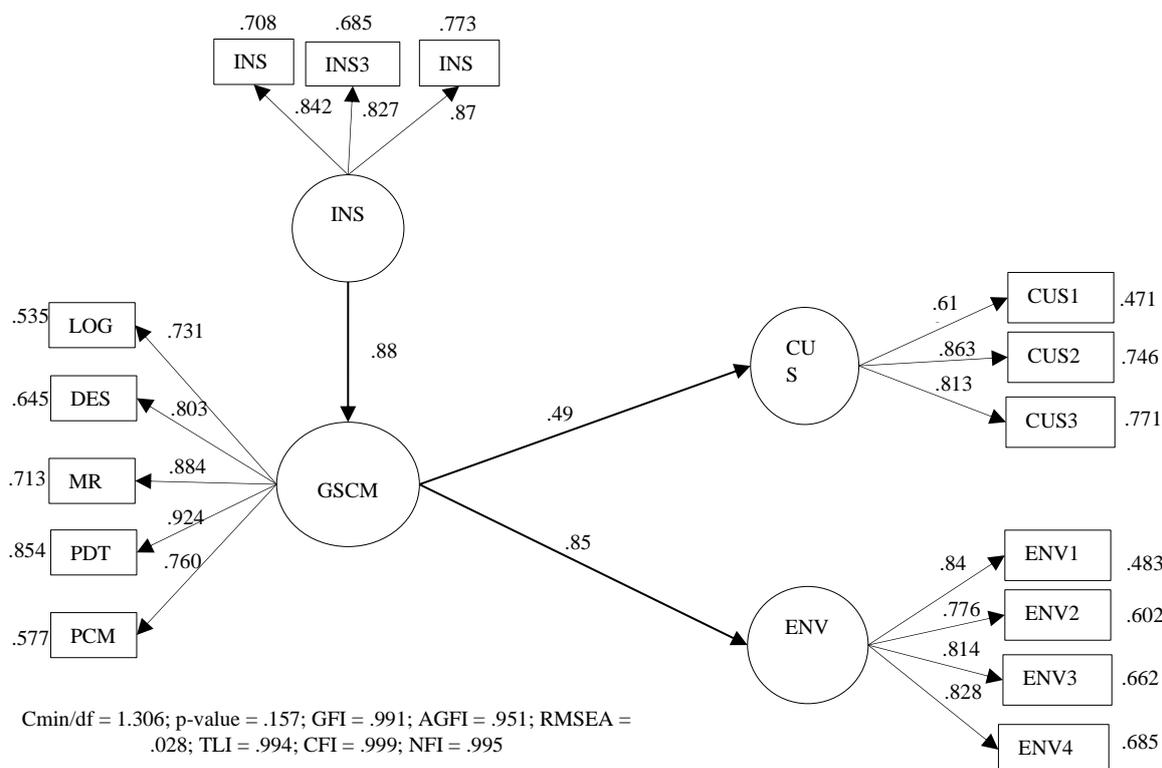


Figure 1 Structural Equation Model

Discussion and Recommendation

Regarding the discussion of the research findings, the researchers acknowledged that inspirational leadership has a statistically significant positive effect on the green supply chain management adopted by the companies that are related to producing food and beverages. The study implies that employees with leadership inspiring their colleagues to work energetically, developing their colleagues' positive thinking, and instilling their colleagues' confidence in achieving environmental goals can result in the successful adoption of green supply chain management. According to the reviews of the literature, Paulraj et al. (2017) discovered that practices of sustainable supply-chain management in order to achieve environmental and financial performance can be motivated and inspired by relational and moral motives and objectives. Meanwhile, Jia et al. (2019) discovered that inspirational leadership behaviors such as encouraging recyclers to start their own recycling businesses, serving as an ethical and moral role model for recyclers, and encouraging recyclers to think beyond their immediate goals rather than focusing exclusively on short-term goals can link to the success of the business operation. Additionally, inspirational leadership has been shown to be beneficial in influencing employees' happiness (Salas-Vallina et al., 2020), organizational learning and experiences (Salas-Vallina et al., 2019), and organizational innovation (Mitchell & Boyle, 2019; Sangpern & Chienwattanasook, 2019).

In the meantime, the study also revealed that green supply chain management can improve customer satisfaction and the environmental performance. This is because management of the organization's primary functions, from upstream to downstream, including green logistics, green design, green distribution and marketing, green manufacturing and material management, and green procurement, can be linked to achieve customer satisfaction including increased customer numbers and customer retention, and environmental performance including greenhouse gases and energy waste reduction. According to literature reviews, green supply chain management is critical for increasing customer satisfaction (Chavez et al., 2016), business performance (Green et al., 2012), sustainability performance (Chin et al., 2015; Chienwattanasook & Jermstiparsert, 2018), environmental and financial performance (Laari et al., 2016), and corporate reputation (Hoejmose et al., 2014). In addition, Çankaya & Sezen (2019) and Somjai & Jermstiparsert (2019) found that green supply chain management related to procurement, manufacturing, distribution, packaging, marketing, education, internal environmental management, and investment recovery can have an impact on sustainability performance covering decrease in cost of purchased materials and production, energy consumption, environmental accidents, and waste discharge; improvement in return on investment, sales, and profit; customer satisfaction; good relationship with community stakeholders; employees' occupational health and safety; organizational images; and enterprise's environmental situations. Similarly, Micheli et al. (2020) showed that green supply chain management can improve organizational performance, while Onputtha & Siriwichai (2021) as well as Pintuma & Aunyawong (2021) demonstrated that green supply chain management can improve economic, environmental, and social performance.

To provide suggestion to food and beverage companies in Bangkok and Metropolitan area to increase the success of green supply chain management, the organizations should create inspirational leadership, especially focusing on creating positive working attitudes as well as building confidence in achieving environmental goals for all levels of employees in the organizations. Techniques and methods such as leadership development and training courses or teamwork assignments to strategically build inspirational leadership can be considered. In addition, to create customer satisfaction and environmental performance, the organization should prioritize on, firstly, green production and material management using clean production technologies and adopting 3Rs concept including reduce, reuse, and recycle; secondly, green distribution and marketing adopting digital marketing and building mutual understanding with customers on green environmental products; thirdly, green design emphasizing environmental-concern-base products and green standards; fourthly, green procurement purchasing inputs according to company policies and building relationship with suppliers; lastly, green logistics having full-load-truck transportation and appropriate energy-vehicle selection.

To provide theoretical implications, the academics could be profoundly confirmed that inspirational leadership can have a positive impact on green supply chain management and green supply chain management can have a positive impact on customer satisfaction and environmental performance. Furthermore, future research can extend to study about the significant variables and techniques for developing inspirational leadership among the employees in the organizations. Finally, the comparative study towards other industry can be also suggested to be conducted since the different perspectives can be viewed and study generalization can be utilization.

Conclusion

To conclude the study, the researchers pinpointed the importance of inspirational leadership on green supply chain management which links to positively influence organizational performance in terms of customer satisfaction and environmental performance of food and beverage companies in Bangkok and Metropolitan area. Through the study analysis using

structural equation modelling, the result indicated that the studied model on inspirational leadership, green supply chain management, and organizational performance is statistically significant. Therefore, managerial, and academic implications on building employees at all levels in the organizations to have inspirational leadership are proposed. In addition, activities listed in green supply chain concept included green logistics, green design, green distribution and marketing, green production and material management, and green procurement are suggested to well considered and adopted.

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