

OPERATIONS MANAGEMENT AND PERFORMANCE: A MEDIATING ROLE OF GREEN SUPPLY CHAIN MANAGEMENT PRACTICES IN MNCs

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Abstract: Recently, operational and supply chain management practices are considered the foremost solution for high operational performance and gain recent researchers' intentions. Thus, the present study aims to examine the role of operational management practices such as extensive training, teamwork, total quality management and just-in-time on the multinational organization's operational performance in Vietnam. The goals also include the examination of the mediating impact of green practices of supply chain among the nexus of operational management practices and operational performance of the multinational organization in Vietnam. The operational and supply chain managers of the multinational organization in Vietnam are the respondents of the study that have been selected by using purposive sampling. The questionnaires have been used for the data collection, and smart-PLS has been executed for analysis. The results revealed that all the operational management practices have a positive and significant association with multinational organizations' operational performance in Vietnam. The findings also exposed that the supply chain's green practices are positively mediating among the nexus of operational management practices and operational performance of the multinational organization in Vietnam. These outcomes are suitable for the regulators to develop the policies related to the operational and supply chain practices that could increase organizational performance.

Key words: operational management, total quality management, just-in-time, operational performance, green supply chain practices.

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Introduction

The achievement of the higher economic performance is considered as the fundamental objective of the business organizations. But admissibly this primary business objective can't be fulfilled unless its operational activities are not run with effectiveness and superior efficiency (Inman & Green, 2018). The operations affect the production and profit generations; thus, the operational performance of business enterprises finally determines the higher economic growth rate. For the achievement of higher operational performance, in an organization, a body of particular persons is established which keeps a sharp look on the market and business shifts, organizational goals, its activities, and its performance. This body is known as operations management whose primary objectives are to check and maintain the speed of operations, the flexibility of operations, quality of products, cost variations, dependability (Bhattacharya, Oke, & Cheng, 2018; Marvelous et al., 2019; Pita & Dhurup, 2019; Athiyaman & Magapa, 2019; Moolman & Jacobs, 2019). In order to meet this objective, several operation management practices like extensive training, teamwork, total quality management, and just-in-time etc. are implemented and executed effectively. This study aims to examine the role of different operation management practices like extensive training, teamwork, total quality management, and just-in-time in the achievement of superior operational performance.

This paper examines the different practices of operation management and their influences on the operation performed within the multinational corporations. The multinational corporation is the corporate organization which runs its business activities like production or selling of goods and services in at least one other than its home country (Collings, Mellahi, & Cascio, 2019; Fradley & Hardouin, 2019; Yarmoloyich & Chepel, 2019; Tomczyk & Solecki, 2019; David & Grobler, 2019; Meyer & Habanabakize, 2019). A corporate organization which receives at least 25% of its earnings from a foreign country or foreign country is considered a multinational corporation. With the passage of time, many business corporations are trying to expand their business beyond the boundaries of the homeland (Bruneckienė et al., 2020; Urbański et al., 2019). Thus, competition is high because of numerous rival business organizations in the world market. In order to compete for the market rivals, the multinational corporations need to show better economic performance which is dependent on the operational performance (Sheehan, 2012). And, for the sake of superior operation performance, most of the multinational corporations have established a body of persons known as operation management which monitors the operational problems, tries to overcome them, and improving the quality of operational activities, technology, and procedures. Thus, the operations of these multinational corporations are running smoothly and affect their financial performance. The

multinational activities which are more active in implementing the practices of operational management in an efficient manner have more competitive advantages among the rivals as they show superior economic performance which is dependent on the operational performance (Mark & Nwaiwu, 2015). This paper examines four different practices of operation management, such as extensive training, teamwork, total quality management, and just-in-time strategy and checks its influences on the operational performance of multinational corporations.

The paper examines the operational performance and the role of operation management practices in achieving higher operational performance with reference to the operational performance of multinational corporations running their production or marketing activities in Vietnam (Khoi, Dung, & Nga, 2016). The analysis reveals that Vietnam is a developing country which is considered as 36th largest in the world according to nominal gross domestic product and 23rd most extensive in the world by purchasing power parity. In the economy of Vietnam, the multinational corporations cover a large area, so the economic growth is, to a greater extent, dependent on the performance of multinational corporations performing their activities in that economy. There are nine multinational corporations which are producing or selling goods or services in Vietnam, and these corporations are Unilever Procter & Gamble, IBM, Microsoft, Pepsico foods, Abbott, Honda, Nestle, and Samsung. These multinational Corporations have made a handsome investment in Vietnam economy and making a large share in the economy. These multinational corporations in Vietnam in competing on the basis of economic performance and thus on the operational performance (Bilowol & Doan, 2015).

The paper checks the influences of four dimensions of operational management such as extensive training, teamwork, total quality management, and just-in-time production with a suitable mediator of green supply chain management (GSCM) in the multinational corporations in Vietnam along with the theoretical framework as well as methodology. The paper proves its objectives with good results, discussion, and conclusion.

Literature review

The economic performance, which is considered as the fundamental business objective, cannot be achieved without having a high level of organizational performance (Khan & Nawaz, 2010). The operational performance is tried to accelerate by the business corporations to compete for the rivals in the market because more marketing and more profitability are dependent on the quality of operations. Different studies like Csomós and Derudder (2014) have thrown light on the fact that to attain competitive advantages among the market rivals, the business corporations are

intended to establish a body of persons known as operational management to monitor operational problems, remove them, and improve the quality of operational activities. The studies prove that the effectively implemented operational management practices leads the organization to show higher operational performance and to be able to compete the market rivals. The multinational corporation are showing serious concern about the implementation of operational management practices like extensive employees training, effective teamwork, total quality management and just-in-time production etc. and this make them stand on the track of rapid progress (Haseeb et al., 2021).

The provision of extensive training to employees is one of the effective practices of operations management. It helps in improving the performance of employees which put favourable impacts on the operational performance. Different studies like Jones, Rinehart, and Englar (2019) propose that extensive training of the extent and new labours plays a crucial role in giving the organizations better operational performance. The operational management within the business corporations strive to launch different periodical training programs for the maintenance or creation of talented, highly informed, educated, and skilled, workforce. The periodical training facilitates operation management to undertake operational activities in a better way (Vo & Stanton, 2011). The extensive training in multinational corporations proves to be of immense importance as it helps the management to create flexibility in the operations because the employees are trained to utilize multiple resources, technologies, and apply multiple techniques interchangeably. Moreover, extensive training improves the quality of production because it creates awareness in the employees of the changing market trends, technologies, techniques, and marketing procedures and they try to cope with these shifts which makes the operations adaptive to changing requirements (Podgórski, 2015). Likewise, extensive training also assists the multinational corporations in minimizing the operational costs as the trained employees are less likely to waste material or energy. Thus, we can hypothesize based on the above discussion:

H1: Operation management practice extensive training is positively linked with operational performance.

A critical function of operation management within an organization is to create team workability in the employees, which help to improve the operational performance of organizations. Several studies have investigated that teamwork helps to achieve the operational objectives such as better decision making, improvement in speeds, flexibility of business activities, better quality production and matter marketing operations. These studies elaborate that the employees working in the form of a team cooperatively under practical leadership they can take and implement right decisions at

the right time. Similarly, the teamwork motivates the employees to enhance their work speed so that the orders can be fulfilled in time. In the same line, flexibility in operations created by the effective team also proves to be helpful. The analysis by Liu, Liu, Ding, and Lin (2015) has proved that in the emerging multinational corporations' employees are preferred to work in team forms so they may give better quality and agile production and also make the marketing operation smooth as the teamwork enable them to have necessary information and knowledge. In Vietnam, where the multinational companies are playing a vital role in economic growth, most of the corporation are motivating their employees to work in team forms. Therefore,

H2: Operation management practice teamwork is positively associated with operational performance

One of the practices of operation management, the establishment of total quality management plays a crucial role in achieving better operational performance. The total quality management aims to monitor and improve organizational quality from the procurement of raw material to the delivery of end products to the consumers. The implementation of the practices of total quality management facilitates the acquisition of better-quality information, procurement of better-quality material, quality of operational techniques and technology, quality of resources and logistics. The scholar Pambreni, Khatibi, Azam, and Tham (2019) is of the view that total quality management takes care of the quality of information and technology, which is used in the operational activities and it results in the agile, up-to-date, and higher quality of production. The better complete, accurate, and reliable information and up-to-date and speedy technology facilitate the business organizations to show better operational performance. The multinational organizations which are diverting their attention to the total quality management under the operational management, are seen to be successful in attaining higher operational performance which is helpful in attaining higher economic performance. While on the other hand, the multinational corporations are having weak quality management are showing comparatively lower operational performance. Thus, it can be hypothesized:

H3: Operation management dimension total quality management has a positive association with operational performance.

Operational management practices and their contribution to the organization's operational performance have a dominant place in the research and investigation. Some studies like Zaid, Migdadi, Alhammad, and Al-Hyari (2016) have elaborated that just-in-time inventory system and manufacturing is one of the dimensions of the operation's management. Just-in-time production is a strategy of operational management which accelerates the rate of operational performance. The operational objectives flexibility of operations, quality of products, and most importantly, the achievement of agility in

production and operational activities can be attained with the proper implementation of just-in-time production and material handling strategy. Moreover, the just-in-time strategy states that the raw material or semi-finished products should not be kept within the organization for much time. Thus, it accelerates the quality of the operational activities, techniques and procedure. In this regard, better technology may be applied which have better speed and helps in maintaining the quality of production that may be sold in the market without wasting time (Othman, Sundram, Sayuti, & Bahrin, 2016). Under the just-in-time production strategy, better quality logistics and communication network is used to avoid the wastage of time between the procurement of material, and delivery of finished goods to the end consumers. In the emerging multinational corporations, this just-in-time production strategy is getting popularity and the multinational corporations which are actively implementing it succeed in showing higher operational performance.

H4: The dimension of operation management just-in-time is in a positive relation with operational management.

Within a business organization, the GSCM is of great importance, and it affects the performance of business organizations as analysed by Geng, Mansouri, and Aktas (2017), who suggests that the implementation and execution of GSCM in order to meet the requirements of the general public, customers, and government regulators about the environmental aspects, accelerate the operational activities with better quality. These studies suggest that efficient GSCM practices improve the quality of resources, material, technology, communication network, and logistics which all are needed for the superior operational performance. Moreover, the extensive training prepares a highly-skilled, informed, educated and talented workforce with are more beneficial for reducing the contaminating and hazardous material which is harmful to the environment (Reed & Henley, 2015; Bello & Steyn, 2019; Gonzalez-Espinosa et al., 2019; Reina Roman et al., 2019; Indartono & Hamidy, 2019; Tavsancil et al., 2019; Freire Seoane et al., 2019; Armijos-Bravo, 2019). Similarly, the dimension of operation management, the teamwork, leads to the eco-friendly organizational activities, as the teamwork creates cooperation and commitment between employees and organization. In addition, the total quality management also facilitates the GSCM in implementing its practices and achieving its goals effectively. The better-quality material, processes, technology, and logistics minimizes the chances of waste material, contaminating material, and the emission of toxic gases. Besides, just-in-time production, a practice of operation management, contributes to environmental performance as the purpose of manufacturing and delivering goods to end products within a minimum time is achieved only when the quality of technology, logistics, and production is good. Thus, we can hypothesize:

H5: GSCM practices play a mediating role between extensive training and operational performance.

H6: GSCM practice is an essential mediator between teamwork and operational performance.

H7: GSCM practices are considerable mediator between total quality management and operational performance.

H8: GSCM practices are an appropriate mediator between just-in-time and operational performance.

Research methodology

The current study purpose is to investigate the role of operational management practises on the operational performance of the multinational organization in Vietnam and the mediating impact of GSCM practices among the nexus of operational management practises and the operational performance of multinational organisations Vietnam. The present study has adopted the quantitative method of data collection. The operational and supply chain managers of the multinational organization in Vietnam are the respondents of the study that have been selected by using purposive sampling. The questionnaires have been sued for the data collection and distributed to the respondents by mail and personal visit, which took about two months to collect data. A total of 410 surveys were forwarded to the respondents, but only 290 were returned representing about 70.73 per cent rate of response. In addition, a statistical tool has been used for data analysis named as smart-PLS because the testing of hypotheses is the goal of the study and complex model has been adopted and analysed.

The variables that have been taken by the researchers include the operational performance (OP) that has been used as a predictive variable and has five items. Green supply chain management practices (GSCMP) have been used as mediating variables and have four items. Moreover, the four dimensions of operational management practises (OMP) have been used named as extensive training (ET) that has four items, teamwork (TW) that has five items, total quality management (TQM) that has six items and just-in-time (JIT) that also has four items.

Findings

The findings exposed the convergent validity first in the section and figures highlighted that values of Alpha along with composite reliability (CR) are more than 0.70 while the values of AVE along with loadings are larger than 0.50. These are the indications of high links among items and valid convergent validity. These values are mentioned in Table 1.

Table 1. Convergent validity

Constructs	Items	Loadings	Alpha	CR	AVE
Extensive Training	ET1	0.849	0.775	0.820	0.605
	ET3	0.741			
	ET4	0.738			
Green Supply Chain Management Practices	GSCMP1	0.790	0.773	0.803	0.511
	GSCMP2	0.510			
	GSCMP3	0.748			
	GSCMP4	0.774			
Just-in-time	JIT1	0.868	0.847	0.897	0.687
	JIT2	0.849			
	JIT3	0.809			
	JIT4	0.786			
Operational Performance	OP1	0.843	0.849	0.898	0.688
	OP2	0.844			
	OP4	0.828			
Total Quality Management	TQM1	0.799	0.869	0.902	0.606
	TQM2	0.714			
	TQM3	0.680			
	TQM4	0.824			
	TQM5	0.809			
	TQM6	0.834			
Team Work	TW1	0.786	0.840	0.893	0.676
	TW2	0.828			
	TW3	0.846			
	TW4	0.828			
	TW5	0.829			

The findings also exposed the discriminant validity, and figures highlighted that the Heterotrait Monotrait (HTMT) ratio values are not larger than 0.90. These are the indications of low association among variables and valid discriminant validity. These values are mentioned in Table 2.

Table 2. Discriminant validity

	ET	GSCMP	JIT	OP	TQM	TW
ET						
GSCMP	0.697					
JIT	0.597	0.672				
OP	0.716	0.711	0.694			
TQM	0.593	0.684	0.720	0.796		
TW	0.737	0.727	0.834	0.737	0.728	

The results have also shown the path analysis about the hypotheses testing and revealed that all the operational management practices have a positive and significant association with multinational organisations' operational performance in Vietnam and accept H1, H2, H3 and H. In addition, the findings also exposed that GSCMP is positively mediating among the nexus of operational management practices and operational performance of the multinational organization in Vietnam and accept H5, H6, H7 and H8. These are shown in Table 3.

Table 3. Path analysis

Relationships	Beta	S.D.	t-statistics	p-values
ET -> OMP	0.170	0.011	15.865	0.000
GSCMP -> OP	0.124	0.029	4.256	0.000
JIT -> OMP	0.301	0.008	36.736	0.000
OMP -> GSCMP	0.633	0.020	31.901	0.000
OMP -> OP	0.671	0.026	25.922	0.000
TQM -> OMP	0.414	0.011	38.368	0.000
TW -> OMP	0.306	0.008	38.760	0.000
ET -> OMP -> GSCMP -> OP	0.013	0.003	3.911	0.000
JIT -> OMP -> GSCMP -> OP	0.024	0.006	4.134	0.000
TQM -> OMP -> GSCMP -> OP	0.033	0.008	4.067	0.000
TW -> OMP -> GSCMP -> OP	0.024	0.006	4.214	0.000

Discussions

The results of the study have revealed that the operation management dimension the extensive training is positively linked with operational performance. These results are in line with previous studies of Passfield, Hopker, Jobson, Friel, and Zabala (2017),

which show that extensive training tends the employees to perform operational activities in a better way. The results have also shown that the operation management practice teamwork is positively linked with operational performance. These results are approved by the past studies of Nzewi, Chiekezie, and Nnesochi (2015), which reveal that employees working in teams take better care of operational objectives. Moreover, the results have revealed that the dimension of operation management, the total quality management has a positive relationship with operational performance. Moreover, these results are in line with past studies, according to which the just-in-time dimension of operation management has a positive link with operational performance. These results agree with the studies of Schmutz, Meier, and Manser (2019), which also shows the critical role of just-in-time in the achievement of higher operational performance. In addition, the findings have indicated that GSCM practices play a considerable mediating role between extensive training and operational management. These results match with the studies of Vanalle, Ganga, Godinho Filho, and Lucato (2017), which show that extensive training facilitates the GSCM practices which improve the operational performance. The results have indicated that GSCM practices are a significant mediator between teamwork and operational performance. These results are in line with the past studies of Kazancoglu, Kazancoglu, and Sagnak (2018). The results of the study have also indicated that GSCM practices are a mediator between total quality management and operational performance. These results match with the studies of Feng et al. (2018), which show that the total quality management help in implementing the GSCM practices, which in turn accelerate the operational performance. Besides, the results have shown that GSCM practices play a mediating role between the just-in-time dimension of operational management and operational performance. These results are in line with the previous studies of Schmidt, Foerstl, and Schaltenbrand (2017), which also prove the same point.

The paper makes both theoretical and empirical implications. As far as the theoretical implication is concerned, the paper has great importance as it contributes to the literature on economic management. The study deals with the influences of operation management practices such as teamwork, extensive training, total quality management, and just-in-time production. The paper also addresses the GSCM practices as a mediator between operation management practices and operational performance. Moreover, this paper is of tremendous practical importance as it provides a guideline to the organizational management on how to accelerate the operational performance with the effective implantation of operational management practices like extensive training, teamwork, total quality management, and just-in-time production.

Conclusion

In short, we can say that the operational management practice extensive training as a positive relation with operational management as efficient training gives a better operational performance. The paper examines that teamwork under operational management leads to higher operational performance. Similarly, the study examines that the practices of the total quality management put positive influences on operational performance. Moreover, the findings reveal that the just-in-time production brings improvement in the operational performance. Finally, the GSCM practices play a mediating role between operational management practices such as extensive training, teamwork, the total quality management, and just-in-time production and operational performance.

The study has several limitations, even though it has significant theoretical and empirical implications. The study examines only four operational management practices like extensive training, teamwork, total quality management, and just-in-time production in relation to the achievement of operational performance. At the same time, there are many other factors having influences on operational performance and are not under the consideration of this paper. But these factors must be addressed by future scholars. Moreover, the study has used only a single source to collect the data to support this study; the future scholars must collect data from multiple sources to make sure the completeness, reliability, and accuracy of the paper.

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ZARZĄDZANIE I WYDAJNOŚĆ OPERACJI: MEDIACYJNA ROLA PRAKTYK ZARZĄDZANIA ZIELONYM ŁAŃCUCHEM DOSTAW W MNC

Streszczenie: Ostatnio praktyki zarządzania operacyjnego i zarządzania łańcuchem dostaw są uważane za najważniejsze rozwiązanie zapewniające wysoką wydajność operacyjną i zyskują najnowsze zamierzenia badaczy. W związku z tym niniejsze badanie ma na celu zbadanie roli praktyk zarządzania operacyjnego, takich jak szeroko zakrojone szkolenia, praca zespołowa, kompleksowe zarządzanie jakością i „just in time” na wyniki operacyjne organizacji wielonarodowej w Wietnamie. Cele obejmują również zbadanie pośredniczącego wpływu ekologicznych praktyk w łańcuchu dostaw w powiązaniu praktyk zarządzania operacyjnego

i wyników operacyjnych wielonarodowej organizacji w Wietnamie. Kierownicy operacyjni i łańcucha dostaw międzynarodowej organizacji w Wietnamie są respondentami badania, którzy zostali wybrani na podstawie celowego pobierania próbek. Kwestionariusze zostały pozwane w celu zebrania danych, a smart-PLS został wykonany do analizy. Wyniki ujawniły, że wszystkie praktyki zarządzania operacyjnego mają pozytywny i znaczący związek z wynikami operacyjnymi organizacji międzynarodowych w Wietnamie. Ustalenia ujawniły również, że zielone praktyki łańcucha dostaw pozytywnie pośredniczą w powiązaniu praktyk zarządzania operacyjnego i wyników operacyjnych wielonarodowej organizacji w Wietnamie. Wyniki te są odpowiednie dla organów regulacyjnych do opracowania polityk związanych z praktykami operacyjnymi i praktykami łańcucha dostaw, które mogą zwiększyć wydajność organizacji.

Słowa kluczowe: zarządzanie operacyjne, kompleksowe zarządzanie jakością, just-in-time, wydajność operacyjna, praktyki zielonego łańcucha dostaw.

运营管理和绩效: 跨国公司绿色供应链管理实践的中介作用

摘要:最近, 运营和供应链管理实践被认为是实现高运营绩效的首要解决方案, 并获得了新近研究人员的意图。因此, 本研究旨在研究运营管理实践的作用, 例如广泛培训, 团队合作, 全面质量管理和及时评估跨国公司在越南的运营绩效。目标还包括在越南的跨国公司的运营管理实践与运营绩效之间, 检验供应链绿色实践的中介作用。越南跨国公司的运营和供应链经理是通过有目的的抽样选择的研究对象。已使用问卷调查表收集数据, 并已执行smart-PLS进行分析。结果表明, 所有运营管理实践都与跨国公司在越南的运营绩效有着积极而重要的联系。调查结果还表明, 供应链的绿色实践在越南跨国公司的运营管理实践与运营绩效之间发挥了积极的中介作用。这些成果适合监管机构制定与运营和供应链实践相关的政策, 从而可以提高组织绩效。

关键词: 运营管理, 全面质量管理, 及时, 运营绩效, 绿色供应链实践。