RINGKASAN KORESPONDENSI ARTIKEL:

THE EFFECT OF TOP MANAGEMENT COMMITMENT ON IMPROVING OPERATIONAL PERFORMANCE THROUGH GREEN PURCHASING AND GREEN PRODUCTION

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[USCM] Submission ID 1862

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Thank you for your submission to USCM. Below is a copy of the information submitted for your records.

Submission ID: 1862

Title: Influence of top management commitment in improving operational performance through green purchasing, and green production

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Topic(s):
- Uncertainty in SCM applications
- Agile Manufacturing

Keywords: Green purchasing; green production; top management commitment; operational performance

Abstract: This research has investigated the impact of top management commitment to enhance operational performance through green purchasing and green production Practices in the manufacturing industry. The study has surveyed 122

from 578 manufacturing companies domiciled in East Java, Indonesia, using a questionnaire designed with a seven-point Likert scale. Data analysis used the partial least square. The result revealed that top management commitment affects green purchasing, green production practices, and operational performance. Furthermore, operational performance is directly affected by green purchasing and green production. The green purchasing affects green production. In addition, top management commitment indirectly improves operational performance through green purchasing and green production. This result provides essential insight for the manager in the manufacturing industry that top management commitment and practicing green purchasing, and green production enhances operational performance. Furthermore, this research extends the acceptance of previous research related to top management commitment, green purchasing, and green production in improving operational performance. The novelty of this study is the revelation of mediating role of green purchasing and green production in the influence of top management commitment on operational performance. Hence, this study contributes to enriching the current research in supply chain management

Comments: Anakku

UNIVERSITAS KRISTEN PETRA

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #1862

USCM <uscm@growingscience.com> Tue, Apr 5, 2022 at 2:23 PM
To: Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Dear Zeplin

We have received the comments from reviewers, with the following improvements.

Reviewer # 1
- The study surveyed 122 manufacturing companies domiciled in East Java, Indonesia, using a questionnaire designed with a seven-point Likert scale (population numbers need to be included in abstract)
- Contributions need to be added to the abstract
- Novelty of the research can not be found clearly. Please add.
- Add grand theory properly to the literature review before explaining each construct
- The relationship between concepts changed to Formulation and formation of hypotheses
- Research analysis related to Table 1, the characteristics of the respondents can be changed into a descriptive analysis
- Each table and figure can be given an adequate explanation
- References adapted to the journal template

Reviewer # 2
- Contribution to the abstract must match the contribution to the research results ie: This study contributes to the supply chain management theories, particularly on the relationship of top management commitment, green purchasing, green production, and operational performance.....
- The structure of writing articles can be completed at the end of the introductory section
- Add literature and discussion from previous research related to Green purchasing.
- In order for H7-H9 to be properly developed, the indirect hypothesis needs to be constructed.
- Measurement items cannot be found either in research methods or in literature reviews. Please complete
- Conclusions need to be adjusted to the results of research and discussion
- The references should provide additions from the intended journal.

Sincerely
Farhang

RESPONSE TO THE REVIEWER'S SUGGESTIONS FOR REVISION

Dear Managing Editor of USCM
Babak Farhang

We are very grateful for the first stage review provided, and it is precious for us to make improvements to the article to make it more perfect.

We will improve any suggestions from reviewers and hope to be published in the USCM journal as a reputable journal on Q2 in Scopus indexing/Abstracting. Hopefully, the revised paper could comply with Editor's expectations.

We are looking forward to hearing good news from you.

Best Regards

Dr. Zeplin Jiwa Husada Tarigan

REVIEWER SUGGESTIONS FOR REVISION

Reviewer/Editor: 1 (First)

Question:

A. The study surveyed 122 manufacturing companies domiciled in East Java, Indonesia, using a questionnaire designed with a seven-point Likert scale (population numbers need to be included in abstract).

Response:

a good review for valuable feedback for the article abstracts for population, we have completed it.

This research has investigated the impact of top management commitment to enhance operational performance through green purchasing and green production Practices in the manufacturing industry. The study has surveyed 122 from 578 manufacturing companies domiciled in East Java, Indonesia, using a questionnaire designed with a seven-point Likert scale. Data analysis used the partial least square.

Question:

B. Contributions need to be added to the abstract.

Response:

We highly appreciate your suggestion, and we have revised, with:

This result provides essential insight for the manager in the manufacturing industry that top management commitment and practicing green purchasing, and green production enhances operational performance. Furthermore, this research extends the acceptance of previous research related to top management commitment, green purchasing, and green production in improving operational performance. The novelty of this study is the revelation of mediating role of green purchasing and green production in the influence of top management commitment on operational performance. Hence, this study contributes to enriching the current research in supply chain management.

Question:

C. Novelty of the research cannot be found clearly. Please add.

Response:

Dear Reviewer/Editor, we highly appreciate your suggestion, and we have revised, with:

The discussion above demonstrates how top management commitment, green purchasing, and green production directly improve the company's operational performance. However, previous studies had only looked at or observed the direct association between the two factors. Furthermore, to the authors' best knowledge, no study has looked at all four variables relationship simultaneously. This study develops a model that addresses all four constructs simultaneously to investigate the impact of top management commitment on operational performance via the

mediation of green purchasing and green pro-duction. The research methodology for this study is unique in that it explores the mediating role of green supply chain integration, which includes green purchasing and green production. The novelty of this study is, firstly, to examine the extended acceptance of those previous studies in a different population, i.e., manufacturing industry, and secondly, to investigate the mediating role of green purchasing and green production in im-proving the operational performance of the manufacturing companies.

Question:
D. Add grand theory properly to the literature review before explaining each construct

Response:
Dear Reviewer/Editor, we highly appreciate your suggestion, and we have revised.

The top management commitment concept aligns with TPB (Theory of Planned Behavior), which describes behavior based on the individual's will. TPB behavioral performance occurs when an individual's activity has a goal and purpose. Then, an individual's behavior is the product of a logical cognitive process in which the individual evaluates information internally and then applies it to his external behavior. Intentions, which are determined by attitudes (behavior), subjective norms, and perceived behavioral control, can explain and predict individual behavior. The importance of a person's perception of the features of how an individual intends to accept technology is emphasized by TPB (Chu & Chen, 2016). The RBV theory is used in this work to define operational performance. According to RBV theory, organizations that are unique or have unique resources can significantly boost a company's operations. RBV attempts to explain the competitive advantages businesses must have to be sustainable: valuable, rare, impossible to replicate, and well-organized. Resource-based view dictated the corporate resources or assets as, among others, infrastructure, competencies, and capabilities. In comparison, adequate operational resources include logistics, communications, infrastructure, the adoption of just-in-time operations, and the provision of logistics services (Lyu et al., 2019).

Question:
E. The relationship between concepts changed to Formulation and formation of hypotheses

Response:
Dear Reviewer/Editor, we highly appreciate your suggestion, and we have revised.

2.6 Formulation and formation of hypotheses

2.6.1 Top management commitment and green purchasing

A study focused on ISO certified suppliers in Malaysia revealed that top management commitments and supplier relationships have significant positive associations with green purchasing practices (Shaharudin et al., 2018). Furthermore, top management commitment was an essential driver of green purchasing (Blome et al., 2014). Yen & Yen, (2012) examine internal motives that influence companies' adoption of green purchasing, such as top management commitments and partnerships with suppliers and external motives that include regulatory and

customer pressures. Furthermore, a study by Basana et al. (2022) in the 3-star hotel in East Java found that top commitment management positively influences the adoption of green hotel and supplier and customer integration management. Moreover, a survey on 81 manufacturing companies in East Java, Indonesia, found that top management commitment directly influences green purchasing and supply chain practices, and green purchasing affects supply chain management practices and operational performance (Siagian et al., 2021). Hence, the following hypothesis is proposed:

H1: Top management commitment affects green purchasing

2.6.2 Top management commitment and green production

A study has been conducted by Burki et al. (2019) on 181 ISO 14000 certified Turkish exporting firms, including textile, chemical, food, and electrical, located in the Izmir region (Turkey). The result indicated that top management commitment is essential in succeeding the green process innovation on the exporting firms. The green process innovation is part of green production. Another study on the Indian automotive industry with 96 respondents indicated that top management commitment directly and positively affects green product innovation (Bhatia & Jakhar, 2021). The green product innovation in his study showed that the term of green product innovation resembles green production in this study. Finding from a study of 148 Chinese manufacturing firms indicated that top management championship has a positive and significant relationship with green culture and green practices, including green production (Li et al., 2019). These arguments propose the following hypothesis:

H2: Top management commitment influences green production

2.6.3 Top management commitment and operational performance.

Top management commitment to mission statements modulates mission impact on firm performance through communication, company-wide engagement, setting targets, and revisions on time (Williams et al., 2014). Top management commitment has a significant relationship with the performance of new products (Mokhtar & Yusof, 2010). Research by Caroline et al. (2016) shows a significant relationship between top management and performance. A study by (Siagian et al., 2020) indicated that affective leadership affects business performance. In addition, a study by Semuel et al. (2017) also suggested that leadership positively improves the firm performance in the manufacturing industry in Indonesia. Besides, effective leadership practices in a manufacturing company contribute to improving organizational performance (Tarigan et al., 2021). Moreover, a study by Jade et al., (2021) suggested that transformational leadership could enhance the firm performance in the manufacturing industry. This study was conducted on the manufacturing industry in East Java, Indonesia. Therefore, the hypothesis is formulated as follows:

H3: Top management commitment affects operational performance.

2.6.4 Green purchasing and operational performance

Green purchasing is also considered a strategic function in manufacturing companies (Tarigan & Siagian, 2021). Green purchasing practices are also responsible for acquiring

environmentally friendly materials of appropriate quality at the right price (Santoso et al., 2022). Then green purchasing evaluates vendors and management to reduce the cost of materials to improve the quality of environmental friendliness as a manufacturing process at the beginning (Ambekar et al., 2021). Dubey et al. (2013) stated that most internal suppliers from both manufacturing and retail apply significant pressure to outside suppliers to practice environmentally friendly supply chain activities effectively. Various case studies from companies in Europe and Australia have shown that green procurement practices are used as a tool to achieve a competitive advantage to improve operational and financial performance. Green purchasing minimizes the use of raw materials, develops suppliers, and reduces source sources to create efficiency in green supply chain practice activities that will improve the company's operational performance (Dubey et al., 2017; Sundram et al., 2018; Nguyen et al., 2022). Furthermore, a study by Siagian et al. (2021) has surveyed 81 manufacturing companies in East Java, Indonesia, and found that green purchasing improves operational performance. Green purchasing is a policy of top management by implementing the procurement function to care for the environment, and green purchasing in companies has a positive and significant impact on operational performance (González-Benito et al., 2016). Green purchasing influence on competitive operational outcomes is related to reducing cost, improving quality, delivery time, and flexibility (Famiyeh et al., 2018; Siagian et al., 2022). Based on this discussion, the following hypothesis is proposed:

H4: Green purchasing improves operational performance.

2.3.6 Green production and operational performance.

Sezen & Çankaya (2013) states that green production and innovation processes reduce the impact on the environment and increase the company's competitive advantage and green image. The company's competitive advantages include the quality of the production process that produces environmentally friendly goods (Siagian et al., 2022). Dubey et al. (2017) argue that green manufacturing, also green production, consists of design processes, product design, and high efficiency. The company's production capacity increases and improves the company's operational performance. Green manufacturing can have the ability to reduce costs, introduce new technologies and improve the work environment (Gawankar et al., 2017). Furthermore, the company can improve its performance through environmentally friendly production from its factories and the entire production chain process (Foo et al., 2019). Hence, the fifth hypothesis is determined as follows:

H5: Green production affects operational performance.

2.3.6 Green purchasing and green production

Green purchasing focuses on working with suppliers to develop environmentally friendly products and ensuring purchased products meet the company's environmental friendliness criteria. The criteria include reducing or eliminating hazardous items, reducing waste of natural resources, and helping to realize recycling and recovery of material purchases (or reusable materials) (Pinto, 2020). Younis et al. (2016) suggest that green purchasing can also be defined as an environmental purchasing initiative that aims to ensure the purchase of products and materials that comply with the company's environmental friendliness criteria. The criteria include reducing excessive use of

natural re-sources, recycling, reusing, and life-cycle costs of a product (Hsu et al., 2014). Based on the above discussion, the seventh hypothesis is postulated.

H6: Green purchasing affects green production.

2.3.9 Top management commitment and operational performance through the mediation of green purchasing

Green purchasing practicing consists of hazardous material substitution with the environment-friendly product and can then improve the quality of raw materials to impact the quality performance of goods expected by the company and, in the end, improve the firm performance (Achillas et al., 2018; Dubey et al., 2014; Yu et al., 2015). Green purchasing practicing requires new resources such as human resources, financial resources. In addition, green purchasing adoption needs a new strategy and policies directing the organization's activities in selecting the supplier being capable of fulfilling the green purchasing. The resources allocation, establishment of the policies, and supplier selection procedure constitute the top management responsibility. As indicated by previous studies, the top management commitment affects the success of the green purchasing practices (Blome et al., 2014; Yen & Yen, 2012). Hence, this argument implies that top management commitment affects operational performance through the mediation of green purchasing.

H7: Top management commitment affects operational performance through green purchasing.

2.3.9 Top management commitment and operational performance through green production

Green production process applications can benefit from competitive environmental friendliness, which can finally satisfy its customers and bring the company to grow more rapidly in implementing its company operations (Achillas et al., 2018). Furthermore, green production can reduce the cost of energy consumption to improve products through their quality (Sezen & Çankaya, 2013). Therefore, the company can gain a competitive advantage through green products because it can sell by-products at relatively lower prices, or companies can modify them to be products with good quality. In the same way, the company can increase flexibility and reduce the company's production costs. On the other hand, top management commitment is highly required to ensure the success of green production since it needs resources allocation such as new technology, human resources, and new capability. As has been discussed previously, top management commitment is required and affects the green production practice (Burki et al., 2019; Bhatia & Jakhar, 2021; Li et al., 2019). Based on this argument, a further hypothesis is postulated as follows.

H8: Top management commitment affects operational performance through green production.

2.3.9 Top management commitment, green purchasing, green production, and operational performance

It has been noticed previously that top management commitment directly affects green purchasing since it needs new policies from the top management (Achillas et al., 2018; Dubey et

al., 2014; Yu et al., 2015). The previous research also revealed that top management commitment is essential and required to adopt the green production sin it needs the resource allocation, which is the domain of the top management (Burki et al., 2019; Bhatia & Jakhar, 2021; Li et al., 2019). This argument implies that top management indirectly affects operational performance through green purchasing and green production. Hence, the last hypothesis is proposed as follows:

H9: Top management commitment indirectly and positively affects operational performance through green purchasing, and green production.

Question:

F. Research analysis related to Table 1, the characteristics of the respondents can be changed into a descriptive analysis

Response:

Dear Reviewer/Editor, we highly appreciate your suggestion, and we have revised the descriptive analysis

4.1. Descriptive Statistics

The first stage of analysis is descriptive analysis to observe the profile of the respondents in terms of gender, job position, and working experiences. Table 1 illustrates the composition of respondents' profiles. The respondents consist of males and females. The majority of them are male, indicating that it is in line with the current social culture in the manufacturing industry that most employees are male. The respondent is in charge of the various department such as respondent profile.

Question:

G. Each table and figure can be given an adequate explanation

Response:

Dear Reviewer/Editor, we highly appreciate your suggestion, and we have revised.

Based on the job position Table 1, the respondents have a position which involved in the company strategic decision making such as supervisor, up to the director. This composition indicated that they are eligible as respondents and capable of responding to the item statement in the questionnaire. In addition, respondents have sufficient working experience distributed within the range of 1 up to 10 years more. This result indicated that most of the respondents are familiar with the company's operation and decision-making.

Based on the department of the respondents, Table 2 showed that most respondents oversee the department related to this research requirement and understand the function of the supply chain in the company. Further analysis is to assess the validity and reliability of the measurement model. Data analysis used smartPLS software version 3.0. The validity test assesses the factor loading for convergent validity and the Forner-Larcker criterion fo discriminant validity. An indicator is considered to have convergent validity once it has a factor loading value exceeding 0.50 (Hair et al., 2019).

Table 5 also shows the value of Q2, which is greater than zero. According to Hair et al. (2017), the value of Q2 greater than zero indicates that the model has an excellent predictive relevance. Therefore, the research model involving the four constructs, namely, top management commitment, green purchasing, green production, and operational performance, have good predictive relevance.

Figure 2 summarizes the research model with the analysis results using smartPLS software. The yellow boxes represent the indicator of the variable. The value lies on the line between the variable, and the indicator is the factor loading values. Furthermore, the value inside the circle indicates the average variance extracted (AVE), and the value of the line between variables is the path coefficient value.

Question:

H. References adapted to the journal template

Response:

Dear Reviewer/Editor, we highly appreciate your suggestion, and we have revised the references adapted from UCSM article

Basana, S. R., Suprapto, W., Andreani, F., and Tarigan, Z.J.H. (2022). The impact of supply chain practice on green hotel performance through internal, upstream, and downstream integration. *Uncertain Supply Chain Management*, 10(1), 169-180, DOI: 10.5267/j.uscm.2021.9.010

Nguyen, T.T.T, Nguyen, T.T.T, Tran, T.T., Luong, T.A., and Luu, K.C. (2022). The effect of corporate social responsibility on green supply chain management and firm performance. *Uncertain Supply Chain Management*, 10(3), 807-818, DOI: 10.5267/j.uscm.2022.3.013

Siagian, H., and Tarigan, Z.J.H. (2021). The central role of IT capability to improve firm performance through lean production and supply chain practices in the COVID-19 era. *Uncertain Supply Chain Management*, 9(4), 1005-1016, DOI: 10.5267/j.uscm.2021.6.012

Siagian, H., Tarigan, Z.J.H., and Basana, R.B. (2022). The role of top management commitment in enhancing competitive advantage: The mediating role of green innovation, supplier, and customer integration. *Uncertain Supply Chain Management*, 10(2), 477-494, DOI: 10.5267/j.uscm.2021.12.003

Tarigan, Z.J.H., and Siagian, H. (2021). The effects of strategic planning, purchasing strategy and strategic partnership on operational performance. *Uncertain Supply Chain Management*, **2021**, *9(2)*, 363-372, DOI: 10.5267/j.uscm.2021.2.006.

Reviewer/Editor: 2 (Second)

Question:

A. Contribution to the abstract must match the contribution to the research results ie: This study contributes to the supply chain management theories, particularly on the relationship of top management commitment, green purchasing, green production, and operational performance.....

Response:

a good review for valuable feedback for the article abstracts, we have change for detail:

Furthermore, operational performance is directly affected by green purchasing and green production. The green purchasing affects green production. In addition, top management commitment indirectly improves operational performance through green purchasing and green production. This result provides essential insight for the manager in the manufacturing industry that top management commitment and practicing green purchasing, and green production enhances operational performance. Furthermore, this research extends the acceptance of previous research related to top management commitment, green purchasing, and green production in improving operational performance. The novelty of this study is the revelation of mediating role of green purchasing and green production in the influence of top management commitment on operational performance. Hence, this study contributes to enriching the current research in supply chain management.

Question:

B. The structure of writing articles can be completed at the end of the introductory section.

Response:

Dear reviewer, we highly appreciate your suggestion, and we have revised research structure, with:

The discussion above demonstrates how top management commitment, green purchasing, and green production directly improve the company's operational performance. However, previous studies had only looked at or observed the direct association between the two factors. Furthermore, to the authors' best knowledge, no study has looked at all four variables relationship simultaneously. This study develops a model that addresses all four constructs simultaneously to investigate the impact of top management commitment on operational performance via the mediation of green purchasing and green pro-duction. The research methodology for this study is unique in that it explores the mediating role of green supply chain integration, which includes green purchasing and green production. The novelty of this study is, firstly, to examine the extended acceptance of those previous studies in a different population, i.e., manufacturing industry, and secondly, to investigate the mediating role of green purchasing and green production in im-proving the operational performance of the manufacturing companies. The findings of this study are expected to bring fresh insights that practicing environmental protection benefit the corporation in improving operational performance in the manufacturing industry. Furthermore, this research could enrich the existing supply chain management research.

Question:

C. Add literature and discussion from previous research related to Green purchasing.

Response:

Dear reviewer, we highly appreciate your suggestion, and we have revised

4.3. Green purchasing

Green purchasing refers to purchasing techniques that focus on minimizing waste sources and achieving recycling and reclamation when a product is purchased without compromising environmental needs by destroying components. On the other hand, green purchasing focuses on evaluating environmental performance in supplier selection and providing advice on improving their performance and acquiring environmentally friendly products (Santoso et al., 2022; Lee, 2021). Green purchasing can thus help ensure that suppliers build environmentally friendly oriented capabilities (S. Li et al., 2019; Zhang et al., 2019). Therefore, green purchasing is part of the supply chain's sourcing-reduction and recycling operations, and green purchasing can help reduce waste and encourage product recycling. Several studies on green purchasing have been published in the literature. Green supply chain management refers to a set of activities in the supply chain flow related to a company's environmental concerns, such as green purchasing, green design, green production, green distribution, and green marketing (Masa'deh et al., 2017; Yildiz Çankaya & Sezen, 2019). Green logistics, or green purchasing, are other terms for the green supply chain. The goal is to reduce waste from production, packing, and transportation by purchasing and using environmentally friendly materials (Cosimato & Troisi, 2015). Green purchasing can be defined as the activity of procuring raw materials of a company by considering the impact of environmental damage or purchasing raw materials to consciously care for the environment by reducing waste sources and reusing materials and still paying attention to product quality and still paying attention to customer satisfaction (González-Benito et al., 2016). Green purchasing has a strategic function in maintaining environmental sustainability (Tarigan & Siagian, 2021). Concerning the procurement function, green purchasing has six internal roles, namely, 1) building supplier awareness, 2) building a supplier system to care about the business environment, 3) collaborating with suppliers in sharing knowledge regarding the environment, 4) explaining to suppliers about green production, suppliers are required to have environmental requirements, and 5) suppliers actively contribute to the environment protection (Cosimato & Troisi, 2015). In addition, green purchasing represents the extent to which the company has established policies requiring suppliers to supply environmentally friendly raw materials, sets clear green material criteria, raw materials are more environmentally friendly, and the company collaborates with suppliers on an ongoing basis (Siagian et al., 2021).

Besides, the implementation of green purchasing activities minimizes pollution control expenses associated with the company's reputation and improves the environmental performance of companies, according to the research (Kalyar et al., 2020; Novitasari and Tarigan, 2022). In addition, Govindan et al. (2014) said that environmental friendliness, green purchasing, or procurement might be construed as incorporating environmental factors into purchasing policies, programs, and actions to reduce waste and assist in achieving GSCP.

Question:

D. In order for H7-H9 to be properly developed, the indirect hypothesis needs to be constructed.

Response:

Dear reviewer, we highly appreciate your suggestion, and we have revised the indirect hypothesis

2.3.9 Top management commitment and operational performance through the mediation of green purchasing

Green purchasing practicing consists of hazardous material substitution with the environment-friendly product and can then improve the quality of raw materials to impact the quality performance of goods expected by the company and, in the end, improve the firm performance (Achillas et al., 2018; Dubey et al., 2014; Yu et al., 2015). Green purchasing practicing requires new resources such as human resources, financial resources. In addition, green purchasing adoption needs a new strategy and policies directing the organization's activities in selecting the supplier being capable of fulfilling the green purchasing. The resources allocation, establishment of the policies, and supplier selection procedure constitute the top management responsibility. As indicated by previous studies, the top management commitment affects the success of the green purchasing practices (Blome et al., 2014; Yen & Yen, 2012). Hence, this argument implies that top management commitment affects operational performance through the mediation of green purchasing.

H7: Top management commitment affects operational performance through green purchasing.

2.3.9 Top management commitment and operational performance through green production

Green production process applications can benefit from competitive environmental friendliness, which can finally satisfy its customers and bring the company to grow more rapidly in implementing its company operations (Achillas et al., 2018). Furthermore, green production can reduce the cost of energy consumption to improve products through their quality (Sezen & Çankaya, 2013). Therefore, the company can gain a competitive advantage through green products because it can sell by-products at relatively lower prices, or companies can modify them to be products with good quality. In the same way, the company can increase flexibility and reduce the company's production costs. On the other hand, top management commitment is highly required to ensure the success of green production since it needs resources allocation such as new technology, human resources, and new capability. As has been discussed previously, top management commitment is required and affects the green production practice (Burki et al., 2019; Bhatia & Jakhar, 2021; Li et al., 2019). Based on this argument, a further hypothesis is postulated as follows.

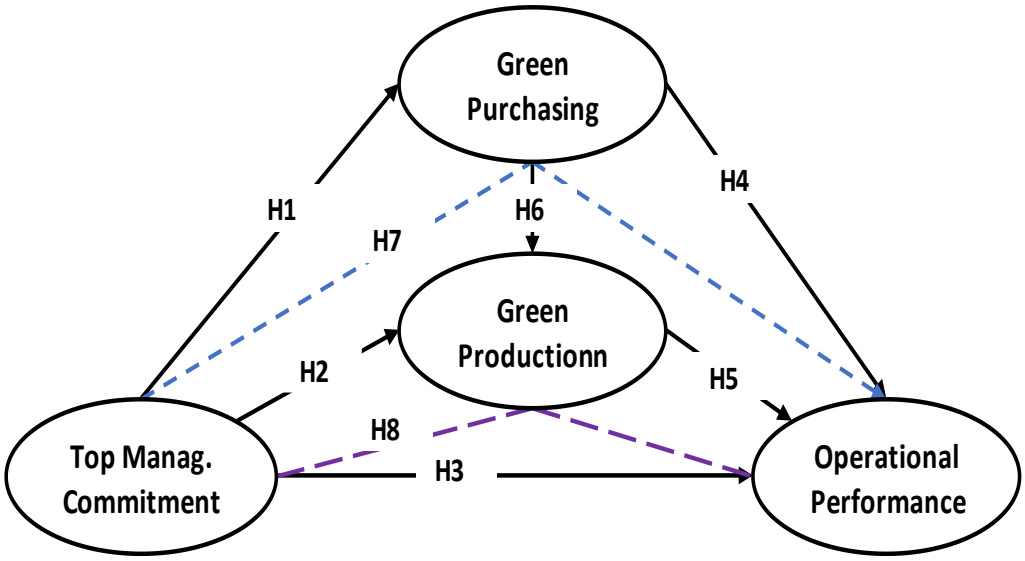
H8: Top management commitment affects operational performance through green production.

2.3.9 Top management commitment, green purchasing, green production, and operational performance

It has been noticed previously that top management commitment directly affects green purchasing since it needs new policies from the top management (Achillas et al., 2018; Dubey et al., 2014; Yu et al., 2015). The previous research also revealed that top management commitment is essential and required to adopt the green production sin it needs the resource allocation, which is the domain of the top management (Burki et al., 2019; Bhatia & Jakhar, 2021; Li et al., 2019).

This argument implies that top management indirectly affects operational performance through green purchasing and green production. Hence, the last hypothesis is proposed as follows:

H9: Top management commitment indirectly and positively affects operational performance through green purchasing, and green production.



Note. 1) black color line indicates the direct relationship, 2) colored dot line indicates the indirect relationship

Figure 1. Research framework

Question:

E. Measurement items cannot be found either in research methods or in literature reviews. Please complete.

Response:

Dear reviewer, we highly appreciate your suggestion. We have created measurement items but have not specified in detail each concept. We have added and revise for complete it.

The authors adopted the green purchasing assessment from previous research by Hsu et al. (2014) with the following measurement items: 1) buy environmentally friendly products from suppliers, 2) prioritizing suppliers who implement environmentally friendly management systems, 3) requires that suppliers be certified by ISO 14001, 4) prioritize the purchase of recyclable products, 5) avoid buying environmentally unfriendly materials such as lead or toxic materials, 6) applying environ-mental friendliness criteria is one of the requirements in evaluating suppliers.

From the exposure of green production literature, previous research by Pinto (2020) used the indicators of green production as follows: 1) attempt to eliminate waste in the production process, 2) trying to reduce environmental pollution, 3) trying to implement the recycling process, 4) implementing environmentally friendly production processes, 5) reduce material costs on target, 6) the production process runs efficiently or quickly, 7) improve the timely delivery of goods, 8)

not using toxic materials, 9) using technology to make the production process environmentally friendly.

Its measurement indicators determine the company's competitiveness as a form of its operational performance, including improved efficiency, quality improvement, productivity improvement, and cost savings (Cosimato & Troisi, 2015).

In contrast, business performance refers to financial performance related to return on investment, profitability, and net profit (Novitasari and Tarigan, 2022). The firm performance itself is the actual results or output produced by a company, which is then measured and compared with the expected results or outcome (Sundram, 2011). In this study, the operational performance is assessed adopting the indicators used by as follows: 1) improve the quality of the product, 2) reduce lead time or faster delivery process, 3) improve its competitive position in the market, 4) improve product development, 5) Increase sales in international markets.

The respondents were requested to either agree or disagree with their objective opinion. As determined in the literature section, ERP measurement instruments adopted research by Santoso et al. (2022) with green purchasing instruments use Hsu et al. (2014). Green production instruments use Pinto (2020), and operational performance instruments use Lai & Wong (2012). Green purchasing with six items, green production with nine items, ERP with seven items, operational performance with five items.

Question:
F. Conclusions need to be adjusted to the results of research and discussion.

Response:
Dear reviewer, we highly appreciate your suggestion. We have revise conclusions

This research has investigated how Top management commitment improves operational performance through green purchasing and green production in the manufacturing industry in East Java. This study has surveyed 122 manufacturing companies engaged in food and beverage, textile, and pharmacy in East Java, Indonesia. The conclusion of the results is highlighted as follows. The study has developed nine hypotheses to be examined, consisting of six hypotheses of direct relationship and three of indirect relationship between constructs. The result revealed that top management commitment enhanced green purchasing (H1), green production (H2), and operational performance (H3). Furthermore, operational performance is directly affected by green purchasing (H4) and green production (H5). Moreover, green purchasing support green production (H7). In addition, Top management commitment indirectly improves operational performance through green purchasing (H7) and green production (H8). Lastly, top management commitment indirectly affects operational performance simultaneously through green purchasing and green production (H9). The findings in this study consist of two groups of the result. Firstly, the analysis result on the direct relationship between constructs (6 hypotheses) extends the

acceptance of previous studies in the population of manufacturing companies, including food and beverage, textile, and pharmacy. Secondly, this study revealed the role of green purchasing and green production, which mediates the influence of top management commitment on operational performance.

Question:
G. The references should provide additions from the intended journal.

Response:
Dear reviewer, we highly appreciate your suggestion. We have added and revise from Uncertain Supply Chain Management,

Basana, S. R., Suprapto, W., Andreani, F., and Tarigan, Z.J.H. (2022). The impact of supply chain practice on green hotel performance through internal, upstream, and downstream integration. *Uncertain Supply Chain Management*, 10(1), 169-180, DOI: 10.5267/j.uscm.2021.9.010

Nguyen, T.T.T, Nguyen, T.T.T, Tran, T.T., Luong, T.A., and Luu, K.C. (2022). The effect of corporate social responsibility on green supply chain management and firm performance. *Uncertain Supply Chain Management*, 10(3), 807-818, DOI: 10.5267/j.uscm.2022.3.013

Siagian, H., and Tarigan, Z.J.H. (2021). The central role of IT capability to improve firm performance through lean production and supply chain practices in the COVID-19 era. *Uncertain Supply Chain Management*, 9(4), 1005-1016, DOI: 10.5267/j.uscm.2021.6.012

Siagian, H., Tarigan, Z.J.H., and Basana, R.B. (2022). The role of top management commitment in enhancing competitive advantage: The mediating role of green innovation, supplier, and customer integration. *Uncertain Supply Chain Management*, 10(2), 477-494, DOI: 10.5267/j.uscm.2021.12.003

Tarigan, Z.J.H., and Siagian, H. (2021). The effects of strategic planning, purchasing strategy and strategic partnership on operational performance. *Uncertain Supply Chain Management*, **2021**, *9(2)*, 363-372, DOI: 10.5267/j.uscm.2021.2.006.

UNIVERSITAS KRISTEN PETRA

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #1862

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id> Mon, Apr 25, 2022 at 7:58 PM
To: Babak Farhang <editor.uscm@gmail.com>

We have made improvements according to the suggestions of all reviewers. Please process

Best Regards

Zeplin Jiwa Husada Tarigan

UNIVERSITAS KRISTEN PETRA

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #1862

Babak Farhang <editor.uscm@gmail.com> Wed, Jun 15, 2022 at 3:14 PM
To: Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Dear Zeplin

I have received the comments from one of the reviewers and it appears that the paper could be considered for publication should it go under careful editing. We have a group of people who could do this and in case they do the editing your paper will be accepted. The cost of our service is $1000USD. However, it is not obligatory and you may use your own service. If you wish to use our service please let me know, otherwise, feel free to upload a high quality paper using the UPLOAD option.
In case you wish to use our service, please let me know so that I could send you details of the payment.

Sincerely
Farhang

UNIVERSITAS KRISTEN PETRA

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #1862

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id> Wed, Jun 15, 2022 at 9:21 PM
To: Babak Farhang <editor.uscm@gmail.com>

Yes, please proceed.
[Quoted text hidden]

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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #1862

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id> Wed, Jun 15, 2022 at 9:24 PM
To: Babak Farhang <editor.uscm@gmail.com>

Dear Babak Farhang

Thank you for your information.
Please give us an invoice so that tomorrow we make payment.

Best Regards

Zeplin Jiwa Husada tarigan

On Wed, Jun 15, 2022 at 3:14 PM Babak Farhang <editor.uscm@gmail.com> wrote:
[Quoted text hidden]

UNIVERSITAS KRISTEN PETRA

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #1862

Babak Farhang <editor.uscm@gmail.com> Wed, Jun 15, 2022 at 10:58 PM
To: Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Dear Zeplin

Thank you for your email. You may use the following two options to make the payment.

1. PayPal: In this case you could make $1000USD+4%=$1040USD to our account: growingscience@gmail.com
2. Bank account: Please make $1000+15$=$1015USD to the following bank account

Account Holder First Name: Seyed Jafar
Account Holder Last Name: Sadjadi
Bank Name: CIBC
Bank Address: 27 King St N, Waterloo, ON N2J 3Z6, Canada
Transit Number: 00452
Bank Account: 9088636
International Bank Swift Code: CIBCCATT
Tel.: Phone: +1 519-886-2960

The address of the bank account holder is also as follows,

970 Melbourne Ave
North Vancouver BC,
V7R 1N9 Canada

In case your bank is willing to make the payment in Canadian dollars, you may make $1300CAN to the following Canadian account

Account Holder First Name: Seyed Jafar
Account Holder Last Name: Sadjadi
Bank Name: CIBC
Bank Address: University of Waterloo Campus Center, Waterloo, N2L3G0
Transit Number: 06552
Bank Account: 3343863
International Bank Swift Code: CIBCCATT

Again The address of the bank account holder is also as follows,

970 Melbourne Ave
North Vancouver BC,
V7R 1N9 Canada

Once you make the payment, we will keep you informed shortly.

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> [Quoted text hidden]

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Growing Science

Growing Sciecne
970 Melbourne Ave
North Vancouver BC, V7R 1N9
British Colombia, Canada
Tel: 519-900-1541

Invoice No.

Bill To Invoice number: 2022-USCM
Address Petra Christian University
publication fee
Attn:Zeplin Jiwa Husada Tarigan

Tax Rate	0.00%
Invoice Total	$1,015.00
Total Amount Due	$1,015.00
Amount Paid	

Date	Description	Amount
6/15/2022	INFLUENCE OF TOP MANAGEMENT COMMITMENT IN IMPROVING OPERATIONAL PERFORMANCE THROUGH GREEN PURCHASING, AND GREEN PRODUCTION	$1,015.00
	Subtotal(USD$)	$1,015.00
	Shipping & Handling(USD$)	$0.00
	Total(USD$)	$1,015.00

Thanks for letting us serve you!

Seyed Jafar Sadjadi

Instruction for payment

Account Holder First Name: Seyed Jafar
Account Holder Last Name: Sadjadi
Bank Name: CIBC
Bank Address: 27 King St N, Waterloo, ON N2J 3Z6, Canada
Transit Number: 00452
Bank Account: 9088636
International Bank Swift Code: CIBCCATT

The address of the bank account holder is also as follows,

970 Melbourne Ave
North Vancouver BC,
V7R 1N9 Canada

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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #1862

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id> Thu, Jun 16, 2022 at 2:29 PM
To: Babak Farhang <editor.uscm@gmail.com>

Dear Babak Farhang

Thank you for the invoice that has been given to us.
I have made a payment of USD 1015 to the account that was given.

Please check.

Thank you for the opportunity for us to be published

Zeplin Jiwa Husada Tarigan
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BY CIMB NIAGA

Transfer Berhasil

Tanggal / Waktu	:	16 Jun 2022, 14:25
Nomor Referensi	:	RB0616170139610
Rekening Sumber Dana	:	****5800
Jenis Transaksi	:	Transfer Ke Luar Negeri
Negara Penerima	:	CAN
Nama Bank Tujuan	:	CIBC
Rekening Tujuan	:	9088636
Kode SWIFT	:	CIBCCATT
Nomor IBAN	:	9088636
Nominal Transfer	:	USD 1,015.00
Biaya Koresponden	:	OUR
Kurs	:	IDR 14,773.00
Biaya Admin	:	IDR 411,687.50
Nominal Setara	:	IDR 14,994,595.00
Total Transfer	:	IDR 15,406,282.50
Pesan	:	Payment USCM 1862 Zeplin
Tujuan Transaksi	:	Biaya Pendidikan
Status	:	SUKSES

Dengan melakukan transaksi ini, Saya menyatakan bahwa transaksi Saya tidak melebihi USD 25.000 bulan ini dan apabila melebihi Saya bersedia untuk memberikan dokumen yang dibutuhkan.

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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #1862

Babak Farhang <editor.uscm@gmail.com> Thu, Jun 16, 2022 at 3:23 PM
To: Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Dear Zeplin

Thanks for the payment. We will keep you informed shortly

Best

[Quoted text hidden]

> [Quoted text hidden]

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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #1862

Babak Farhang <editor.uscm@gmail.com> Thu, Jun 16, 2022 at 5:35 PM
To: Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Dear Zeplin

Kindly, please visit our website at https://www.growingscience.com/uscm/online.html download your paper, read it very carefully and let me know if there is any problem. Attached, please find the acceptance letter. Also, please sign the attached copyright form and email it back to me.

Sincerely
Farhang
[Quoted text hidden]

2 attachments

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acceptance letter.pdf
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From: Growing Science
200 King street North
N2J 4Z4, Waterloo, Ontario,
Canada, Tel: 519-900-1541
Date: June, 16, 2022

Dear Zeplin Jiwa Husada Tarigan

I would like to confirm that your paper entitled **"The effect of top management commitment on improving operational performance through green purchasing and green production"** with *Sautma Ronni Basana, Hotlan Siagian, Sahnaz Ubud* has been accepted for publication on Uncertain Supply Chain Management, An international journal.

Sincerely,

Seyed Jafar Sadjadi

Growing Science

UNIVERSITAS KRISTEN PETRA

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #1862

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id> Fri, Jun 17, 2022 at 1:36 PM
To: Babak Farhang <editor.uscm@gmail.com>

Dear Babak Farhang

We have checked in detail and are careful that everything is in order.
Thank you for the opportunity to publish our article.
Copyright we include in the attachment

Best Regards

Zeplin Jiwa Husada
[Quoted text hidden]

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As author of the article/contribution entitled: The effect of top management commitment on improving operational performance through green purchasing and green production

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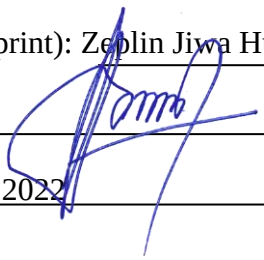
Signature: 

Date: June 16, 2022

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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #1862

Babak Farhang <editor.uscm@gmail.com> Fri, Jun 17, 2022 at 1:59 PM
To: Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Thanks

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> [Quoted text hidden]