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The relationship between passion, planning, goal setting, target achievement and sustainable supply chain in food industry

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ABSTRACT

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Food industry has vital importance globally in which supply chain sustainability plays a key role. Therefore, the objective of this study is to examine the role of passion, planning, goal setting and target achievement in a sustainable supply chain. This study examined the relationship between passion, planning, goal setting, target achievement and sustainable supply chain among the food industry of Indonesia. Questionnaire survey was preferred, and 500 questionnaires were used for data collection. Findings of the study concluded that passion has a positive role in target achievement and an insignificant effect on sustainable supply chain. Planning has a positive effect on target achievement and sustainable supply chain. Moreover, goal setting has a positive role in target achievement and no role in supply chain. Furthermore, target achievement has a significant mediating role. Finally, the relationship between passion, planning, goal setting, target achievement and sustainable supply chain has valuable contributions to the literature.

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1. Introduction

Dependency on supply chain activities is increasing among companies because supply to the companies and from the companies to outside stakeholders is most important. In both cases, the supply is important for the internal stakeholders of the company and external stakeholders. In case of internal stakeholders, supply of material is required for the manufacturing of goods. Timely manufacturing of goods is most important among the companies. In case of external stakeholders, the supply of goods to the suppliers and customers is most important. Internal supply is connected with external supply of goods because timely supply of material to the companies is required to fulfill the demand of external stakeholders. Therefore, supply chain activities have major concerns among the companies (Ul-Hameed, Mohammad, Shahar, Aljumah, & Azizan, 2019). Better supply among the companies is responsible for better performance of company's timely management of supply chain activities is the guarantee of better operations related to the supply chain which causes to increase the performance. Among all other factors of a company's performance, supply chain has a major role. Performance of company supply chain activities should have sustainability. Companies require consistent supply chain accuracy to enhance the performance of a company. Therefore, sustainability in the supply chain activities is required. To achieve the highest performance, sustainability in the supply chain is required. Increase or decrease in the supply chain performance of companies cannot achieve the highest performance. Number of previous investigations supported the importance of sustainable supply chain among different companies (Lim, Tseng, Tan, & Bui, 2017; Raut, Narkhede, & Gardas, 2017; Somjai & Jermsittiparsert, 2019; Jermsittiparsert, 2021). Therefore, the current study is also dealing with sustainable supply chain activities. This sustainability in the supply chain is also required in food supply companies. Food supply companies have a major role to

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play in the community which requires an active and consistent supply chain. Food industry has a significant contribution globally. It has vital importance in every country because these companies are dealing with the basic products required for the people to survive. Most importantly, these companies deal with the perishable products which have a few days life and require quick delivery to the customers. Therefore, in these companies, fast supply chain activities are required to handle food products. These products involve fruits as well as vegetables. These fruits and vegetables have a few days life therefore, a fast supply chain is required for these products to deliver from one point to another point. Therefore, the supply chain in the food industry is quite important as compared to the other industries (Bettin-Díaz, Rojas, & Mejía-Moncayo, 2018; Chen, Liu, & Oderanti, 2020). Along with the other countries, the food supply chain is most important in Indonesia. Indonesia is one of the countries with a huge population which requires a heavy amount of food supply on a daily basis. In this case, food supply is most important in Indonesia to fulfill the requirements of the country. Therefore, in Indonesia, supply chain sustainability is most important which requires quick supply chain activities. The Indonesian food industry is one of the widespread industries. It has a significant effect on the total exports of Indonesia. Therefore, it also has vital importance for Indonesia to export as well as other activities related to the various other countries. Therefore, this industry produces high revenue for Indonesia and contributes to the economic development.

The sustainable supply chain in the food industry of Indonesia can be achieved with the help of various factors. The focus of Indonesian food industry management on key areas can handle the issues in the food supply chain. The first key area is passion which is required among the employees of the food industry. As the significant level of passion among the company employees has the ability to increase sustainability in the supply chain. Passion is always important to achieve various objectives (Altaf, Hameed, Nadeem, & Arfan, 2019). Second, planning is also an important element of the food supply chain. Proper planning by the food supply companies in the supply chain has the potential to enhance target achievement which leads to sustainability in the supply chain. The third element is goal setting which is also important for employees. Goal setting is vital among all the activities of the company including supply chain. Therefore, passion among employees, planning and goal setting has a positive role in target achievement in food supply companies which causes an increased sustainable supply chain. Therefore, this study examined the relationship between passion, planning, goal setting, target achievement and sustainable supply chain among the food industry of Indonesia. The objective of this study is to examine the role of passion, planning, goal setting and target achievement in a sustainable supply chain. Furthermore, the mediation effect of target achievement is also examined. Number of studies have examined the sustainable supply chain (Mardani et al., 2020; Yadav, Luthra, Jakhar, Mangla, & Rai, 2020), however, literature have not examined the effect of passion, planning, goal setting and target achievement on sustainable supply chain among the food supply companies of Indonesia. Furthermore, previous studies also did not examine the mediation effect of target achievement in relation to the passion, planning, goal setting, target achievement and sustainable supply chain in food supply companies. Therefore, this study has a unique contribution to the literature along with practices. The relationship between passion, planning, goal setting, target achievement and sustainable supply chain among the food industry of Indonesia is given in Fig. 1.

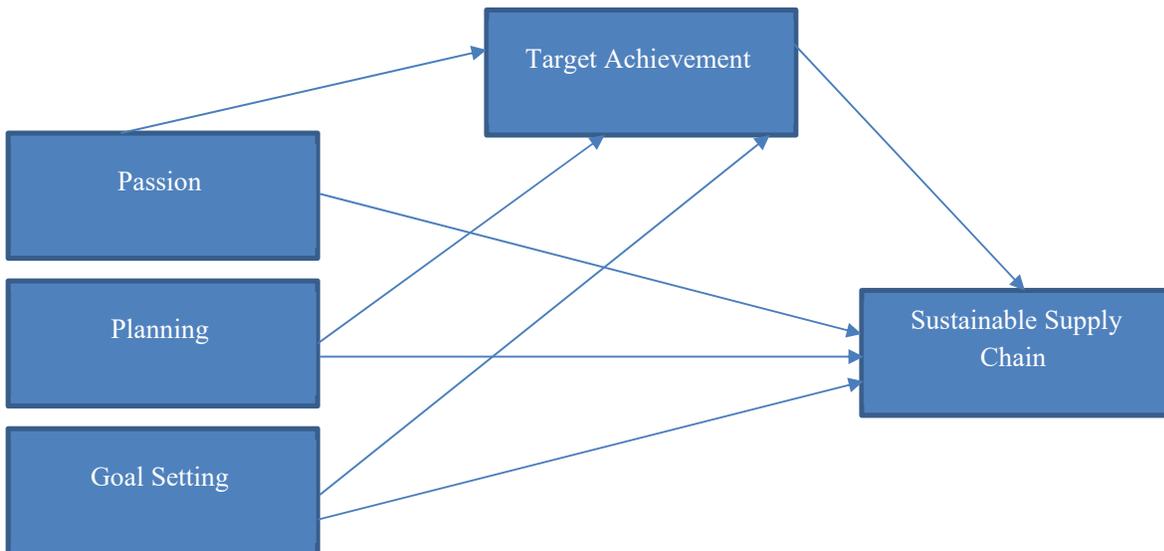


Fig. 1. Theoretical framework of the study showing the relationship between passion, planning, goal setting, target achievement and sustainable supply chain among the food industry of Indonesia

2. Literature Review

2.1 Passion, Target Achievement and Sustainable Supply Chain

Passion is a sensation of strong enthusiasm towards or convincing want for someone or something. Moreover, passion can range from keen attention to or appreciation for an idea, suggestion, or cause; to excited enjoyment of an interest as well as activity; to strong attraction, enthusiasm, or feeling towards a person. The passion among the employees of food companies has an important role. Particularly, it has an important role in the target achievement of these companies. A passionate employee always works hard to achieve the targets. Passion is a vital force which has a major role in target achievement. Generally, passion among the employees has a positive role in target achievement. As passion has the ability to increase performance (Clohessy, Whelan, & Paradis, 2020; Huéscar Hernández, Moreno-Murcia, Cid, Monteiro, & Rodrigues, 2020; Pan et al., 2020) which further increases the target achievement. Furthermore, passion among supply chain employees causes an increase in the satisfaction level which shows a positive role in target achievement. Furthermore, target achievement also shows the positive role in the supply chain. Target achievement is a vital element which shows a positive role. Passion increases the target achievement which further increases the supply chain. Hence, this discussion lead to the following hypotheses;

Hypothesis 1. Passion has a positive effect on target achievement.

Hypothesis 2. Passion has a positive effect on a sustainable supply chain.

2.2 Planning, Target Achievement and Sustainable Supply Chain

Planning is the procedure of thinking related to the actions obligatory to attain a desired objective. It is the very first as well as foremost action to attain desired results. It comprises the creation as well as preservation of a plan, such as psychological features that need conceptual skills. Planning has a vital role in any business activity. Better planning always leads to success; however, inappropriate planning has a negative role in business performance. As there is a connection between planning and performance (Domellöf et al., 2020). Better planning by the various companies has a relationship with the target achievement. As every company has a significant role in planning which has an effect on target achievement. Target achievement is handled by the various valuable planning by the employees. Better planning by the employee has the ability to achieve the targets of the company. Generally, companies first make the objectives and then make the planning. The target achievement is majorly based on the planning activities of the company. As in literature, there is a relationship between planning, target achievement and objectives (Magris, Pressey, Mills, Vila-Nova, & Floeter, 2017; Robèrt, 2017). Furthermore, planning has a vital role in the supply chain among the food supply companies of Indonesia. Better planning by the employees has the ability to enhance the supply chain. Hence, following hypothesis is proposed;

Hypothesis 3. Planning has a positive effect on target achievement.

Hypothesis 4. Planning has a positive effect on a sustainable supply chain.

2.3 Goal Setting, Target Achievement and Sustainable Supply Chain

Goal setting includes the growth of an action plan intended to inspire as well as lead a person or group of persons toward a main goal. Goal setting could be directed by goal-setting standards such as criteria for the performance achievement. Goal setting is a main section of personal development as well as management literature. The importance of goal setting among the business cannot be neglected (Huis, Hansen, Otten, & Lensink, 2019). Because goal setting has a vital role among the business activities to achieve the performance. Better goal setting by the employee has the ability to enhance the performance of various activities within the company. Especially, among the food supply companies of Indonesia, goal setting is most important which has a relationship with target achievement. Goal setting is also one of the points of planning. Both planning and goal setting have relationships (Kroll et al., 2019; Lenzen et al., 2018). Furthermore, target achievement has an effect on the supply chain. Any change in the goal setting in relation to the target achievement has a significant effect on the supply chain.

Hypothesis 5. Goal setting has a positive effect on target achievement.

Hypothesis 6. Goal setting has a positive effect on a sustainable supply chain.

2.4 Target Achievement and Sustainable Supply Chain

Target is the set of limitations in which the major objective will be achieved by the management of the company. In the food supply companies, target achievement has a major role in various activities. A personal achievement is an attribute that provides an individual with a sense of pride. Target achievement has an important role in supply chain activities. Better target achievement can increase the effectiveness of work. If the employee has not set the objectives, they cannot perform better in this situation. Therefore, target achievement among the food supply companies has the most important role. Target achievement is the major concern of the companies (Kumalasari, Novia, Agusti, & Anjarwi, 2019; Razzaq, Maqbool, &

Hameed, 2019) which causes an increase in the performance. Therefore, target achievement plays a mediating role between various factors. The mediation effect hypotheses are as follows;

Hypothesis 7. Target achievement has a positive effect on a sustainable supply chain.

Hypothesis 8. Target achievement mediates the relationship between passion and sustainable supply chain.

Hypothesis 9. Target achievement mediates the relationship between planning and sustainable supply chain.

Hypothesis 10. Target achievement mediates the relationship between goal setting and sustainable supply chain.

3. Research Methodology

To examine the relationship among different variables requires a quantitative or qualitative research approach. Both research approaches are recommended by the previous studies. The selection of the most appropriate technique is very important in any research study. This study is based on primary data analysis with the help of a survey instrument. Therefore, in the current study quantitative research approach is suitable rather than qualitative research approach. This study selected a quantitative approach because various previous studies also used a quantitative research approach in supply chain studies (Singsa, Sriyakul, Sutduean, & Jermstiparsert, 2019). Hence, by following the previous investigation, the current study selected a quantitative research approach to investigate the effect of passion, planning, goal setting and target achievement on a sustainable supply chain. Finally, to investigate the relationship between passion, planning, goal setting, target achievement and sustainable supply chain, this study designed a survey questionnaire with the help of previous studies. The measures for all variables were taken from the previous studies to design survey instruments. Finally, after development of scale, the questionnaires were distributed among the Indonesian food supply companies. Thus, the population of the current study is food supply companies from Thailand. Questionnaire survey was preferred, and 500 questionnaires were used for data collection. 231 questionnaires were received for data analysis. Simple random sampling was used for questionnaire distribution in food supply companies (Kaur, Patil, Shirk, & Taillie, 1996). Likert scale was applied in the current study for the collection of data and development of survey instruments. Likert scale was preferred in this study because this scale is appropriate for data collection from the employees of food supply companies.

4. Research Findings

Errors in the data related to the missing value (Aydin & ŞENOĞLU, 2018) has reasonable effects on the results of the data analysis. Therefore, to detect the missing value in the data, this study carried out preliminary data analysis as shown in Table 1.

Table 1
Data Statistics

	No.	Missing	Mean	Median	Min	Max	SD	Kurtosis	Skewness
PASS1	1	0	3.389	3	1	7	1.951	-0.838	0.42
PASS2	2	0	3.349	3	1	7	2.117	-1.145	0.412
PASS3	3	0	3.403	3	1	7	2.149	-1.15	0.414
PASS4	4	0	3.362	3	1	7	1.987	-1.057	0.39
PLANN1	5	0	3.403	3	1	7	1.914	-0.793	0.45
PLANN2	6	0	3.181	3	1	7	1.939	-0.851	0.444
PLANN3	7	0	3.315	3	1	7	2.05	-1.012	0.393
PLANN4	8	0	3.248	3	1	7	1.952	-1.022	0.373
GS1	9	0	2.966	2	1	7	2.196	-0.738	0.845
GS2	10	0	2.785	2	1	7	2.191	-0.613	0.924
GS3	11	0	3.054	2	1	7	2.167	-0.818	0.766
GS4	12	0	2.94	2	1	7	2.168	-0.719	0.841
TA1	13	0	2.872	2	1	7	2.35	-0.872	0.885
TA2	14	0	2.745	2	1	7	2.04	-0.192	1.059
TA3	15	0	2.94	2	1	7	1.97	-0.486	0.829
TA4	16	0	2.832	2	1	7	1.905	-0.166	0.931
TA5	17	0	2.779	2	1	7	2.072	-0.384	0.963
TA6	18	0	2.792	2	1	7	1.998	-0.36	0.923
TA7	19	0	3.034	2	1	7	2.28	-0.918	0.778
SSC1	20	0	2.879	2	1	7	2.308	-0.823	0.867
SSC2	21	0	2.698	2	1	7	2.032	-0.14	1.076
SSC3	22	0	2.886	2	1	7	2.169	-0.545	0.993
SSC4	23	0	3.51	4	1	6	1.527	-1.079	0.055
SSC5	24	0	3.416	4	1	6	1.754	-1.456	-0.036
SSC6	25	0	3.45	3	1	6	1.603	-1.321	-0.041
SSC7	26	0	3.45	3	1	6	1.595	-1.42	-0.013
SSC8	27	0	3.376	3	1	6	1.645	-1.51	-0.226

Note: PASS = Passion; PLANN = Planning; GS = Goal Setting; TA = Target Achievement; SSC = Sustainable Supply Chain

According to the literature, confirmatory factor analysis (CFA) with the help of Partial Least Square (PLS) is most effective to examine factor loadings (F. Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014; J. Hair, Hollingsworth, Randolph, & Chong, 2017; J. F. Hair, Ringle, & Sarstedt, 2013; J. F. Hair, Sarstedt, Pieper, & Ringle, 2012; Henseler, Ringle, & Sarstedt, 2015). Fig. 2 shows that passion is measured by using four items, planning was measured by using four items and goal setting is measured by using four items. Target achievement was measured through seven items and finally, sustainable supply chain was measured by using eight items. Therefore, all the constructs; passion, planning, goal setting, target achievement and sustainable supply chain have scale items above 0.7.

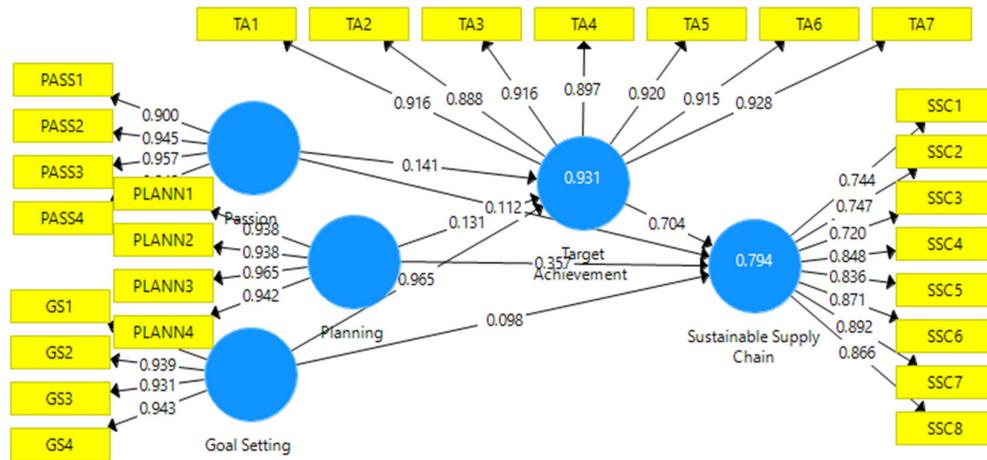


Fig. 2. Measurement Model

Table 2
Factor Loadings

	Goal Setting	Passion	Planning	Sustainable Supply Chain	Target Achievement
GS1	0.919				
GS2	0.939				
GS3	0.931				
GS4	0.943				
PASS1		0.9			
PASS2		0.945			
PASS3		0.957			
PASS4		0.949			
PLANN1			0.938		
PLANN2			0.938		
PLANN3			0.965		
PLANN4			0.942		
SSC1				0.744	
SSC2				0.747	
SSC3				0.72	
SSC4				0.848	
SSC5				0.836	
SSC6				0.871	
SSC7				0.892	
SSC8				0.866	
TA1					0.916
TA2					0.888
TA3					0.916
TA4					0.897
TA5					0.92
TA6					0.915
TA7					0.928

Note: PASS = Passion; PLANN = Planning; GS = Goal Setting; TA = Target Achievement; SSC = Sustainable Supply Chain

Reliability, convergent validity and discriminant validity are the most influential part of data analysis. Analysis cannot be proceeded further without the achievement of reliability, convergent validity and discriminant validity. Therefore, to achieve reliability and validity CFA was examined as the results are given in Table 3. It is found that composite reliability (CR) for passion, planning, goal setting, target achievement and sustainable supply chain is above 0.7. Moreover, it is given in Table 3 the average variance extracted (AVE) for passion, planning, goal setting, target achievement and sustainable supply chain is above 0.5 which achieved the convergent validity. Previous studies also recommended the minimum value for CR and AVE 0.7 and 0.5, respectively. Further to this, the current study examined discriminant validity with cross-loadings as given in Table 4 (Fornell & Larcker, 1981).

Table 3
Reliability and Convergent Validity

	Alpha	rho A	CR	AVE
Goal Setting	0.95	0.951	0.964	0.871
Passion	0.954	0.954	0.967	0.88
Planning	0.961	0.963	0.972	0.895
Sustainable Supply Chain	0.928	0.928	0.941	0.669
Target Achievement	0.966	0.966	0.972	0.831

Note: PASS = Passion; PLANN = Planning; GS = Goal Setting; TA = Target Achievement; SSC = Sustainable Supply Chain

Table 4
Cross-Loadings

	Goal Setting	Passion	Planning	Sustainable Supply Chain	Target Achievement
GS1	0.919	0.305	0.312	0.685	0.909
GS2	0.939	0.356	0.377	0.715	0.906
GS3	0.931	0.346	0.366	0.713	0.899
GS4	0.943	0.396	0.403	0.73	0.882
PASS1	0.344	0.9	0.871	0.617	0.316
PASS2	0.35	0.945	0.883	0.605	0.323
PASS3	0.333	0.957	0.856	0.591	0.305
PASS4	0.382	0.949	0.841	0.601	0.337
PLANN1	0.374	0.842	0.938	0.658	0.364
PLANN2	0.403	0.895	0.938	0.657	0.378
PLANN3	0.386	0.88	0.965	0.668	0.383
PLANN4	0.31	0.864	0.942	0.616	0.3
SSC1	0.69	0.313	0.355	0.744	0.615
SSC2	0.882	0.338	0.362	0.947	0.874
SSC3	0.857	0.298	0.326	0.892	0.873
SSC4	0.411	0.641	0.678	0.848	0.437
SSC5	0.386	0.684	0.717	0.836	0.412
SSC6	0.435	0.636	0.698	0.871	0.463
SSC7	0.499	0.69	0.716	0.892	0.51
SSC8	0.461	0.674	0.707	0.866	0.476
TA1	0.888	0.331	0.353	0.755	0.916
TA2	0.848	0.234	0.256	0.676	0.888
TA3	0.882	0.337	0.368	0.71	0.916
TA4	0.886	0.293	0.325	0.683	0.897
TA5	0.872	0.344	0.381	0.734	0.92
TA6	0.889	0.291	0.328	0.668	0.915
TA7	0.882	0.345	0.395	0.762	0.928

Note: PASS = Passion; PLANN = Planning; GS = Goal Setting; TA = Target Achievement; SSC = Sustainable Supply Chain

This section of the study is based on the testing relationships between variables. The effect of passion was examined on target achievement and supply chain. The effect of planning was examined on target achievement and supply chain. Moreover, the effect of goal setting was examined on target achievement and supply chain. Finally, the effect of target achievement was examined on the supply chain. The process was handled with the help of the PLS structural model (Henseler & Chin, 2010; Henseler et al., 2014; Henseler, Ringle, & Sinkovics, 2009; Iqbal & Hameed, 2020). Results are given in Table 5 showing that passion has a positive effect on target achievement and an insignificant effect on the supply chain. Planning has a positive effect on both target achievement and supply chain. Goal setting has a positive effect on target achievement; however, it has an insignificant effect on the supply chain. Finally, it is found that target achievement has a positive effect on a sustainable supply chain. This process is given in Fig. 3.

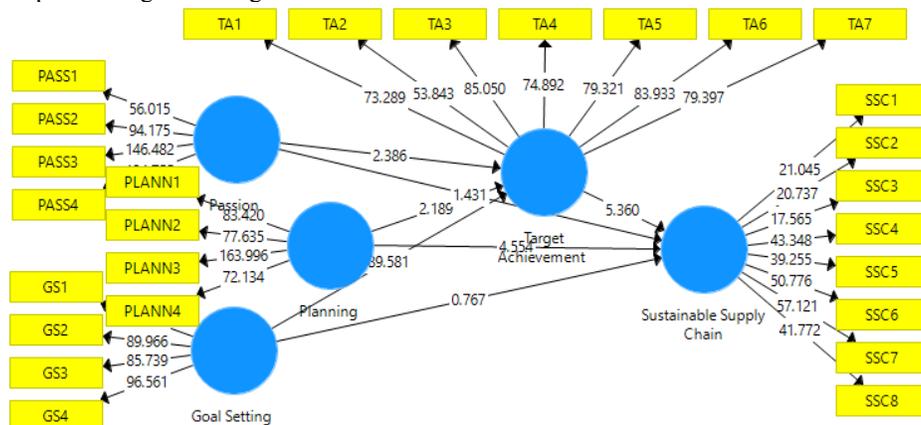


Fig. 3. Structural Model

Table 5
Direct Effect Results

	(O)	(M)	SD	T Statistics	P Values
Goal Setting → Sustainable Supply Chain	0.098	0.115	0.127	0.767	0.443
Goal Setting → Target Achievement	0.965	0.966	0.011	89.581	0
Passion → Sustainable Supply Chain	0.112	0.113	0.078	1.431	0.153
Passion → Target Achievement	0.141	0.138	0.059	2.386	0.017
Planning → Sustainable Supply Chain	0.357	0.361	0.078	4.554	0
Planning → Target Achievement	0.131	0.127	0.06	2.189	0.029
Target Achievement → Sustainable Supply Chain	0.704	0.717	0.131	5.36	0

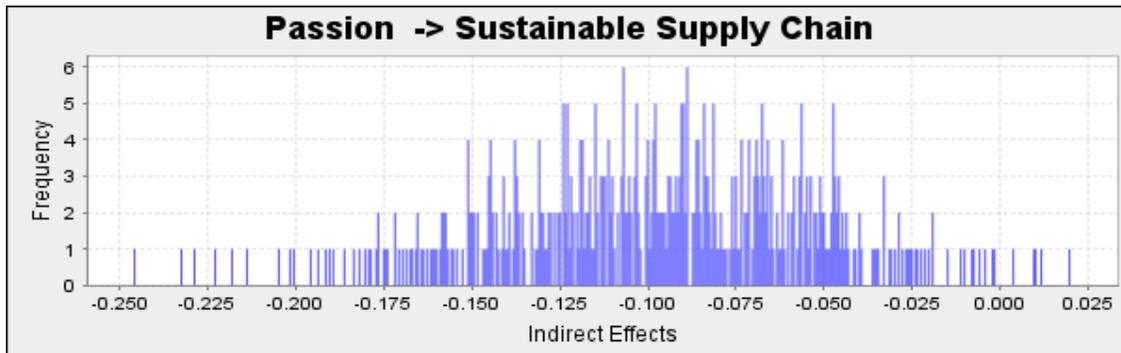
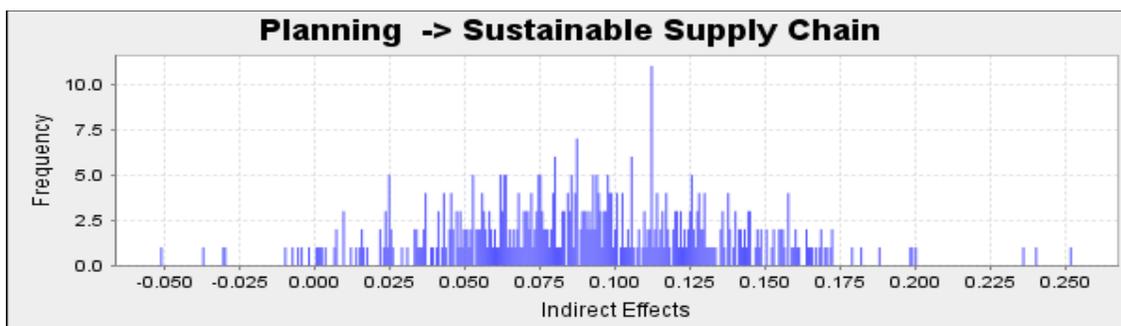
Note: PASS = Passion; PLANN = Planning; GS = Goal Setting; TA = Target Achievement; SSC = Sustainable Supply Chain

Indirect effect or mediation effect is given in Table 6. In this process, the mediation effect of target achievement was examined between passion and sustainable supply chain. The mediation effect of target achievement was also examined between planning and sustainable supply chain. Finally, the mediation effect of target achievement was examined between goal setting and sustainable supply chain. It is found that the mediation effect between passion and sustainable supply chain found t-value 2.226 which is significant, it is also given in Fig. 4. The mediation effect of target achievement between planning and sustainable supply chain found t-value 2.069 which is significant as shown in Fig. 5. Furthermore, the mediation effect of target achievement between goal setting and sustainable supply chain is also significant with t-value 5.368 which is shown in Fig. 6. Hence, these results show that target achievement reflects the positive effect of passion, planning and goal setting on a sustainable supply chain. This mediation effect was examined by considering the recommendations of Preacher and Hayes (2008).

Table 6
Indirect Effect Results

	(O)	(M)	SD	T Statistics	P Values
Goal Setting → Target Achievement → Sustainable Supply Chain	0.679	0.693	0.127	5.368	0
Passion → Target Achievement → Sustainable Supply Chain	-0.099	-0.098	0.045	2.226	0.026
Planning → Target Achievement → Sustainable Supply Chain	0.092	0.09	0.044	2.069	0.039

Note: PASS = Passion; PLANN = Planning; GS = Goal Setting; TA = Target Achievement; SSC = Sustainable Supply Chain

**Fig. 4.** Indirect Effect Histogram: Passion → Target Achievement → Sustainable Supply Chain**Fig. 5.** Indirect Effect Histogram: Planning → Target Achievement → Sustainable Supply Chain

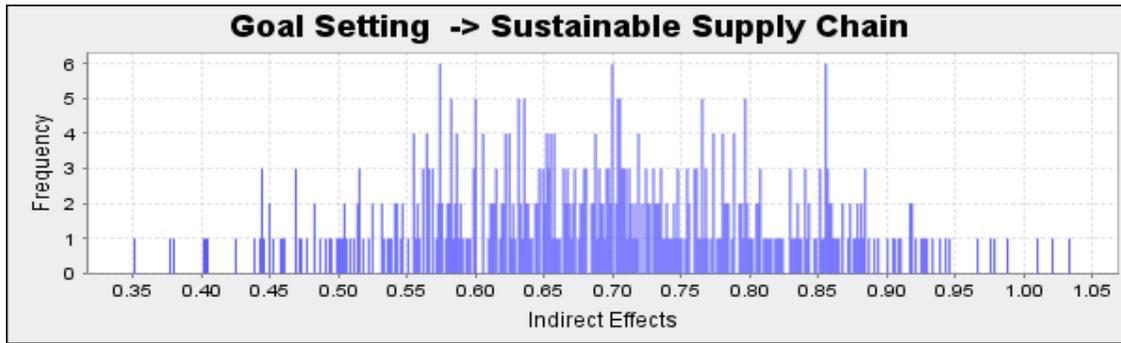


Fig. 6. Indirect Effect Histogram: Goal Setting → Target Achievement → Sustainable Supply Chain

After the analysis and examination of hypotheses results, the current study examined the variance explained in the sustainable supply chain. This variance was examined with the help of r-square value. The r-square value is 0.794 for the supply chain as shown in Fig. 2. It shows that all the variables; passion, planning, goal setting and target achievement has the potential to bring 79.4% in the supply chain which is strong (Chin, 1998).

5. Conclusion

The objective of this study was to examine the role of passion, planning, goal setting and target achievement in a sustainable supply chain. The relationship between passion, planning, goal setting, target achievement and sustainable supply chain among the food industry of Indonesia was examined with the help of collecting data from Indonesian food supply companies with the help of questionnaire surveys. Results of the findings shows that the supply chain is most important for the food supply companies. Literature also shows that a better supply chain of food supply companies has a major role in the daily activities of food supply in the whole country to fulfill the needs of people. Results of the study shows that passion of the employees have a positive role to enhance target achievement. Increase in the passion among the employees increases the target achievement. Moreover, planning has a positive effect on supply chain and target achievement. Better planning by the employee and management of food supply companies related to the food supply have a positive effect on supply chain and target achievement. Hence, improvement in planning activities improves the supply chain and target achievement. Furthermore, it is found that goal setting has a major contribution to target achievement, goal setting by the employee shows a positive role to improve target achievement efforts. Finally, target achievement has a positive effect on a sustainable supply chain. Therefore, passion, planning and goal setting has a positive effect on target achievement which further increases the sustainable supply chain in food supply companies of Indonesia.

6. Implications of the Study

The relationship between passion, planning, goal setting, target achievement and sustainable supply chain among the food industry of Indonesia which is examined in the current study has valuable contributions for literature. Because the effect of passion, planning and goal setting was not examined in relation to the target achievement. The effect of passion, planning and goal setting was not examined on the supply chain. Therefore, this is a unique relationship which has valuable contributions. Moreover, this valuable relationship was not previously examined among the food supply companies of Indonesia. Furthermore, this study also contributed by investigating the mediation effect of target achievement. The first mediation effect of target achievement was examined between passion and sustainable supply chain. The second mediation effect of target achievement was also examined between planning and sustainable supply chain. Finally, the third mediation effect of target achievement was examined between goal setting and sustainable supply chain. Practically, this study is valuable for food supply companies to enhance the supply chain in the food industry. This study suggested that food supply companies should enhance the supply chain with the help of passion, planning and goal setting.

7. Limitations of the Study

This study is limited to the Indonesian supply chain companies. The scope of study should be enhanced by involving other countries. The developing countries should be involved to examine the effect of passion, planning and goal setting on the supply chain. Developed countries have different food industries, therefore, it is suitable to include developing countries. Moreover, other variables should also include having an effect on the supply chain in food supply companies. Finally, the relationship between these variables is measured by using a survey questionnaire, however, this relationship can be better examined by taking interviews from the employees of food supply companies in Indonesia. Therefore, interviews should also be included in the current study to confirm the results obtained from the survey.

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