

# Uncertain Supply Chain Management

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## The influence of supply chain and knowledge-oriented leadership on the performance of village financial system operators and its implications on the level of village welfare

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### ABSTRACT

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The objective of this study is to examine the direct and indirect impact of Supply Chain and Knowledge-Oriented Leadership on the Performance of Village Financial System Operators and its consequences for the Level of Village Welfare. This study employed quantitative methodologies, using Saturation sampling techniques, and obtained a sample of 131 respondents who were village financial information system operators, consisting of 131 villages in Pringsewu Regency, Lampung Province, Indonesia. The data obtained from the surveys was further analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The findings of the research and data analysis indicate that: Knowledge-Oriented Leadership has a direct and substantial impact on the Performance of Village Financial System Operators. It also has a direct and substantial impact on the Village Welfare Level. The performance of the Village Financial System Operator has a direct and substantial impact on the Village Welfare Level. Additionally, the Supply Chain has a direct and substantial impact on the Performance of Village Financial System Operators and the Village Welfare Level; The performance of the Village Financial System Operator is able to partially mediate Supply Chain and Knowledge-Oriented Leadership on the Level of Village Welfare in Pringsewu Regency, Lampung Province, Indonesia, because the independent variable is able to significantly influence both directly and indirectly the dependent variable.

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## 1. Introduction

The level of welfare can be described as the overall state of individual contentment. This fundamental comprehension gives rise to an intricate comprehension that is categorized into two domains of contention. The first question pertains to the extent or range of the welfare substance, whereas the second question concerns the way the intensity of this substance can be quantified collectively. Welfare is a number of satisfactions that a person obtains from consuming the income they receive (Suyanto & Pudjianto, 2015). Nevertheless, the degree of welfare is inherently subjective as it hinges on the level of enjoyment derived from the consumption of income. According to Bahransyaf and Probosiwi (2013), welfare is a system of social, material and spiritual life and living that is filled with a sense of safety, decency and inner and outer peace that enables every citizen to make efforts to fulfil the physical, spiritual and social needs as best as possible for themselves, their household and public (Siregar & Jaffisa, 2020).

The relationship between the concept of welfare and the concept of needs is that by fulfilling these needs, a person is considered prosperous, because the level of needs is indirectly in line with the welfare indicators (Wang et al., 2021). Welfare is a system of social life and livelihood (Abidin, 2015). Materially and spiritually, followed by a sense of safety, decency and peace of self, household and society physically and mentally, which enables every citizen to make efforts to fulfil the physical,

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spiritual and social needs as best as possible for themselves, their household and society by uphold human rights (Zhang et al., 2024).

Welfare serves as an indicator of societal well-being, signifying a state of prosperity. Prosperity is a state of human well-being characterized by abundance, good health, and tranquility. Attaining this state necessitates exerting effort commensurate with one's capabilities. Economists perceive welfare as a reflection of both the individual's income stream and the society's ability to purchase goods and services. Based on this understanding, the concept of welfare has a narrow meaning because by only looking at income as an indicator of economic prosperity, it means that welfare is seen as the opposite of conditions of poverty (Palmer, 1993). According to Khatana and Goldberg (2022), the welfare of society is understood as social welfare. Khatana and Goldberg (2022) adding to Article 1 paragraph 1 of Law No. 11 of 2009 concerning Social Welfare: Social Welfare is the condition of fulfilling the material, spiritual and social needs of citizens so that they can live a decent life and be able to develop themselves, so that they can carry out their social functions.

There are several indicators of increasing people's welfare, including (1) a quantitative increase in income; (2) qualitatively better family health; and (3) the existence of family economic investment in the form of savings (Han & She, 2017). In Indonesia, social welfare is commonly seen as the objective or state of a flourishing existence, specifically the satisfaction of fundamental human necessities. While there is no specific and rigid definition of welfare, it generally encompasses provisions for basic needs like food, education, and healthcare. Additionally, it often encompasses additional social safeguards such as work possibilities, protection for the elderly, and measures to prevent poverty. There are ten criteria employed to assess the welfare level, specifically age, number of dependents, income, consumption or family expenses, living conditions, living facilities, health status of family members, accessibility of health services, ease of enrolling children in education, and availability of facilities.

The welfare of the population is very necessary to create a better life in the economic, social and political fields (Nugraha & Nugraha, 2002). However, the welfare of the village population in Indonesia is still relatively low and the economic situation is still in the growth stage, which means that the welfare of the Indonesian population really needs to be improved by empowering the regions (Yong, 2021). Development refers to the deliberate efforts made in various activities to promote the progress of a nation, encompassing the realization of the country's objectives to establish a thriving society. One aspect is the implementation of village development, which should be executed systematically and address the genuine requirements of rural communities. Hence, the progress of the community should be founded upon the village's capabilities and limitations. To realize village development, the role of community participation is needed, this is because the community is the one who knows more about the problems and potential of the village so that in this case the community is central to the village development process itself (Liu et al., 2023).

Traditionally, villages served as the precursor to the establishment of political society and governance in Indonesia, predating the emergence of the nation-state. Social structures, such as villages and traditional groups, have evolved into significant social organizations. This can be seen from the development of a village and the welfare of its residents, a decent income is highly expected by all Indonesian people, especially village communities, and they can develop all the potential of their village so that it can be utilized because with a good income their living needs can be met and they are far from the poverty line. The poverty line represents the threshold income level required to achieve a satisfactory standard of living within a certain country. From this explanation, to meet the needs of underprivileged village communities, they choose to create micro businesses or small businesses that can be done to increase their income, such as: farming, trade, industry, services, etc. However, to carry out these businesses, many of the population do not have sufficient capital to run these businesses and therefore the population really needs a source of capital to be able to run these businesses or jobs (Alshira'h, 2023).

In the present era of Sustainable Development Goals (SDGs), Data Revolution, Big Data, and Nawacita, information regarding development accomplishments serves as the primary data reservoir for policy makers in strategizing national development. The National Socio-Economic Survey (Susenas), conducted by BPS, serves as a valuable resource for obtaining a comprehensive understanding of the socio-economic landscape of society. Regional autonomy creates data needs up to the Regency/City level. This data is needed by district/city governments as a basis for formulating policies and evaluating development programs. In order to answer this need, starting in 2015, Susenas data collection was carried out in March with a sample of 300,000 households, making it possible to estimate at the district/city level. In addition, in 2022, the March Susenas sample size will be increased to 345,000 households.

The National Socio-Economic Survey (Susenas) produces various cross-sector statistics including: school participation, reading and writing ability, APS, GER, and NER for the education sector; health problems, use of health insurance, smoking behavior, provision of immunizations for toddlers and breast milk for toddlers, birthing places and birth attendants, as well as family planning participation in the health, fertility and family planning sectors; living conditions, water sources for bathing and washing for residential areas; ownership of a cellphone, internet access in the use of information technology, as well as government assistance/programs for community welfare. Susenas also collects data on household consumption and expenditure for both food and non-food commodities. From this data, average household consumption and expenditure as

well as average calorie and protein consumption per capita are obtained. Consumption and expenditure data detailed by commodity group can provide an overview of the consumption patterns of the population in a region.

Increasing transparency through internet media with the birth of the Village Development Information System Application (SIPEDE) received special attention from the Village Community Development and Empowerment Program Team (P3MD). The importance of the role of village assistants as village development facilitators is considered very necessary, to accompany villages for transparency in village development, with SIPEDE the community can see and monitor development activities in the village both related to development and the amount of the budget. In this application you will see how development is being carried out by the village and how the village community can monitor it. On the other hand, the SIPEDE application can also be used as mapping in monitoring village development and the use of village funds. Through this application, the Minister of Villages will periodically monitor developments so that he can take further action to overcome any problems faced in villages experiencing problems.

With the ratification of Law Number 6 of 2014 concerning Villages, and Regulation of the Minister of Home Affairs of the Republic of Indonesia No. 20 of 2018 concerning Village Financial Management, villages are given a great opportunity to manage their own governance and implement development to improve the welfare and quality of life of village communities. Apart from that, the village government is expected to be more independent in managing the government and the various natural resources it owns, including the management of village finances and assets. The village has such a big role, of course it comes with a big responsibility too. Therefore, the village government must be able to apply the principle of accountability in its governance, so that the implementation of village government must be accountable to the community in accordance with applicable regulations. BPKP, as the mandate bearer to accelerate increasing state financial accountability as stated in the fourth dictum of Presidential Instruction Number 4 of 2011, is developing a village financial management application system that can be used to assist village governments in managing village finances.

Problems that often occur in managing village funds. Firstly, there is a lack of resource capacity in managing village finances. For this reason, someone is needed who is skilled in preparing RPJMDs, RKPDes, Design and RAB as well as APBDes. Second, there is a lack of human resources capable of managing large amounts of funds, while spending on materials, tools and wages does not count towards the RAB. Third, the technology used in managing finances is not functioning. Technology was created to be applied and make it easier for users to do their work in order to improve the quality of performance. Successful implementation of the system will be able to produce information that is acceptable and able to meet information expectations in a timely, accurate and reliable manner.

Efforts to improve village welfare require a financial governance system in managing funds from the center. With good governance, it can help in managing village funds and using them more effectively and efficiently to help improve village welfare. Therefore, the important role of Village Financial System Operator Performance is very necessary. There are several factors that influence the level of village welfare, based on several studies that have been carried out, including according to research conducted by Chen & Sun (2024); Xu & Lee (2023); Xue et al. (2023); Zhang & Luo (2024); and Zhou et al. (2024) suggests that Knowledge-Oriented Leadership can have a positive and significant influence on the Village Welfare Level. Apart from that, other research conducted by Ashfaq et al. (2023); Bera (2023); Khan et al. (2023); Schowalter & Volmer (2023); and Sirén et al. (2016) suggests that Knowledge-Oriented Leadership can have a positive and significant influence on the Village Welfare Level. Then another research conducted by Ahn et al. (2022); Hajjighasemi et al. (2022); Jan et al. (2023); Niankara & Islam (2023); Perez Jolles et al. (2022); and Qu et al. (2023) which states that the Performance of Village Financial System Operators can positively and significantly influence the Village Welfare Level.

From the information above, further research is needed regarding efforts to improve village welfare, therefore researchers are interested in using this theme with the title “The Influence of Supply Chain and Knowledge-Oriented Leadership on the Performance of Village Financial System Operators and the Implications for the Level of Village Welfare in Pringsewu Regency”.

## 2. Literature review

### 2.1 Supply Chain on the Performance of Village Financial System Operators

The performance of an agency depends on the performance of its employees, where each employee is a driver for the running of a public service process in that agency (Deng et al., 2023). Good performance from employees will have a direct impact on people's satisfaction in obtaining the service itself. Employee performance refers to the employee's ability to carry out all the tasks for which he is responsible (Alatawi et al., 2023). These tasks are usually based on predetermined success indicators. As a result, it will be known that employees fall into certain performance levels, for example high performance levels, medium or low performance levels. Supply chain capability is the ability of an organization to identify, utilize and assimilate internal and external resources or information to facilitate overall supply chain activities (Edwards & Pinkerton, 2020). Dedeoglu et al. (2023) organizations need to consider supply chain issues to ensure that the supply chain supports the organization's

strategy. If the operations management function supports the overall organizational strategy, then the supply chain is designed to support the operations management strategy. The facilities and costs required to meet consumer needs, with the aim of achieving minimum costs and maximum service levels are all considered in supply chain management (Silva et al., 2023). Effective supply chain management can maintain competitive advantage and improve performance, because competition currently lies in competition between supply chains (Papapostolou & Kondili, 2023). In an effort to manage the supply chain in an organization, good and adequate financial system operator performance is needed, in order to make efficient use of all forms of funds spent. Likewise, in village financial management, the role of Financial System Operator Performance is very necessary in facilitating all village activity program efforts. Research conducted by El jaouhari et al. (2023); Ghasemzadeh & Pamucar (2022); Ivo de Carvalho et al. (2022); Pratap et al. (2023); and Surucu-Balci et al. (2024) which states that Supply Chain can have a positive and significant influence on the Performance of Village Financial System Operators. Based on this description, the following hypothesis is formulated:

**H<sub>1</sub>:** *Supply chain influences the performance of village financial system operators.*

## 2.2 Knowledge-Oriented Leadership on the Performance of Village Financial System Operators

Many researchers write about various leadership styles with a strategic leadership approach and various leader characteristics. One of them is a knowledge-oriented leadership style, where a knowledge-oriented leadership style is currently important for organizations to be able to face competition in the current era of digitalization (Naqshbandi & Jasimuddin, 2018). Knowledge-oriented leadership encourages learning and supports a learning environment that tolerates mistakes, where employees can explore and exploit knowledge for the benefit of their organization (Donate & Sanchez de Pablo, 2015). This means that employees will learn and respond better to environmental uncertainty when their leaders support the organization in acquiring and sharing knowledge (Chaithanapat et al., 2022). Here it can be learned that knowledge-oriented leaders will be willing to help seek open innovation and ultimately lead to sustainable competitive advantage (Naqshbandi & Jasimuddin, 2018). The Siskeudes application aims to make it easier for village governments to manage finances, so that they are more optimal. Also, as a control tool or benchmark for accountability in village financial management, so that it complies with applicable laws and regulations. With one input process in accordance with existing transactions, "SISKEUDES and SIA BUM Desa" can produce output in the form of administrative documents and reports that comply with statutory provisions. Research conducted by Dharmayanti et al. (2023); Kalra et al. (2023); Lee et al. (2023); Moschko & Blažević (2023); and Ullah Khan et al. (2023) which states that Knowledge-Oriented Leadership can positively and significantly influence the Performance of Village Financial System Operators. Based on this description, the following hypothesis is formulated:

**H<sub>2</sub>:** *Knowledge-oriented leadership influences the performance of village financial system operators.*

## 2.3 Supply Chain on Village Welfare Level

Badejo and Ierapetritou (2023) explains that goods are produced in the right quantity, at the right time and in the right place with the aim of achieving minimum overall system costs and also achieving the desired service level. In the development of an integrated supply chain, the development of trust and confidence among partners and the creation of reliability for them are important elements of success (Al-Banna et al., 2023). Using an accurate and complete information flow system at the right time and place and having coordinated and organized relationships with other members of the supply chain are requirements for smooth material flow with appropriate discipline and are worth considering (Papapostolou & Kondili, 2023). Thus, it is important and necessary to establish defined and defined relationships with other members of the supply chain. Logistics plays an important role in the smooth trade of commodities and products from villages to cities. The concept of rural logistics includes transportation, distribution, storage, handling of materials, packaging of goods in rural areas, as well as the flow of information and funds to support the production and consumption of rural residents (Silva et al., 2023). Rural logistics is more than just the outbound flow of agricultural products from rural areas. Rural logistics also includes the movement of agricultural inputs (such as fertilizer, machinery, equipment and agricultural facilities) and consumer products to rural areas. In addition, rural logistics includes the movement of home-based light industrial goods produced in the village (Zhang et al., 2024). Taking into account the characteristics of the agricultural sector in Indonesia and the rural logistics problems faced, several strategic initiatives to improve agricultural logistics are urgently needed. Areas of improvement include both the public sector and the private sector. Logistics plays an important role in the production and supply chain management of agricultural products which ultimately improves food safety and quality (Dedeoglu et al., 2023). Improving rural logistics helps farmers to harvest and market agricultural products more efficiently. Facilitating rural logistics systems will expand the market for agricultural products from villages to cities and global markets. Developing rural logistics can produce effective and efficient distribution channels between urban and rural areas (Wang et al., 2021). In addition, to improve the quality and value of agricultural products and provide cheap and high-quality consumer goods in rural areas (Han & She, 2017). Improving rural logistics will provide welfare for rural communities and equitable village economic growth to increase village resilience. Research conducted by Chen & Sun (2024); Xu & Lee (2023); Xue et al. (2023); Q. Zhang & Luo (2024); and Zhou et al. (2024) suggests that Knowledge-Oriented Leadership can have a positive and significant influence on the Village Welfare Level. Based on this description, the following hypothesis is formulated:

**H<sub>3</sub>:** *Supply chain influences the village welfare level.*

#### 2.4 Knowledge-Oriented Leadership on Village Welfare Levels

Knowledge-oriented leadership involves leaders who are active in seeking and developing new knowledge and encouraging employees to do the same. This creates an environment that facilitates knowledge exchange between team members and enhances collaboration (Donate et al., 2022). When a leader shows a clear interest in knowledge and serves as an example, employees are likely to feel inspired to follow in his or her footsteps and expand their knowledge. In addition, knowledge-oriented leadership can also influence knowledge sharing through employee learning goal orientation. Leaders who prioritize individual learning and development encourage employees to have a strong goal orientation regarding increasing their knowledge. They provide the support and resources necessary to achieve learning goals, such as training, mentorship, or access to relevant information sources (Banmairuroy et al., 2022). In such an environment, employees feel encouraged to seek new knowledge and share it with other team members, because they recognize that learning and knowledge exchange can support individual development and collective success (Huang et al., 2023). Knowledge-oriented leadership has direct and indirect positive effects on knowledge sharing within the organization. Through the example set by the leader, employees become more motivated to seek and share knowledge (Naqshbandi & Jasimuddin, 2018). In addition, leaders who encourage employee learning goal orientation also facilitate knowledge sharing by creating an environment that supports knowledge exchange and team collaboration. In an era where knowledge is becoming a valuable asset in the business world, knowledge-oriented leadership plays an important role in strengthening an organization's competitive advantage through the effective development and utilization of knowledge. Research conducted by Ashfaq et al. (2023); Bera (2023); Khan et al. (2023); Schowalter & Volmer (2023); and Sirén et al. (2016) suggests that Knowledge-Oriented Leadership can have a positive and significant influence on the Village Welfare Level. Based on this description, the following hypothesis is formulated:

**H<sub>4</sub>:** *Knowledge-oriented leadership influences the performance of village financial system operators.*

#### 2.5 Performance of Village Financial System Operators on Village Welfare Levels

Village financial management is an important issue in physical and non-physical development in village areas. The presence of Law of the Republic of Indonesia Number 6 of 2014 concerning villages. Village freedom to become an independent and autonomous village including managing and administering its own government. Management of village funds and assets for welfare and improving the quality of village life (Edwards & Pinkerton, 2020). Every year the government provides funds sourced from the State Revenue and Expenditure Budget (APBN) so that they can be used and managed as best as possible for physical and non-physical development. Fund management must also comply with transparent, accountable and participatory accounting principles. The hope is that with a village fund policy it can improve the economy and provide prosperity for the community. However, on the other hand, in improving village welfare, the performance of the Village Financial System Operator is important. The success of system implementation can be measured by whether or not the goal of creating the system is achieved efficiently and effectively and makes it easier for users to achieve their work goals (Alatawi et al., 2023; Huang et al., 2023). Therefore, the measure of success of the Siskeudes application is if village officials have implemented the application as a medium for managing village finances from the planning stage to the reporting or accountability stage, and it is proven to provide benefits and convenience to users according to the benefits of the Siskeudes application. Research conducted by Ahn et al. (2022); Hajjghasemi et al. (2022); Jan et al. (2023); Niankara & Islam (2023); Perez Jolles et al. (2022); and Qu et al. (2023) which states that the Performance of Village Financial System Operators can positively and significantly influence the Village Welfare Level. Based on this description, the following hypothesis is formulated:

**H<sub>5</sub>:** *The performance of the village financial system operator influences the village welfare level.*

**H<sub>6</sub>:** *Supply chain influences the village welfare level with the performance of the village financial system operator as an intervening agent.*

**H<sub>7</sub>:** *Knowledge-oriented leadership influences the performance of village financial system operators with the performance of village financial system operators as an intervening factor.*

### 3. Research methodology

The research method used uses associative quantitative research methods by looking for relationships between variables, data collection is carried out using survey techniques using questionnaires distributed to respondents (Purwaningsih, 2020; Purwaningsih, 2019; Purwaningsih et al., 2022; Purwaningsih et al., 2018). The location of this research was carried out in 131 villages in the Pringsewu Regency, Lampung Province, Indonesia. The research theory study was also taken from several references from relevant previous research, from electronic data references and from library references. Meanwhile, the primary research data uses data obtained from questionnaire data (Alexandro & Basrowi, 2024b, 2024a; Junaidi, Masdar, et al., 2024; Purwaningsih et al., 2024).

After determining the scope of the research, the researcher then determines the population and samples to be tested. The population used in this research was all Village Financial Information System Operators, totaling 131 people. The sampling technique used in this research was the saturation sampling technique, so the sample in this research was 131 respondents. The number of respondents is considered representative to obtain writing data that reflects the situation of the entire population (Hadi et al., 2019; Hamdan & Basrowi, 2024; Miari et al., 2024; Nuryanto et al., 2019).

The method for collecting data is to use accidental sampling techniques (Ghozali, 2018). The data analysis used in this research is quantitative analysis (Hadi et al., 2019; Hamdan & Basrowi, 2024; Junaidi, Basrowi, et al., 2024; Purwaningsih et al., 2024). Quantitative analysis is used to answer problems using Partial Least Square (PLS) analysis. PLS as an alternative to Structural Equation Modeling, which has a weak theoretical basis, can be used as theory confirmation (Hair et al., 2017). PLS is a method that uses the SEM (Structural Equation Modeling) model which is used to overcome the problem of relationships between complex variables but the data sample size is small. The SEM method has a minimum data sample size of 100 (Ghozali & Latan, 2017).

## 4. Results and Discussion

### 4.1 Results

#### 4.1.1 Structural Model Testing (Inner Model)

*Inner model* describes the relationship between latent variables based on substantive theory. In assessing the model with PLS, start by looking at the R-squares for each dependent latent variable. The results of inner model testing can see the relationship between constructs by comparing the significance and R-square values of the research model (Ghozali & Latan, 2017).

**Table 1**

R-Squares Value

Endogenous Variables	R-Square
Performance of Village Financial System Operators	0.834
Village Welfare Level	0.841

Source: Processed data, 2023.

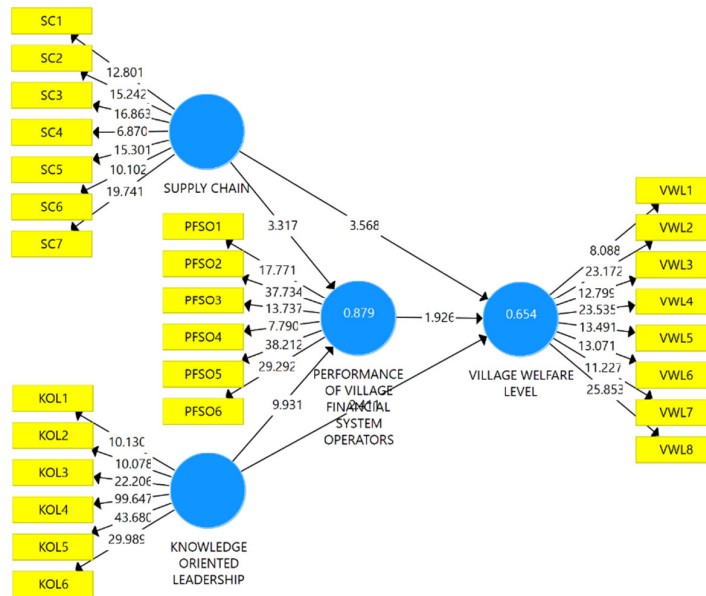
The R-square value of the Village Financial System Operator Performance variable of 0.834 in Table 1 shows that 83.4 percent of the Village Financial System Operator Performance variable is explained by the Supply Chain and Knowledge-Oriented Leadership variables while 16.6 percent is explained by variables outside the model. Likewise, the Village Welfare Level variable with an R-Square value of 0.841 means that 84.1 percent of the variability is explained by the Supply Chain, Knowledge-Oriented Leadership and Village Financial System Operator Performance variables, while 15.9 percent is explained by variables outside the model. The R-square value as shown in Table 1 is 0.834 and 0.841, which means moderate. The Q2 value of structural model testing is carried out by looking at the Q2 value (predictive relevance). To calculate Q2 you can use the formula:

$$\begin{aligned}
 Q2 &= 1 - (1-R1) (1-R2) \\
 Q2 &= 1 - (1-0.834) (1-0.841) \\
 Q2 &= 1 - 0.026 \\
 Q2 &= 0.973
 \end{aligned}$$

The results of Q2 calculations show that the Q2 value is 0.973. According to Hair et al. (2012), the Q2 value can be used to measure how good the observation values produced by the model and its parameter estimates are. A Q2 value > 0 (zero) indicates that the model is said to be good enough, while a Q2 value < 0 (zero) indicates that the model lacks predictive relevance. In this research model, the construct or endogenous latent variable has a Q2 value > 0 (zero) so that the predictions made by the model are considered relevant.

#### 4.2.2 Direct Effect Testing

Hypothesis testing regarding the influence of Supply Chain variables, Knowledge Oriented Leadership, Village Welfare Level, Village Financial System Operator Performance is presented in Fig. 1. Testing of hypotheses in the PLS method is carried out using simulations for each hypothesized relationship, in this case the bootstrap method is carried out on the sample. The bootstrap method also functions to minimize the problem of non-normality of the research data used. In this study, the T-table value with a significance of 5% was previously determined to be 1.656. All path coefficients have statistical t values above 1.656.



**Fig. 1.** Statistical t value of the Path Analysis Model  
Source: Processed data, 2023

**Table 2**  
Direct Effect

	T Statistics ((O/STDEV))	P Values
Knowledge Oriented Leadership → Performance of Village Financial System Operators	9.931 > 1.656	0.000 < 0.05
Knowledge Oriented Leadership → Village Welfare Level	2.411 > 1.656	0.017 > 0.05
Performance of Village Financial System Operators → Village Welfare Level	1.926 > 1.656	0.026 < 0.05
Supply Chain → Performance of Village Financial System Operators	3.317 > 1.656	0.037 < 0.05
Supply Chain → Village Welfare Level	3.568 > 1.656	0.019 < 0.05

Source: Processed data, 2023

Based on Table 2, it can be concluded that the Supply Chain and Knowledge-Oriented Leadership variables partially have a positive and significant influence on the Performance of Village Financial System Operators, because the t-statistical value of the Supply Chain and Knowledge-Oriented Leadership variables on the Performance of Village Financial System Operators is more than the value t-table (1.656). Then the Supply Chain variable and the Performance of the Village Financial System Operator partially have a positive and significant influence on the Village Welfare Level because the t-statistic value is more than the t-table value (1.656). However, Knowledge-Oriented Leadership partially has no effect on the Village Welfare Level because the t-statistic value is less than the t-table value (1.656).

**Table 3**  
Indirect Influence

	T Statistics ((O/STDEV))	P Values
Knowledge Oriented Leadership → Performance of Village Financial System Operators → Level of Village Welfare	4.253 > 1.656	0.000 < 0.05
Supply Chain → Village Financial System Operator Performance → Village Welfare Level	3.524 > 1.656	0.047 < 0.05

Source: Processed data, 2023

Based on Table 3, it can be concluded that the variables Supply Chain and Knowledge Oriented Leadership indirectly have a positive and significant influence on the Village Welfare Level through the Performance of the Village Financial System Operator. We can see this from the t-statistic value which is more than the t-table value (1,656).

4.3 Discussion

4.3.1 The Influence of Supply Chain on the Performance of Village Financial System Operators

Based on the findings from the research results, in the first hypothesis, it can be interpreted that Supply Chain can have a positive and significant influence on the Performance of Village Financial System Operators in Pringsewu Regency. This indicates that the higher the Supply Chain, the higher the Performance of Village Financial System Operators in Pringsewu Regency. Therefore, in an effort to improve the performance of Village Financial System Operators in Pringsewu Regency, it

is also necessary to improve the Supply Chain. Every employee is a driver for the running of a public service process in that agency (Deng et al., 2023). Good performance from employees will have a direct impact on people's satisfaction in obtaining the service itself. Employee performance refers to the employee's ability to carry out all the tasks for which he is responsible (Alatawi et al., 2023). These tasks are usually based on predetermined success indicators. As a result, it will be known that employees fall into certain performance levels, for example high performance levels, medium or low performance levels.

Supply chain capability is the ability of an organization to identify, utilize and assimilate internal and external resources or information to facilitate overall supply chain activities (Edwards & Pinkerton, 2020). Dedeoglu et al. (2023) organizations need to consider supply chain issues to ensure that the supply chain supports the organization's strategy. If the operations management function supports the overall organizational strategy, then the supply chain is designed to support the operations management strategy.

The facilities and costs required to meet consumer needs, with the aim of achieving minimum costs and maximum service levels are all considered in supply chain management (Silva et al., 2023). Effective supply chain management can maintain competitive advantage and improve performance, because competition currently lies in competition between supply chains (Papapostolou & Kondili, 2023). In an effort to manage the supply chain in an organization, good and adequate financial system operator performance is needed, in order to make efficient use of all forms of funds spent. Likewise, in village financial management, the role of Financial System Operator Performance is very necessary in facilitating all village activity programs. This research supports research conducted by El jaouhari et al. (2023); Ghasemzadeh & Pamucar (2022); Ivo de Carvalho et al. (2022); Pratap et al. (2023); and Surucu-Balci et al. (2024) which states that Supply Chain can have a positive and significant influence on the Performance of Village Financial System Operators.

#### *4.3.2 The Influence of Knowledge-Oriented Leadership on the Performance of Village Financial System Operators*

Based on the findings from the research results, in the second hypothesis, it can be interpreted that Knowledge-Oriented Leadership can have a positive and significant influence on the Performance of Village Financial System Operators in Pringsewu Regency. This indicates that the higher the Knowledge Oriented Leadership, the higher the Performance of Village Financial System Operators in Pringsewu Regency. Therefore, in an effort to improve the performance of Village Financial System Operators in Pringsewu Regency, it is also necessary to improve Knowledge-Oriented Leadership. Many researchers write about various leadership styles with a strategic leadership approach and various leader characteristics. One of them is a knowledge-oriented leadership style, where a knowledge-oriented leadership style is currently important for organizations to be able to face competition in the current era of digitalization (Naqshbandi & Jasimuddin, 2018). Knowledge-oriented leadership encourages learning and supports a learning environment that tolerates mistakes, where employees can explore and exploit knowledge for the benefit of their organization (Donate & Sanchez de Pablo, 2015). This means that employees will learn and respond better to environmental uncertainty when their leaders support the organization in acquiring and sharing knowledge (Chaithanapat et al., 2022). Here it can be learned that knowledge-oriented leaders will be willing to help seek open innovation and ultimately lead to sustainable competitive advantage (Naqshbandi & Jasimuddin, 2018).

The Siskeudes application aims to make it easier for village governments to manage finances, so that they are more optimal. Also as a control tool or benchmark for accountability in village financial management, so that it complies with applicable laws and regulations. With one input process according to existing transactions, SISKEUDES and SIA BUM Desa can produce output in the form of administrative documents and reports that comply with statutory provisions. This research supports research conducted by Dharmayanti et al. (2023); Kalra et al. (2023); Lee et al. (2023); Moschko & Blažević (2023); and Ullah Khan et al. (2023) which states that Knowledge-Oriented Leadership can positively and significantly influence the Performance of Village Financial System Operators.

#### *4.3.3 The Influence of Supply Chain on Village Welfare Levels*

Based on the findings from the research results, in the third hypothesis, it can be interpreted that Supply Chain can have a positive and significant influence on the Village Welfare Level in Pringsewu Regency. This indicates that the higher the Supply Chain, the higher the Village Welfare Level in Pringsewu Regency. Therefore, in an effort to increase the level of village welfare in Pringsewu Regency, it is also necessary to improve the Supply Chain. Badejo and Ierapetritou (2023) explains that goods are produced in the right quantity, at the right time and in the right place with the aim of achieving minimum overall system costs and also achieving the desired service level. In the development of an integrated supply chain, the development of trust and confidence among partners and the creation of reliability for them are important elements of success (Al-Banna et al., 2023). Using an accurate and complete information flow system at the right time and place and having coordinated and organized relationships with other members of the supply chain are requirements for smooth material flow with appropriate discipline and are worth considering (Papapostolou & Kondili, 2023). Thus, it is important and necessary to establish defined and defined relationships with other members of the supply chain. Logistics plays an important role in the smooth trade of commodities and products from villages to cities. The concept of rural logistics includes transportation, distribution, storage, handling of materials, packaging of goods in rural areas, as well as the flow of information and funds to support the production and consumption of rural residents (Silva et al., 2023). Rural logistics is more than just the outbound flow of agricultural



products from rural areas. Rural logistics also includes the movement of agricultural inputs (such as fertilizer, machinery, equipment and agricultural facilities) and consumer products to rural areas. In addition, rural logistics includes the movement of home-based light industrial goods produced in the village (Zhang et al., 2024). Taking into account the characteristics of the agricultural sector in Indonesia and the rural logistics problems faced, several strategic initiatives to improve agricultural logistics are urgently needed. Areas of improvement include both the public sector and the private sector. Logistics plays an important role in the production and supply chain management of agricultural products which ultimately improves food safety and quality (Dedeoglu et al., 2023). Improving rural logistics helps farmers to harvest and market agricultural products more efficiently. Facilitating rural logistics systems will expand the market for agricultural products from villages to cities and global markets. Developing rural logistics can produce effective and efficient distribution channels between urban and rural areas (Wang et al., 2021). In addition, to improve the quality and value of agricultural products and provide cheap and high-quality consumer goods in rural areas (Han & She, 2017). Improving rural logistics will provide welfare for rural communities and equitable village economic growth to increase village resilience. This research supports research conducted by Chen & Sun (2024); Xu & Lee (2023); Xue et al. (2023); Q. Zhang & Luo (2024); and Zhou et al. (2024) which states that Supply Chain can influence positively and significantly on the Village Welfare Level.

#### 4.3.4 *The Influence of Knowledge-Oriented Leadership on the Level of Village Welfare*

Based on the findings from the research results, in the fourth hypothesis, it can be interpreted that Knowledge-Oriented Leadership can have a positive and significant influence on the Village Welfare Level in Pringsewu Regency. This indicates that the higher the Knowledge Oriented Leadership, the higher the Village Welfare Level in Pringsewu Regency. Therefore, in an effort to increase the level of village welfare in Pringsewu Regency, it is also necessary to increase knowledge-oriented leadership. Villages have the authorities as regulated by the Village Law, referring to article 19 letters a and b of Law no. 6 of 2014 concerning Villages, which is meant by stating Village authority, includes, among other things, authority based on rights of origin, local authority on a Village scale. Village-scale local authority is the authority to regulate and manage the interests of the Village community which have been carried out by the Village or are able and effective to be carried out by the Village or which have arisen due to the development of the Village and the initiative of the Village community, including boat moorings, Village markets, public baths, irrigation canals, environmental sanitation, integrated service posts, art and study studios, as well as village libraries, village reservoirs and village roads."

Apart from that, "the Village Law also details village-scale local authority which includes, among other things; in the fields of Village government, Village development, Village community and Village community empowerment based on community initiative, original rights and Village customs. PDRT Village Ministerial Regulation (Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration) of the Republic of Indonesia Number 1 of 2015 concerning Guidelines for Authority Based on Rights of Origin and Village-Scale Local Authority regulates in more detail what Village-scale local authority is. In the field of Village government, Village scale local authority includes; determination and confirmation of Village boundaries; development of Village administration and information systems; determination of the Village Government organization; determination of Village BUM; determination of the Village APB; stipulation of village regulations and so on."

Village scale local authority in the field of Village development, covering basic Village services; Village facilities and infrastructure; Village local economic development; and utilization of natural resources and the Village environment. The Village community sector, Village scale local authority includes; fostering security, order and tranquility in the Village area and community; fostering harmony among Village residents; maintaining peace, handling conflicts and conducting mediation in the Village; and preserving and developing village community mutual cooperation. Meanwhile, village-scale local authorities in the field of community empowerment include; development of local arts and culture; organizing through the formation and facilitation of community institutions and traditional institutions; facilitation of community groups; facilitation for vulnerable groups, poor community groups, women, indigenous communities, and the disabled and others. Based on the division of leadership types in the Village, the attitudes or patterns that will be adopted in implementing local authority at the Village scale include the following; Village Government.

According to the regressive type of leadership, it is himself, no one else and what he says is considered the village decision and must be obeyed, in other words sabdo pandito Ratu. In addition, this leadership often refuses to be transparent, there is no accountability mechanism to the public. Meanwhile, conservative-involutionary leadership means that government tends to be normative and procedural. Running the government according to existing procedures, in terms of accountability this type of leadership only creates accountability report documents, in terms of transparency government administration usually only follows existing rules and regulations. Meanwhile, the innovative-progressive leadership type interprets village governance as a process of running government that involves community participation/initiative, is transparent and prioritizes performance accountability. Village Development. The series of Village development activities consists of planning, implementing and supervising activities. In regressive leadership, village development must be in accordance with his wishes, development programs are directed towards his own welfare. Meanwhile, the conservative, innovative leadership will carry out village development according to existing development planning mechanisms and what is important for him is that there are development program planning documents. Meanwhile, innovative-progressive leadership, village development is carried

out by involving community participation starting from planning, implementing and supervising development projects. Village Community. Village scale local authority in this case is the implementation of Village responsibilities in maintaining peace and order. In regressive leadership, maintaining peace and order in the Village is handled by himself, this leader will control the lives of the Village community, if there are people who are considered disturbing themselves, they will be dealt with, intimidated. The conservative-involutionary type of leadership in terms of maintaining peace and order in the village will be carried out procedurally by coordinating with the police and Babinsa.

Meanwhile, the innovative-progressive type of leadership will involve all elements of society, including jointly maintaining peace and order in the village. Village Community Empowerment. As with village-scale local authorities, village community empowerment is carried out by assisting the community to become empowered. Regressive leadership usually refuses to accompany village communities, empowered communities are seen as threatening their position. Conservative-involutionary leadership will only empower family, relatives or community members who can be controlled by it. Meanwhile, innovative-progressive leadership will empower villages by generating community initiatives, apart from that, this type of leadership will carry out cadre formation and prepare village cadres and open access to increase the capacity of village communities. This research supports research conducted by Ashfaq et al. (2023); Bera (2023); Khan et al. (2023); Schowalter & Volmer (2023); and Sirén et al. (2016) which states that Knowledge-Oriented Leadership can have a positive and significant influence on the Village Welfare Level.

#### *4.3.5 The Influence of Village Financial System Operator Performance on Village Welfare Levels*

Based on the findings from the research results, in the fifth hypothesis, it can be interpreted that the performance of the Village Financial System Operator can have a positive and significant influence on the level of village welfare in Pringsewu Regency. This indicates that the higher the performance of the Village Financial System Operator, the higher the level of Village Welfare in Pringsewu Regency. Therefore, in an effort to increase the level of village welfare, it is also necessary to improve the performance of village financial system operators in Pringsewu Regency. Village financial management is an important issue in physical and non-physical development in village areas. The presence of "Republic of Indonesia Law Number 6 of 2014 concerning villages. Village freedom to become an independent and autonomous village including managing and administering its own government. Management of village funds and assets for welfare and improving the quality of village life (Edwards & Pinkerton, 2020). Every year the government provides funds sourced from the State Revenue and Expenditure Budget (APBN) so that they can be used and managed as best as possible for physical and non-physical development. Fund management must also comply with the principles of transparent, accountable and participatory accounting." The hope is that with a village fund policy it can improve the economy and provide prosperity for the community. However, on the other hand, in improving village welfare, the performance of the Village Financial System Operator is important. The success of system implementation can be measured by whether or not the goal of creating the system is achieved efficiently and effectively and makes it easier for users to achieve their work goals (Alatawi et al., 2023; Huang et al., 2023). Therefore, the measure of success of the Siskeudes application is if village officials have implemented the application as a medium for managing village finances from the planning stage to the reporting or accountability stage, and it is proven to provide benefits and convenience to users according to the benefits of the Siskeudes application. This research supports research conducted by Ahn et al. (2022); Hajjghasemi et al. (2022); Jan et al. (2023); Niankara & Islam (2023); Perez Jolles et al. (2022); and Qu et al. (2023) which states that the Performance of Village Financial System Operators can positively and significantly influence the Village Welfare Level.

#### *4.3.6 The Influence of Supply Chain on Village Welfare Levels through the Performance of Village Financial System Operators*

The sixth hypothesis examines if there is a notable positive impact of the Supply Chain on Village Welfare Levels, mediated by the Performance of Village Financial System Operators in Pringsewu Regency. The findings of this study suggest that the Performance of Village Financial System Operators plays a crucial role in mediating the relationship between Supply Chain and the Level of Village Welfare in Pringsewu Regency, with a notable beneficial impact. This shows that the Supply Chain can directly influence the Village Welfare Level or indirectly through mediating the Performance of Village Financial System Operators in Pringsewu Regency. The type of mediation that is formed is Partial Mediation with Competitive Partial Mediation. This means that the independent variable is able to directly and indirectly influence the dependent variable significantly, then if the coefficient is positive then competitive partial mediation occurs.

#### *4.3.7 The Influence of Knowledge-Oriented Leadership on the Level of Village Welfare through the Performance of Village Financial System Operators*

The seventh hypothesis aims to determine whether Knowledge-Oriented Leadership has a substantial and beneficial impact on the Village Welfare Level. This impact is expected to occur through the mediation of the Performance of Village Financial System Operators in Pringsewu Regency. The findings of this study suggest that the Performance of Village Financial System Operators plays a crucial role in moderating the relationship between Knowledge-Oriented Leadership and the Level of

Village Welfare in Pringsewu Regency. This shows that Knowledge-Oriented Leadership can directly influence the level of Village Welfare or indirectly through mediating the Performance of Village Financial System Operators in Pringsewu Regency. The type of mediation formed is Partial Mediation with Competitive Partial Mediation. This means that the independent variable is able to directly and indirectly influence the dependent variable significantly, then if the coefficient is positive then competitive partial mediation occurs.

## 5. Conclusion

The objective of this study is to examine the direct and indirect impact of Supply Chain and Knowledge-Oriented Leadership on the Performance of Village Financial System Operators, and its implications for the Level of Village Welfare in Pringsewu Regency, Lampung Province, Indonesia. The research findings and data analysis indicate that Knowledge-Oriented Leadership has a direct and substantial impact on the Performance of Village Financial System Operators. Additionally, Knowledge-Oriented Leadership also has a direct and significant effect on the Village Welfare Level. Furthermore, the performance of the Village Financial System Operator directly influences the Village Welfare Level in a positive and significant manner. Moreover, the Supply Chain has a direct and positive impact on both the Performance of Village Financial System Operators and the Village Welfare Level; The performance of the Village Financial System Operator is able to partially mediate Supply Chain and Knowledge-Oriented Leadership on the Level of Village Welfare in Pringsewu Regency, Lampung Province, Indonesia, because the independent variable is able to significantly influence both directly and indirectly the dependent variable.

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