

# The Impacts of The Mechanism for Mobilizing and Using Financial Resources on The Efficiency of Supply Chain Linkage in The Agricultural Sector: A Case Study of Vietnam

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Using Exploratory Factor Analysis (EFA) and Structural Equation Modeling (SEM), this study aims to examine the effect of the mechanism for mobilizing and utilizing financial resources on the efficiency of supply chain linkage in the agriculture sector. With a sample size of 603 experts and managers from organizations involved in agricultural supply chain linkages, the results demonstrate the theoretical and practical significance of the research, as well as the significance of the mechanism for mobilizing and utilizing financial resources for agricultural supply chain linkages & the role of integration in the supply chain as an intermediary; information sharing and extroverted culture of participant organizations. In addition, the research confirms the precise relationship between integration and extroverted culture and supply chain members' information sharing.

**Key words:** The mechanism, financial resources; The supply chain; Efficiency of supply chain linkage; Agriculture.

## 1. INTRODUCTION

Organizations place greater emphasis on supply chain linkage management when they recognize the value of cooperation and connection. As the economy develops, specialization becomes more critical (Lummus et al., 1999), and firms tend to expand collaboration with other supply chain participants to take advantage of the quality resources of partners at a lower cost rather than self-producing with lesser efficiency. Therefore, firms wish to strengthen their connections to manage supplies and distribution channels better to optimize costs and increase customer happiness, thereby enhancing their competitiveness and profitability (Anderson et al., 1990; Lee et al., 2000). Many researchers concurred that supplier chains, not firms, compete (Christopher et al., 2004). Several conditions must be met to attain supply chain linkage efficiency or to apply the management philosophy: Mutually sharing risks and gains (Cooper et al., 1997), Cooperation (Tyndall et al., 1998), The same aims that concentrate on target customers (La Londe et al., 1994), and Long-term relationship (Croxtton et al., 2001).

Financial resources are the quantity of value expressed in

money that is generated through developing and exploiting various sources of capital to establish socio-economic and distribution relations that are appropriate and relevant to a particular level of development. A mechanism for mobilizing and allocating financial resources is a method for obtaining funds from various sources to fulfill specific objectives. Establishing methods and techniques for allocating financial resources to mobilize and utilize them is essential.

As the environment evolves, companies must likewise evolve and adapt to survive. Organizations tend to strengthen partnerships to reduce the effects of supply-demand, technological, and environmental fluctuations (Bowersox et al., 1996; Chen et al., 2004; Mentzer et al., 2001). In terms of operation management, numerous authors have studied and suggested that situational factors such as organizational culture (McDermott et al., 1999; Nahm et al., 2004; Naor et al., 2008), enterprises scale (Jayaram et al., 2010), and business strategy of organizations (Sousa et al., 2001) influence the efficiency of supply chain linkages.

In practice, as integration and globalization occur, the

world is becoming more uncertain; instability and trade liberalization promotes open-linked areas; supply chains are an effective solution for businesses to co-exist; therefore, it is essential, from the perspective of supply chains, to recognize the benefits and challenges that agricultural products are facing and to develop strategies for the future challenges of Vietnamese agricultural products. An estimated 85 to 90 percent of Vietnamese agricultural products are exported under foreign-brand intermediaries. Numerous Vietnamese businesses exporting agricultural products must use the trademarks of commercial intermediaries in the host countries. Some need to use more than ten, or even twenty, foreign trademarks for their products. In other words, even though Vietnamese agricultural products circulate in supply chains, they lack their trademarks and only account for 25% of the price paid by customers. In addition, many organizations and individuals in Vietnam who participate in the agricultural supply chain are unaware of and preoccupied with future hazards; the link between scientific and technological research and application institutions and agricultural firms is weak and discordant. These are some barriers that impede the effectiveness of the Vietnamese agricultural supply chain.

This study seeks to examine the effect of the mechanism for mobilizing and deploying financial resources on the effectiveness of supply chain linkage. In the context of Vietnamese agriculture, the results demonstrate the theoretical and practical significance of the research and the significance of the mechanism for mobilizing and utilizing financial resources for supply chain linkages in the agricultural sector & the role of integration in the supply chain as an intermediary; information sharing and extroverted culture of participants; Recommendations to improve the efficiency of supply chain linkage of Vietnamese agriculture.

## 2. LITERATURE REVIEW AND THEORIES

### 2.1 Literature review

The mechanism is the structure of a body with different components that are closely related to each other and the means of operation or the operation of that body; in other words, it is the interactions between components of a body's structure, which are affected by predefined principles and processes, to achieve a particular result (Yun, 2005). Human is the subject of management. Hence human recognition has a significant impact on it. The subject's knowledge in constructing a mechanism for mobilizing and utilizing financial resources refers to the awareness of authorities, managers, and pertinent individuals (Hoang, 2018; Ly, 2017). Managers comprehend the methods and procedures of the task and its deficiencies and flaws, allowing them to provide recommendations to finish the mechanism. Thus, the awareness and attitude of managers are crucial (Hoang, 2018). Even if the mechanism is demonstrated to be effective, its implementation would be hindered by a lack of managerial knowledge and abilities, which could result

in the erroneous application of the mechanism.

The notion of the supply chain is evolving in numerous industries, including logistics and material management (Forrester Jay, 1961), networks, and market connection management (Chen et al., 2004). (Ford, 1990). International competitiveness (Handfield et al., 1999) or the dangers of environmental variations, including changes in supplies, demand, and technology (Chen et al., 2004; Mentzer et al., 2001) and the opportunity of new markets cause the formation of supply chain links (Frohlich et al., 2001). Based on the theoretical and practical evolution of the notion of supply chain linkage, Bechtel et al. (1997) identified four distinct schools of thinking regarding supply chain linkage: (1) linkage/logistics school views supply chain linkage as links of logistics activities; (2) information school investigates the linkage of information from within and outside the enterprise; (3) integration/process school investigates the links of business activities among enterprises in the supply chain; and (4) functional chain awareness school categorizes supply chain links as external links (among enterprises) and internal links (within the enterprise) (among departments).

According to Lee et al. (1997), supply chain integration must be considered from three perspectives: (1) customer integration, (2) supplier integration, and (3) enterprise integration. Customer integration or linkages with customers entails the alignment of production planning and forecasting, the capacity of businesses to communicate with customers, and the delivery of the desired products with the required quality and on time. Vertical integration in the supply chain refers to a company's involvement in all phases. In contrast, horizontal integration refers to a company's involvement in only a few stages and cooperation with other companies for the other stages. Connection is essential in the supply chain to ensure that data, resources, and products are sent and delivered accurately and on schedule (Lambert et al., 2000). According to Hari et al. (2005), information sharing is the process or action of transferring existing information inside an organization from those who have it to those who do not. Tsui et al. (2006) argued that information sharing is an activity in which employees can exchange their knowledge and experience, accelerating and reducing the cost of projects and plans. Information sharing at the organizational level can be viewed from four perspectives, according to the research of Sezen (2008) and Ipek (2011): (1) sharing information with customers; (2) sharing information with suppliers; (3) sharing information between departments; and (4) sharing internal knowledge and values. Barney (1986) is regarded as one of the most widely recognized organizational structure theories. In his research of firms sustained competitive advantage, he described organizational culture as "a collection of values, beliefs, assumptions, and symbols that shape how an organization does business." Organizational culture distinguishes one organization from another (Schein,

1990) and is a resource that can enhance competitiveness (Barney, 1986); it plays a significant role in the organization's success and performance (Denison et al., 1995), and it influences the outcome of initiatives and innovations that the organization is implementing (Detert et al., 2000). It has been demonstrated that organizational culture influences the adoption of technology (McDermott et al., 1999; Zammuto et al., 1992), production outcomes (Nahm et al., 2004), and quality management in operations management (Naor et al., 2008; Prajogo et al., 2005). (1) Basis of truth and logic in the organization; (2) time; (3) motivation; (4) stability vs. change; (5) orientation to work and coworkers; (6) isolation versus collaboration; (7) Control, co-ordination, and responsibility; (8) Internal and/or external direction and emphasis.

## 2.2 Research Hypothesis

*The mechanism for mobilizing and using financial resources and the efficiency of supply chain linkage*

Organizational structure and technological facilities are vital for constructing, operating, and completing the system for mobilizing and employing financial resources (Ammons et al., 2001). In addition to logistics management, supply chain management encompasses the management of other business operations, such as the flow of commodities and information in the supply chain (Lambert et al., 2000). Cooperation and long-term operation of the links between organizations and individuals within the supply chain rely on the system's effectiveness in mobilizing and deploying financial resources. This study proposes the following hypothesis to evaluate the impact of the mechanism for mobilizing and utilizing financial resources on the efficiency of supply chain linkage in the context of Vietnamese agriculture:

**H1:** *The mechanism for mobilizing and using financial resources is directly proportional to the efficiency of supply chain linkage in Vietnamese agriculture.*

### 2.2.1 The Mechanism for Mobilizing and Using Financial Resources and Integration in The Supply Chain

In supply chain management, the interdependencies between logistical tasks are extensively explored. These connections include both those from within and those from outside the enterprise. Logistics integration entails coordinating logistics-related tasks such as inventory management, freight management, warehouse management, and order and purchase management (Romano, 2003). This study examines the relationship between the method for mobilizing and utilizing financial resources and supply chain integration.

**H2:** *The mechanism for mobilizing and using financial resources is directly proportional to the integration of supply chain linkage in Vietnamese agriculture.*

### 2.2.2 Integration and Efficiency of Supply Chain Linkage

Compatible with the notion of the relationship between

strategy, structure, and business performance, the impact of business strategy on supply chain connectivity is consistent with the theory of the relationship between strategy, structure, and business performance (Williams, 1992). This idea posits that corporate strategy supports changes in organizational structures and procedures and influences business performance (Habib et al., 1991). Regarding this topic, the authors hypothesize:

**H3:** *Integration is directly proportional to the efficiency of supply chain linkage in Vietnamese agriculture.*

### 2.2.3 The Mechanism for Mobilizing and Using Financial Resources and Information Sharing of Participants

In addition to efficacy, the frugality of the system for mobilizing and deploying financial resources is a crucial necessity in developing and perfecting management (Nguyen et al., 2020). According to Ipek (2011), sharing information amongst supply chain participants can positively affect the efficiency of the supply chain with suitable use. Co-ordination between participants in the agricultural industry improves the efficiency of the supply chain and facilitates information sharing between businesses. Consequently, the following can be hypothesized:

**H4:** *The mechanism for mobilizing and using financial resources is directly proportional to the integration of supply chain linkage in Vietnamese agriculture.*

### 2.2.4 The Correlation of Information Sharing Between Participants and The Efficiency of The Supply Chain

Information sharing is one of the critical components that shape the values of companies. Numerous investigations asserted that information exchange among participants improves supply chain linkage efficiency (Li et al., 2006; Madlberger, 2009). Information sharing enables businesses to make better decisions regarding predicting, placing orders, and planning production and material inputs based on inventory, demand, and supply capacity data. In addition to reducing predicting uncertainty and risk, information sharing and greater cooperation have several additional benefits (Li et al., 2006; Zhou et al., 2003). Regarding this topic, the authors hypothesize:

**H5:** *Information sharing among participants is directly proportional to the efficiency of supply chain linkage in Vietnamese agriculture.*

### 2.2.5 The Mechanism for Mobilizing and Using Financial Resources and Extroverted Culture

Successful firms do not have a common structure or management style; they achieve success by adjusting their structures and management styles to the business environment. In other words, organizational structure and management style are significant aspects that might influence the performance of an organization. Tosi Jr et al. (1984) expanded the notion of randomness by proposing three situational aspects that influence the performance of

organizations: (1) persons and organizations; (2) strategic decisions and organizational design; and (3) organizational culture. Organizational culture is most influential because it shapes attitudes, values, and principles. In the contemporary context of companies engaging in the supply chain linkage in Vietnamese agriculture, and to examine the effect of the mechanism for mobilizing and utilizing financial resources on the extroverted cultures of chain participants, this study proposes:

**H6:** *The mechanism for mobilizing and using financial resources is directly proportional to the extroverted culture of participants of the supply chain linkage in Vietnamese agriculture.*

**2.2.6 The Correlation Between the Extroverted Culture of Participants and The Efficiency of The Supply Chain**

As a process, supply chain linkages encourage enterprise cooperation with suppliers and customers and even extend to promote enterprise cooperation with upstream suppliers and downstream customers (Fawcett et al., 2002). Consequently, based on the contrast between extroverted and introverted cultures, supply chain linkage might be characterized as more extroverted than introverted. A business with an extroverted culture prefers to tolerate environmental risk to interact with and adapt to its surroundings. In contrast, businesses with an introverted culture tend to prioritize internal resources over extending relationships (Denison et al., 1991). Therefore, extroverted firms may find it easier to promote connectivity amongst supply chain members than introverted organizations. Consequently, it is hypothesized:

**H7:** *Extroverted participants' culture is directly proportional to the efficiency of supply chain linkage in Vietnamese agriculture.*

**2.2.7 Integration In Supply Chain and Information Sharing Among Participants**

For an organization to share its internal information with

other organizations (Suh et al., 2013), there must be a close relationship between these entities, a sort of promised alliance. Integration in the supply chain results in strategic collaborations between numerous chain players, and these partnerships facilitate the sharing of accurate and timely information. (Ipek, 2011; Li et al., 2006; Yeung et al., 2009). Li et al. (2006) found that it is possible to determine the extent of information exchange in a supply chain by evaluating its level of integration. Regarding this topic, this study hypothesizes:

**H8:** *Integrations are directly proportional to the integration of supply chain linkage in Vietnamese agriculture.*

**2.2.8 Extroverted Culture and Information Sharing Among Participants**

All enterprises in the supply chain could receive benefits such as more efficient use of resources by enhancing their competitive advantages (Cooper et al., 1997). Enterprises also exhibit dynamism in their supply chain links. Therefore, dynamic businesses with high adaptability tend to foster cooperation with supply chain partners. These enterprises frequently exhibit the following traits: Growth aspiration, utilization of external resources, efforts, and environmental adaption. These are qualities of a company with a dynamic culture (Denison et al., 1991).

In contrast, firms with a culture that emphasizes stability prioritize internal efficiency, synchrony, and conservatism. These businesses frequently face numerous obstacles when attempting to adapt to change. Consequently, this study hypothesizes:

**H9:** *Extroverted culture is directly proportional to information sharing among participants of supply chain linkage in Vietnamese agriculture.*

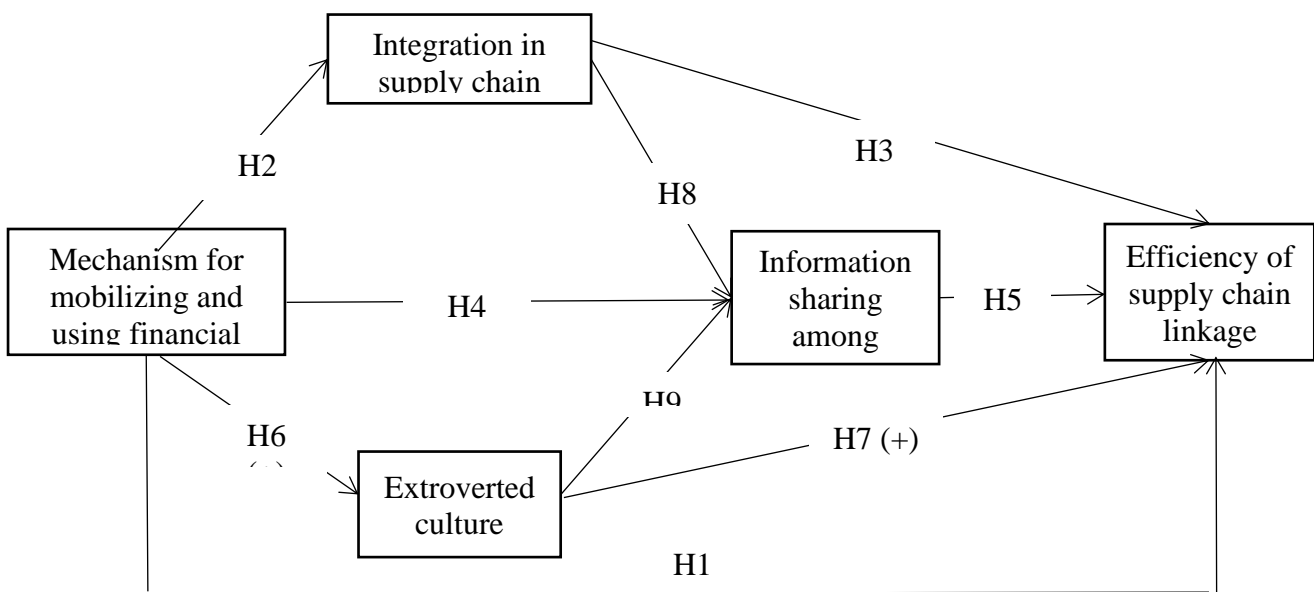


Figure 1: Proposed model

### 3. RESEARCH METHOD

#### 3.1 Research Scale

This research proposes a model with the target variable being the efficiency of supply chain linkage; the independent variable being the mobilization and utilization of financial resources; and the moderating variables being supply chain integration, information sharing among

participants, and extroverted culture. In the theoretical model, all research concept scales are multivariate scales. On a 5-point Likert scale, the following variables are measured: Strongly disagree (1); Disagree (2); Normal (3); Agree (4); Strongly agree (5). Indicators of scale variables were modified based on previous research.

**Table 1: Sources of scales**

No.	Variable	Abbreviation	Number of observations	Sources of scales:
1	The mechanism for mobilizing and using financial resources and extroverted culture	MEC	5	Doan (2017); Hoang (2018)
2	Integration in the supply chain	ISC	15	
2.1	Integration with suppliers	INS	6	Ipek (2011)
2.2	Integration with customers	INC	4	
2.3	Integration within the enterprise	INW	5	
3	Information sharing among participants	ISP	6	Simatupang et al. (2005); Chennamaneni (2006)
4	Extroverted culture	EXC	5	Cameron et al. (1999); Naor et al. (2008)
5	The efficiency of supply chain linkage	ESC	9	
5.1	Operational Cost Efficiency	OPC	5	Liu (2010)
5.2	Response	RES	4	

#### 3.2 Research Sample

Research samples were randomly selected with relative stratification based on provinces and localities in all three regions of Vietnam: Northern, Central, and Southern. The study subjects are specialists and managers from agricultural supply chain linking organizations. The research utilized in-person and online surveys, with 800 survey forms distributed, 651 replies, and 603 valid

responses used for analysis. According to a study by Hair Jr et al. (1998) on predicted sample size, the minimum sample size is five times the total number of observed variables, where the number of observations is forty, and the sample size of 603 samples fits the requirements for analysis. The duration of data collection was from February to August 2022.

**Table 2: Sample Demographics**

No.	Location	Expected sample size	Collected sample size	Valid responses used in the analysis	Percentage (%)
1	Northern region	300	216	195	32.34
2	Central Region	300	267	248	41.13
3	Southern region	200	168	160	26.53
<b>Total</b>		<b>800</b>	<b>651</b>	<b>603</b>	<b>100</b>

#### 3.3 Data analysis

The quantitative method was employed for the research. After data collection, it is cleansed and analyzed using SPSS and AMOS. The correlation coefficient of the total variable must be better than 0.3, and Cronbach's Alpha coefficient must be greater than 0.7 when assessing the reliability of the scales. In addition, if the value of Cronbach's Alpha If Item Deleted exceeded the Cronbach's Alpha coefficient of a variable, this type of observed variable should be reconsidered; Next, exploratory factor analysis (EFA) was used to determine "convergent validity" and "discriminant validity of the scale." Factor loading must be greater than 0.5; KMO coefficient must be greater than or equal to 0.5; Sig value must be equal to, or less than 1; and the percentage of variance extracted must be greater than or equal to 50 percent. Varimax factor rotation is the factor extraction method. Finally, hypotheses are tested by examining the SEM model using the Chi-square/df should be less than 5 Hair Jr et al. (1998); P should be less than 0.05; GFI, TLI, and CFI should be more than 0.8 (Segars & Grover, 1993); and RMSEA

should be less than 0.08. (Taylor et al., 1993).

### 4. RESEARCH RESULT AND DISCUSSION

#### 4.1 Evaluate the Scale's Reliability

The Cronbach's Alpha test findings demonstrate the scale's reliability and the study's data, as Cronbach's Alpha coefficients of all variables exceed 0.70. RES1's Cronbach's Alpha coefficient if the Item was deleted was 0.907, which is greater than RES's Cronbach's Alpha coefficient (0.889). Therefore, to improve the scale's fit, the RES1 variable was eliminated.

#### 4.2 EFA Analysis

After testing the scale's fit, this research conducted an exploratory factor analysis (EFA) on independent, moderating and dependent variables. The results show that the data is eligible for analysis because loading factors > 0.5; KMO coefficient >= 0.5 and <=1; P-value < 0.05; percent of variance extracted > 50% and two conditions were met, which are "convergent validity" (observed variables converge on a common factor) and "Discriminant validity" (observed variables are more relevant to one factor than to others).

**Table 3: Evaluation of the scale with Cronbach's Alpha coefficient**

No.	Variable	Abbreviation	Cronbach's Alpha coefficient
1	The mechanism for mobilizing and using financial resources and extroverted culture	MEC	0.930
2	Integration with suppliers	INS	0.883
	Integration with customers	INC	0.800
	Integration within the enterprise	INW	0.901
3	Information sharing among participants	ISP	0.922
4	Extroverted culture	EXC	0.860
5	Operational Cost Efficiency Response	OPC RES	0.960 0.907

**Table 4. EFA analysis result**

EFA analysis	KMO values	P-value	Extracted variance	Loading Factor	Conclusion
Independent variables and moderating variables	0.930	0.000	69.583	All are greater than 0.5	Satisfy analysis requirements
Dependent variable	0.934	0.000	83.692	All are greater than 0.5	Satisfy analysis requirements

**Table 5. Rotation matrix in EFA analysis for independent and moderating variables**

Indicator	Component					
	1	2	3	4	5	6
ISP3	0.839					
ISP6	0.818					
ISP1	0.798					
ISP2	0.788					
ISP4	0.768					
ISP5	0.690					
INS5		0.775				
INS1		0.767				
INS3		0.759				
INS2		0.733				
INS4		0.731				
INS6		0.694				
MEC5			0.837			
MEC2			0.832			
MEC4			0.818			
MEC1			0.801			
MEC3			0.793			
INW5				0.834		
INW2				0.798		
INW3				0.787		
INW4				0.782		
INW1				0.711		
EXC3					0.820	
EXC2					0.816	
EXC4					0.773	
EXC5					0.674	
EXC1					0.641	
INC2						0.772
INC4						0.755
INC3						0.734
INC1						0.724

### 4.3 CFA Analysis

Analysis shows that the model fits with research data, Chi-square value = 2659.347; df = 674; Chi-square/df=3.946 (< 5); P= 0.000 (< 0.05); GFI= 0.814 (> 0.8); TLI = 0.893 (> 0.8); CFI= 0.903 (> 0.8); RMSEA= 0.070 (< 0.08).

### 4.4 Structural Equation Modeling (SEM) Analysis

We found that the composite indexes meet the requirements by conducting SEM on the research model. To specify, Chi-square= 2693.973; df= 688; Chi-square/df= 3.916 (< 5); P=0.000 (< 0.05); GFI = 0.813 (> 0.8); TLI= 0.894 (> 0.8); CFI= 0.901 (> 0.8); RMSEA= 0.070 (< 0.08).

Estimating relationships in the model shows that the research model is appropriate. All hypotheses with P-value less than 0.05 are accepted.

To be specific, hypothesis H1 examining the impact of the mechanism for mobilizing and using financial resources on the efficiency of supply chain linkages in the agricultural sector, with a P-value of 0.000 (< 0.05) and positive regression weight (0.573), is accepted. Therefore, it can be concluded that the mechanism for mobilizing and using financial resources is directly proportional to the efficiency of supply chain linkage in Vietnamese agriculture. This result is similar to the studies of Lambert et al. (2000); Ammons et al. (2001).

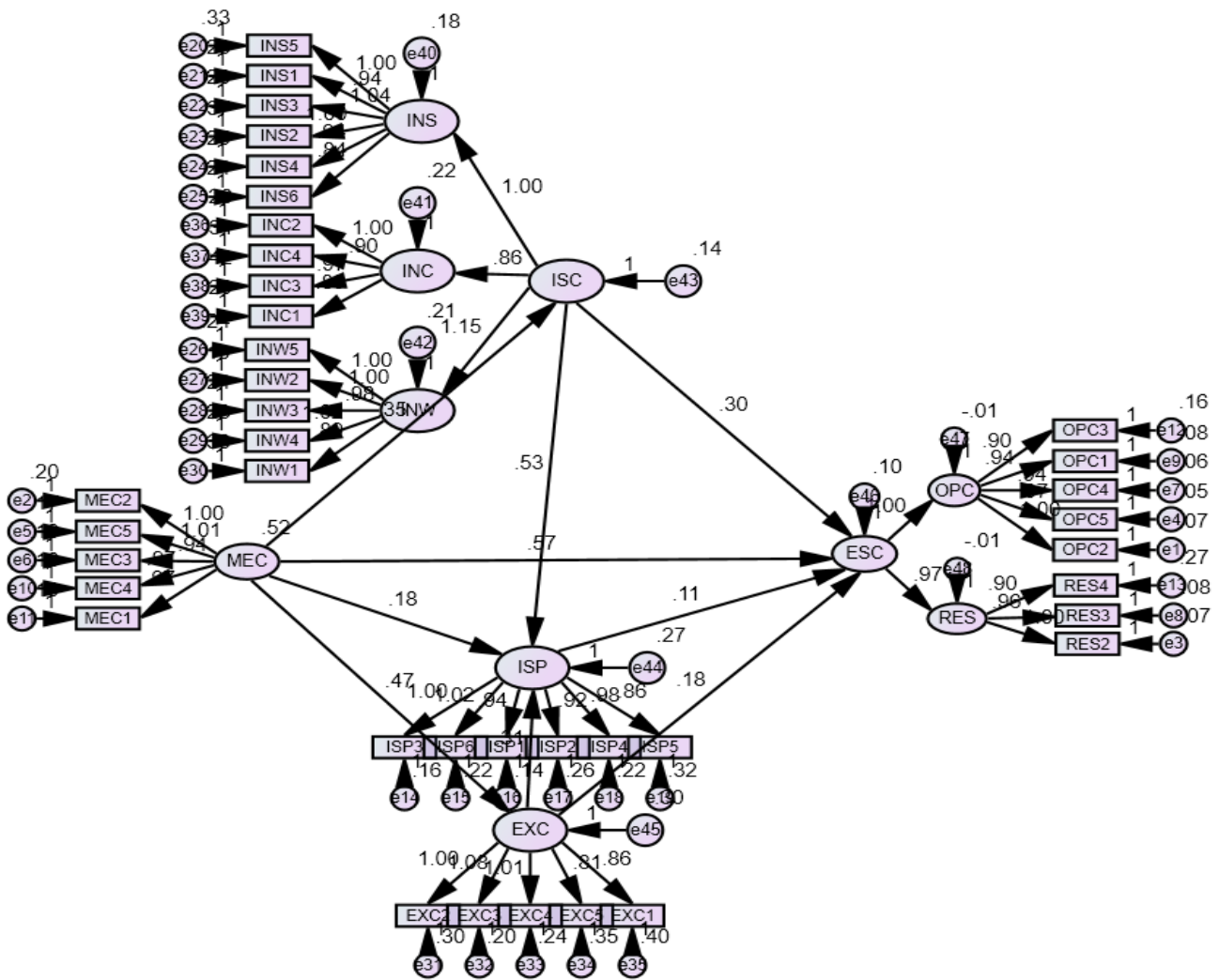


Figure 2: SEM Analysis

H2 and H3 are accepted with P-value < 0.05 and positive regression weights (0.352 and 0.296). Thus, it is concluded that the mechanism for mobilizing and using financial resources is directly related to integration in the supply chain, and integration in the supply chain is also directly proportional to the efficiency of the supply chain linkage of Vietnamese agriculture. These results agree with studies by [Habib et al. \(1991\)](#); [Williams \(1992\)](#).

Hypotheses H4 and H5 are accepted with P-value < 0.05 and positive regression weights (0.183 and 0.110). Thus, it is concluded that the mechanism for mobilizing and using financial resources is in direct proportion to information sharing among participants, and information sharing among participants is also in direct proportion to the efficiency of the supply chain linkage of Vietnamese agriculture. These conclusions are in agreement with the studies of [Zhou et al. \(2003\)](#); [Li et al. \(2006\)](#); [Madlberger \(2009\)](#); [Ipek \(2011\)](#).

Similarly, with P-value < 0.05 and positive regression weights are 0.466 and 0.176, respectively, which are greater than 0, the research result shows that hypotheses H6 and H7 are accepted. Thus, it is concluded that the

mechanism for mobilizing and using financial resources is in direct proportion to the extroverted culture of participants and, thereby, is in direct proportion to the efficiency of the supply chain linkage of Vietnamese agriculture. These conclusions are in agreement with studies of [Tosi Jr et al. \(1984\)](#), [Denison et al. \(1991\)](#), and [Fawcett et al. \(2002\)](#).

As a result, as all hypotheses from H1 to H9 are accepted, the research revealed that the mechanism for mobilizing and utilizing financial resources has both direct and indirect effects on the efficiency of supply chain linkages in Vietnamese agriculture, with intermediaries including supply chain integration, information sharing among participants, and outgoing culture. These conclusions constitute this study's theoretical and practical contributions, as they demonstrate the significance of the system for mobilizing and utilizing financial resources in relation to the agriculture sector's supply chain linkage efficiency. Specifically, they have demonstrated the function of integration in the supply chain and extroverted culture as a mediator. These are crucial building blocks for future study.

In addition, a significant level of less than 0.05 and positive regression weights (0.530 and 0.311) indicate that integration in the supply chain and extroverted culture are directly proportional to information sharing among players

in the Vietnamese agriculture supply chain. These findings concur with those of Cooper et al. (1997); Li et al. (2006); Suh et al. (2013); Yeung et al. (2009); and Ipek (2011).

**Table 6: SEM Analysis Results for Relationships in The Model**

Theory	Relationship	Weight	SE.	CR.	P	Conclusion
H1	ESC <--- MEC	0.573	0.035	16.311	0.000	Accepted
H2	ISC <--- MEC	0.352	0.036	9.833	0.000	Accepted
H3	ESC <--- ISC	0.296	0.058	5.132	0.000	Accepted
H4	ISP <--- MEC	0.183	0.052	3.551	0.000	Accepted
H5	ESC <--- ISP	0.110	0.032	3.494	0.000	Accepted
H6	EXC <--- MEC	0.466	0.040	11.507	0.000	Accepted
H7	ESC <--- EXC	0.176	0.032	5.518	0.000	Accepted
H8	ISP <--- ISC	0.530	0.088	6.018	0.000	Accepted
H9	ISP <--- EXC	0.311	0.049	6.365	0.000	Accepted

#### 4.5 Descriptive Statistical Analysis of Research Data

We did a descriptive statistical analysis to find the average values of the model's variables to ascertain the genuine measurement value and compare it to the conclusions of the data analysis.

With an average model factor value of 3.8418 (on a scale from 1 to 5), the extroverted culture of supply chain actors receives the highest ranking. This is pertinent to the broader trend of growing partnerships and establishing ties between enterprises and corporations, which is gaining importance as one of the diplomatic missions of organizations in Vietnam. It is arguably a very favorable trend not just for individuals and organizations but also for the long-term, sustainable expansion of the agriculture sector. It will have far-reaching effects on various industries and sectors in Vietnam. However, as

globalization, and global digitalization, in particular, is occurring, organizations must continue to foster cooperation and long-term relationships with domestic and international organizations to capitalize on the benefits of sector-specific organizations, as well as the potential and opportunities of other relevant resources.

Integration within the enterprise, which is included in supply chain integration, receives the lowest rating, with an average of 3.4949. (On a scale from 1 to 5). Therefore, it may indicate an actual problem in companies: the use of combined resources in many Vietnamese organizations might be unsatisfactory, and the linkages between enterprise members are still insufficient. Moreover, because of their weak links, many corporate activities are conducted disorganizedly, with little uniformity among member businesses, which hinders the achievement of these objectives. To overcome this issue, firms in the supply chain will need to implement scientific practices.

**Table 7: Descriptive Statistical Analysis Of Research Data**

Variable	N	Minimum	Maximum	Mean	Std. Deviation
MEC	603	1.00	5.00	3.7101	0.72905
ISC	603	1.58	5.00	3.6806	0.52494
INS	603	1.33	5.00	3.7794	0.63257
INC	603	1.25	5.00	3.7674	0.64290
INW	603	1.00	5.00	3.4949	0.71567
ISP	603	1.00	5.00	3.6202	0.69198
EXC	603	1.00	5.00	3.8418	0.65879
ESC	603	1.00	5.00	3.7956	0.66319
OPC	603	1.00	5.00	3.8113	0.66483
RES	603	1.00	5.00	3.7800	0.68136
Valid N (listwise)	603				

## 5. CONCLUSION AND RECOMMENDATIONS

This study intends to examine the effect of the method for mobilizing and deploying financial resources on the effectiveness of agricultural supply chain linkages. The research result illustrates the significance of the mechanism for mobilizing and utilizing financial resources in relation to the effectiveness of the agriculture sector's supply chain linkage and represents this study's theoretical and practical contributions. Notably, it has demonstrated the mediating function of integration in the supply chain and participants' extroverted culture. In addition, the

research validates the direct relationship between integration and extroverted culture and the information sharing of supply chain actors.

However, the accidental sampling method can be considered a limitation of the research because it reduces the representativeness of the research samples; Additionally, the scope of the research is limited to Vietnamese agriculture, but it could be expanded to include other sectors in regional and international contexts. Based on research findings, the authors present many suggestions for enhancing the efficiency of agricultural supply chain linkages.



First, in terms of the method for mobilizing and utilizing financial resources, it is required to design a capital mobilization mechanism to diversify the sources of mobilized capital. Existing resources must also be adequately deployed, and funding from local and international agricultural assistance programs must be optimized.

Second, to increase information sharing, there should be incentives for participants in different activities and supply chain segments to share information. Participants must demonstrate their commitment to a long-term relationship by exchanging vital resources to foster collective strength and interdependence among members. In addition, a mechanism should be built and maintained to assure member consensus and foster mutual support for developing the shared supply chain.

Thirdly, participants must be fully aware of the significance of extroverted culture and the promotion of interactions amongst supply chain participants in terms of extroverted culture. Based on equality and mutual benefit, organizations should take more significant initiatives to promote involvement in the supply chains of global agriculture.

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