Extending supply chain integrative behaviors: 
The mediating role of organizational identification

Abstract

As supply chain integration has gained much attention as a means to improve performance and implement supply chain management (i.e., extend internal-to-external integrative behaviors), greater understanding of the integration concept has become a paramount priority. Research has largely contributed to current integration knowledge by recommending an approach and several mechanisms for operationalizing supply chain integration. However, supply chain managers and researchers often make references to unexplained behavioral barriers when integrating. Based on social identity theory, we hypothesize that organizational identification is a source of behavioral barriers when implementing supply chain management (i.e., extending integrative behaviors). A developed mediation model is empirically examined with survey data collected from 219 supply chain organizations. This research serves supply chain managers and researchers alike in finding organizational identification significantly mediates a behavioral spillover effect between achieved internal integration and achieved supplier integration. Accordingly, managers are better equipped to successfully achieve integration and manage organizational identification while researchers are offered highly relevant constructs and valuable insights into supply chain integrative behaviors.