



Towards Improved Integration of Internal Supply Chains

**A Cross-Sectional Empirical Study
on Determinants of Cross-Functional Integration
Between Logistics and Production Units
in German Manufacturing Companies**

Inaugural dissertation for obtaining the academic degree
Doctor rerum politicarum (Dr. rer. pol.)

Faculty of Business Administration
WHU - Otto Beisheim School of Management

by
Martin Springinkle

Overview of Content

A.	Introduction	
B.	Integration and the Role of Goal Interdependence	16
C.	The Role of Coordination Mechanisms and Supply Chain Complexity	43
D.	The Role of Top Management	77
E.	Summary	100
	References	112
	Appendices	126

Table of Content

List of Figures.....	VI
List of Tables.....	VII
A Introduction.....	1
A.1 Situation.....	1
A.2 Outline.....	5
A.3 Structure.....	9
A.4 Research approach.....	11
A.4.1 Sample Design.....	12
A.4.2 Respondents.....	13
B Integration and the Role of Goal Interdependence.....	16
B.1 Introduction.....	17
B.2 Literature Review: Internal Integration and Relationship Effectiveness.....	18
B.3 Hypotheses Development.....	21
B.3.1 Relationship Effectiveness, Integration, and Distribution Service Performance.....	21
B.3.2 Antecedents for Integration and Relationship Effectiveness.....	25
B.3.3 Moderating Effects of Performance Measurement.....	29
B.4 Methodology and Scale Development.....	31
B.4.1 Tests for Common Method Bias.....	31
B.4.2 Measurement Scales.....	31
B.5 Results.....	33
B.6 Discussion.....	36
B.7 Implications.....	39
B.8 Limitations and Future Research.....	41
C The Role of Coordination Mechanisms and Supply Chain Complexity.....	43
C.1 Introduction.....	44
C.2 Theoretical Background.....	45
C.2.1 Integration.....	45
C.2.2 Coordination Mechanisms.....	47
C.2.3 Supply Chain Complexity.....	49
C.3 Conceptual Model and Research Hypotheses.....	50
C.3.1 Achieved Integration and Distribution Service Performance.....	50
C.3.2 Effects of Coordination Mechanisms.....	52
C.4 Methodology.....	58
C.4.1 Tests for Common Method Bias.....	58
C.4.2 Measurement of Model Constructs.....	58
C.4.3 Measurement Model Assessment.....	60
C.4.4 Type of Fit and Moderation Analysis.....	62
C.5 Results.....	63

C.5.1	Base Model.....	63
C.5.2	Moderation Effects.....	65
C.6	Discussion.....	70
C.7	Conclusion, Limitations and Recommendations for Future Research.....	75
D	The Role of Top Management.....	77
D.1	Introduction.....	78
D.2	Theoretical Background.....	79
D.2.1	Constituency-based Theory of the Firm.....	79
D.2.2	Theory of Cooperation and Competition.....	81
D.3	Conceptual Framework.....	82
D.3.1	The Influence of Relationship Effectiveness on Distribution Service Performance.....	82
D.3.2	Compensation and Top Management Involvement.....	84
D.3.3	Goal Interdependence.....	87
D.3.4	Linking the Theory of Cooperation and Competition and Constituency-based Theory.....	87
D.4	Research Methodology.....	89
D.4.1	Test for Common Method Bias.....	89
D.4.2	Measurement Models.....	90
D.5	Hypotheses Testing and Results.....	92
D.6	Discussion of Results.....	93
D.6.1	Results Interpretation.....	93
D.6.2	Managerial Implications.....	97
D.6.3	Limitations and Future Research.....	98
E	Summary.....	100
E.1	General Conclusion.....	100
E.2	General Implications.....	105
E.2.1	Management.....	105
E.2.2	Research.....	107
E.3	General Limitations and Future Research.....	109
References.....		112
Appendix 1: Measurement Instrument Chapter B.....		126
Appendix 2: Measurement Instrument Chapter C.....		128
Appendix 3: Measurement Instrument Chapter D.....		131
Affirmation - Statutory Declaration.....		133