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RESEARCH ARTICLE

THE IMPACT OF SUPPLY CHAIN MANAGEMENT ON DEVELOPING THE ORGANIZATION'S PERFORMANCE

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Abstract

The purpose of this research is to investigate the influence that effective supply chain management may have on a business's overall performance. All of the marketing managers working for Jordanian manufacturing companies made up the population for this study. In order to collect the marketing managers' replies, a sample size of one hundred (100) was chosen randomly. The research findings indicated a statistically significant impact at the level of supply chain management on the Development of organizational performance of Jordanian Industrial companies from the perspective of Marketing Managers. This level of significance was determined by using a value of 0.05. From the point of view of marketing managers, it has been discovered that the relationship with customers has the greatest influence on the development of the organizational performance of Jordanian industrial enterprises. According to the study's findings, the company should implement continuous improvement programs for its suppliers. Additionally, the company should interact with customers to establish required standards and keep its partners informed of all issues that may impact its business.

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Introduction:-

The world is witnessing a scientific revolution and the rise of a wide civilizational technology characterized by a rapid pace, where supply chain operations represent an important element in the efficiency and effectiveness of companies of all sizes, activities, goals and nature of work, which require that this chain be at a high degree of efficiency in the performance of work (Al-Madi, et al., 2021). As the pressures of growth from globalization, increasing modernity and customer development resulted in "waves of business improvement" during the last decades, starting with management by objectives and results, passing through total quality control, then total quality management, then business re-engineering, then knowledge management, and finally supply chain management. Supply chains have become an important phenomenon, due to the cost constraint through which it can achieve what the organization desires, and the coming new and big waves of opportunities fall into penetrating the walls between the organization and its customers and between the organization and suppliers. That is, supply chain management is about managing the flow of information, materials, services and funds across an activity in a way that maximizes the effectiveness of operations, and it is also about introducing new tools or changing or modifying known methods (Mutuerandu, & Iravo, 2014).

There is no doubt that successful supply chain management will reduce costs for both customers and suppliers and also manage risk, and maintain or improve added value and profit margin, and sequentially, companies that are

effective in supply chains are the most successful in the world of business today(Haikal et al.,2020). Since the purpose of the supply chain is to create a kind of integration between the main activities of the company, starting with the initiation of planning and control processes for materials, supplies and services and the flow of information from the supplier to the producers, up to the delivery of the product to the final customer, the interest in making the integration constitutes a fundamental change in the management of business models This change to the companies operating individually has indicated their inability to compete as independent units, as competition will be through the efficiency and effectiveness of their supply chains, and this change constitutes a strategic direction for the supply chain.

The research significance stems from the idea that supply chain management plays an active role in improving organizational performance. Moreover, various parties will benefit from the research results such as. Commercial companies which will enhance their decisions. The research will add new knowledge to the literature regarding the relationship between supply chain management and organizational performance in terms of indicating the main factors that affect organizational performance.

Problem Statement

Supply chain management and its impact on organizational performance is an important issue nowadays because of obstacles and problems that most organization face in developing countries in particular, whether these obstacles or problems are economic or political or Technological or cultural ones. The global experiences indicated that some countries, that have focused their efforts on the establishment of large industrial projects, import of modern technology, neglected serious attention to human resources and talent management, have not succeeded in achieving any economic progress. The positive effects of supply chain management on organization performance have not been completely handled perfectly, which constitutes a gap in supply chain management field. There is a gap regarding the related previous studies that handle the impact of effective telnet management on Jordanian Industrial companies in particular, Therefore the current research will cover this gap.

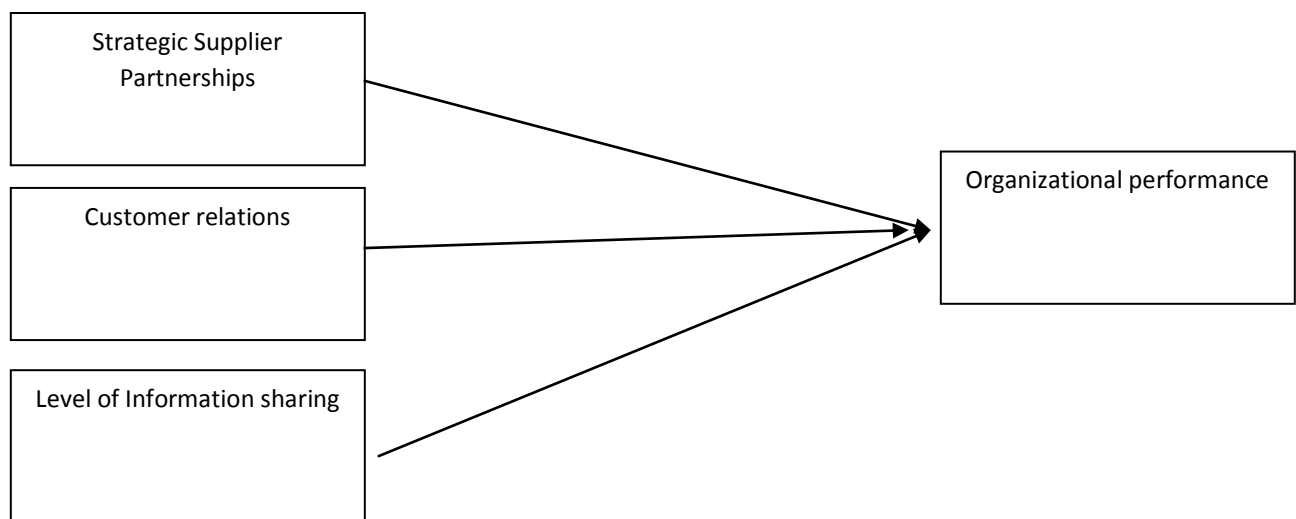
Based on the above situation the current study seeks to answer the following questions:

1. What is the impact of supply chain management on organizational performance at Jordanian Industrial companies?
2. Is there any impact of strategic supplier partnership on development of organizational performance?
3. Is there any impact of customer relationship on development of organizational performance?
4. Is there any impact of level of information sharing on development of organizational performance?

Conceptual Framework

Independent Variables

Dependent Variable



Literature Review:-

Supply Chain Management

Supply Chain Management is an integrated range of activities and practices that start from the activities of obtaining inputs through the internal processes responsible for converting the inputs into finished products and ending with the activities of delivering products or services to the customer through distribution networks and marketing channels. Supply chain management can be defined as “the process that integrates, coordinates and controls the movement of goods, materials and information from supplier to factory to final consumer. It depends on the integration of marketing operations” (Kassem,2010, p265)

According to Vickery et al., (2010), supply chain management represents a significant change in the way that organizations view themselves. Omoregbe and Adjaino (2019) described supply chains as a means by which organizations with common interest come together with the purpose of adding value to end products. Wijetunge (2016) stated that implementation of the supply inmanagement made possible by the network structure of the supply chain, the processes and the management team.

Lee, (2021). study aims to investigate the impacts of supply chain management on operational performance of SMEs in Korea, an empirical survey was conducted on 300 Korean manufacturing SMEs. The study concluded that specific supply chain management strategies and organizational competencies had a significant effect on overall business performance. In addition, the supply chain management strategies had a significant effect on SME organizational competencies. The study also concluded that introducing supply chain management strategies improves business performance and is closely related to competencies such as research and development, technology commercialization, production capability, and marketing capabilities.

Efosa, and Omorodion, (2021) study examined the impact of supply chain management practices: strategic supplier partnership, customer relationship, level of information shared, and information quality on competitive advantage and organizational performance in Nigerian manufacturing sector. The study used the survey research design. The study sample consisted of 122 respondents. The study concluded that four predictors (strategic supplier partnership, customer relationship, level of information shared, information quality) of supply chain management had significant impact on organizational performance.

Waqas, (2019) study aims are to investigate the impacts of supply chain management on organizational performance in the textile firms of Karachi, Pakistan. The study used quantitative approach. The study concluded that strategic supplier partnership; customer relationship, level of information sharing and quality information sharing were all significantly affecting the organizational performance

Jutamat, et al (2019) study aimed to investigate the impact of supply chain management and organizational performance... The study concluded that practices of supply chain management impact organizational performance of the organization...

Flerence (2017) study aimed at identifying factors affecting supply chain management on performance of a county government. The study used a descriptive research design. The study population consisted of 200 employees. The study used the questionnaire to collect the data. The study concluded that finding optimized solutions for complex planning problems and integrating whole value chain.

Kadsa; & Al-Qahtani, (2016) study aims to identify the reality of supply chain management practices in the western region of the Kingdom of Saudi Arabia, the study used the questionnaire to collect the required data. The study sample consisted of 57 respondents. The study showed that the impact of supply chain applications on companies' performance is highlighted by the fact that supply chain practices increase the company's ability to achieve added economic value and facilitate the process of launching products at distribution outlets, as well as contributing to increasing the company's profits and its ability to use its resources, including It increases profitability, Agus (2015) aimed to analyze the role of efficient SCM and the impact on performance. The study used quantitative survey to collect the required data. The study concluded that improved factors of supply chain management influenced the performance and quality of product.

Yang (2014,) study aimed at examining the factors affecting supply chain strategy and its impact on organizational performance. The study sample consisted of (137) industrial companies in China. The study concluded an indirect effect of chain supply in organizational performance.

Organizational performance

There is no standardized definition has been accepted to define organizational performance by researchers (Ouetet al., 2010). However, organizational performance is defined as how well an organization achieves its market-oriented goals as well as its financial goals (Green et al., 2014). Organizational performance refers to “way organization achieves its objectives regarding financial goals and market-oriented goals. The short-term goal of supply chain management is to decrease the cycle time and inventory and increase the productivity of the organization” (Jutamat, et al (2019)

Fadeel (2014) defined Performance as the way that the organization achieves its goals. Performance is “the amount of results achieved by a person, team organization or process” (Chow and Chew, 2013). Performance is organization’s ability to achieve its objectives by using available resources in an efficient and it is an expression of outputs that are obtained from the products and processes. There are a range of levels of performance in which an economic institution can identify its performance. These levels are: Exceptional performance showing the long-term performance excellence in the industry and lucrative contracts, as well as the clear commitment of individuals and the abundance of financial assets. Good performance is characterized by performance at prevailing rates with a balance of strengths and weaknesses in products and / or services and customer base, with a stable financial position. Performance is a perception issue varies from individual to other individual and from group to other group and from organization to other organization. (Hassina, 2015; Hashem et al.,2022). Performance components evolve over time since the standards that define organization internal standards or those determined by external environment are changeable. The factors that control organization success in the first stage of entering the market may be inappropriate to evaluate organization performance (Sadeghi et al.,2016; Hawi et al.,2015)

Population and Sampling

Population is defined by Sekaran and Bougie (2016) as "the total group of individuals, events, or items of interest that the researcher desires to study." This study's target demographic comprised all marketing managers employed by Jordanian industrial firms. A random sample of (100) marketing managers was selected to collect their responses.

Sampling Technique

In this research the random sampling is used to select cases that was best to answer the research questions and achieving the research's objectives; Random sampling technique was used because the sample is not known.

Research Instrument

The survey instrument which was a self-administrated questionnaire was used to collect the required data, because it is quick and cost effectiveness, high responses rate and low bias (Saunders et al, 2014).: The Arabic version mainly was handed to study sample, The questionnaire was distributed in person in order to be sure that all subjects understand the questions well, and for avoiding waiting collection times. The questionnaire was designed in five parts with five-points Likert scale that ranged from strongly agree = 5 scores, agree = 4 scores, neutral = 3 scores, disagree = 2 scores and strongly disagree = 1 score.

Data Collection Procedures

Secondary data were collected in order to solve research problem. Secondary data is collected from many resources namely: books, journals, newspapers, periodicals, and the Internet. The basic advantages of secondary are saving researcher’s time, effort and money, because of its low cost if compared with other collection methods. (Saunders et al., 2014). With respect to primary data collection, it was collected through many resources such as experiments, observations and questionnaires. In this research questionnaire surveys were used to collect the relevant primary data.

Data Analysis

Descriptive statistics was used in order to obtain the description of mean and standard deviation for recruitment and selection and manpower planning. Moreover, T test and Regression analysis techniques was used to test the hypotheses. -Simple regression was used to test the impact of each variable of the independent variable in the

dependent variables and multiple regression techniques was used to examine which one of independent Variable elements have greater effect on the dependent variable.

The statistical methods

The Statistical Package for Social Sciences - SPSS was used in the following different statistical analyses:

- 1- Cronbach Alpha stability test with the aim of verifying the internal consistency of the measuring tool as one of the indicators of the stability of the study tool.
- 2- Using descriptive statistics through frequencies, percentages, arithmetic averages, and degree of approval to provide a comprehensive description of the degree of approval of the study sample members on the different items.
- 3- To test the impact hypotheses, simple and multiple linear regression analysis was used.

Descriptive Analysis

The data analysis for the collected by self-administrated questionnaire revealed the results indicated in table (4) in terms of gender, education level, position, experience.

Table 1:- Sample distribution according to Demographic information.

Variables	Options	Frequency	Percentage%
Gender	Male	64	64
	Female	36	36
Education level	BSC	67	67
	Master	27	27
	PhD	6	6
Position	Manager	25	25
	Assistant Manger	45	45
	Section Head	30	30
Experience	Less than 5 years	7	7
	5 to less than 10 years	35	35
	10 to less than 15	28	28
	15+	30	30

It is clear from table (1) that 64% of the sample are males and 36% are females, With regard to education level, 67% of the sample have BSC, while 27% of the sample have MSC and 6% have PhD... With respect to position 25% of the total sample are managers, 45% are assistant managers, and 30% are head sections. As for experience, 7% have less than 5 years' experience, 35% of the total sample have an experience between 5 to less than 10 years, and 28% of the sample have an experience between 10 to less than 15 years, and 30% of the sample have an experience of 15 years and more...

Data Analysis

Table 2:- Means and standard deviations of sample's responses regarding Strategic supplier partnership.

No.	Question	Mean	S.D	Rank	Level
1	The company quality is considered has priority in selecting the suppliers	3.82	1.321	9	High
2	The company solves problems jointly with its suppliers	4.09	1.422	5	High
3	The company helps its suppliers to improve their products quality	4.19	1.398	2	High
4	The company conducts continuous improvement programs for its suppliers	4.19	1.398	1	High
5	The company shares future vision with suppliers	4.06	1.434	6	High
6	The company has good relations with suppliers	4.11	1.442	3	High
7	The company has official communications channels with suppliers	4.10	1.403	4	High
8	actively involve our key suppliers in new product development processes	3.86	1.371	7	High
9	The company exchanges information with suppliers	3.84	1.316	8	High

General Mean	4.03	1.277		High
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It is clear from table (2) that sample subjects' responses mean of statements that measure strategic supplier partnership ranged between (3.82- 4.19) 0The results indicate different degrees of sample's agreement from medium to high level. In the same timethetable also indicated that statement no. (4) "The company conducts continuous improvement programs for its suppliers" ranked the first with a mean (4.19). Table also indicates that no. (.1) " The company quality is considered has priority inselecting the suppliers "ranked the last with a mean (3.82). The general mean of the whole statements is (4.03).

Table 3:- Means and standard deviations of sample's responses regarding customer Relationship.

No.	Question	Mean	S.D	Rank	Level
10	The company continuously improves customer satisfaction	3.99	1.314	6	High
11	The company interacts with customers to set required standards.	4.08	1.412	3	High
12	The company frequently measures and evaluates customer satisfaction	4.04	1.414	5	High
13	The company determines future customer expectations	4.05	1.500	4	High
14	The company facilitates customers' ability to seek assistance	4.10	1.411	2	High
15	The company solvescustomer's problems	3.98	1.333	7	High
16	The company's builds long term relations with customers	4.13	1.440	1	High
	General Mean	4.06	1.288		High

By reviewing table (3) it is noticed that means of sample subjects' responses that measure customer relationship ranged between (3.98- 4.13). The results showed different degrees of sample's agreement that rangedhigh. Table also indicated that statement no. (15) " The company solvescustomer's problems "ranked the last with a mean (3.98) in the same time the table indicated that statement no. (16) " The company's builds long term relations with customers" ranked the first with a mean (4.13). The general mean of the whole statements is (4.08).

Table 4:- Means and standard deviations of sample's responses regarding Level of Information sharing.

No.	Question	Mean	S.D	Rank	Level
17	The company informs its trading partners in advance of changing needs	3.94	1.384	6	High
18	The company shares all information with its partners	4.08	1.383	4	High
19	The company informs its partners with all issues that affect its business	4.13	1.405	3	High
20	The company shares knowledge business processes with its partners	4.00	1.400	5	High
21	The company exchanges information with its partners	4.21	1.402	2	High
22	The company frequently increases level of sharing information with suppliers	4.24	1.422	1	High
	General Mean	3.97	1.329		High

By reviewing table (4) it is noticed that means of sample subjects' responses that measure customer relationship ranged between (3.98- 4.21). The results showed different degrees of sample's agreement that rangedhigh. Table also indicated that statement no. (15) " The company solvescustomer's problems "ranked the last with a mean (3.98) in the same time the table indicated that statement no. (16) " The company's builds long term relations with customers" ranked the first with a mean (4.13). The general mean of the whole statements is (4.08).

Table 5:- Means and standard deviations of sample's responses regarding Organizational Performance.

No.	Question	Mean	S.D	Rank	Level
25	The company organization increased its sales	3.63	1.574	7	Medium

	growth				
28	The company reduces marketing costs	3.65	1.507	6	Medium
24	The company increased its return on investment	3.69	1.698	5	High
27	The company increased its competitive position in the market	3.87	1.618	5	High
29	The company improves its products	3.91	1.311	4	High
23	The company has increased its market share	4.02	1.341	3	High
26	The company increased its profit margin on sales	4.03	1.329	2	High
30	The company improve sits ability to achieve economic value	4.08	1.306	1	High

Table (5) indicates that means of sample subjects' responses that measure organizational performance ranged between (3.63- 4.08). The results indicate different degrees of sample's agreement from medium to high level. Table also indicated that statement no. (30) "The company improves its ability to achieve economic value." ranked the first with a mean (4.20) ...The table also indicates that Statement no. (25) "The company organization increased its sales growth" ranked. The last Table also indicates that the general mean of all statements that measure conglomerate diversification is 3.31 with medium degree

Hypothesis Testing

HO Main Hypothesis

Ho. There is no statistically significant impact at ($\alpha = 0.05$) level of supply chain management on Development of organizational performance of Jordanian Industrial companies from Marketing Managers perspective.

Table 6:- Model Summery.

Variable	R	R Square	Adjusted R Square	Std. Error of the Estimate
Supply chain management	.869	.755	.747	.64836

Table(6) shows that the correlation coefficient (R) value is = .897. This means that there is a relationship between supply chain management and development of organizational performance of Jordanian Industrial companies from Marketing Managers perspective. R^2 value is = .805 this means that 80.5% of variance in development of organizational performance of Jordanian Industrial companies from Marketing Managers perspective is due to changes in brand loyalty. This means that there is a possibility to carry out the multiple regressions

Table 7:- ANOVA test for Main Hypothesis.

Model	Sum Squares	df	Mean Square	F	Sig
Regression	124.094	3	41.365	98.401	.000 ^b
Residual	40.355	96	.420		
Total	164.449	99			

Table (19) indicates the findings of variance analysis (ANOVA). Table indicated that F calculated value =476.131 and Sig value is (0.000) which is less than ($\alpha = 0.05$), this result reflects the multiple regression validity

Table 8:- Regression coefficient for main hypothesis.

Model	Unstandardized Coefficients		S.dCoeff.	T	Sig.
	B	Std. Error	Beta		
(Constant)	.284	.217		1.312	.193
Strategic supplier partnership	.260	.281	.258	2.926	.035
Customer Relationship	.586	.259	.585	2.259	.026
Level of information sharing	.030	.243	.031	2.125	.012

Table (8) shows regression coefficients (Beta) equal 0.258, 0.585, 0.31. And $t = 2.926, 2.259$ at significant level (0.000) the significance level for regression coefficient is less than ($\alpha = 0.05$), Therefore, so there is a statistically significant impact of supply chain management on development of organizational performance of Jordanian Industrial companies from Marketing Managers perspective.

Ho-1 There is no statistically significant impact at ($\alpha = 0.05$) level of strategic supplier partnership on Development of organizational performance of Jordanian Industrial companies from Marketing Managers perspective.

Table 9:- Model Summary.

Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate
Strategic Supplier Partnership	.859	.739	.736	.66230

Table(9) shows that the correlation coefficient (R) value is = .859. This means that there is a relationship between **Strategic Supplier Partnership** and development of organizational performance of Jordanian Industrial companies from Marketing Managers perspective. R^2 value is = .739 this means that 73.9% of variance in development of organizational performance of Jordanian Industrial companies from Marketing Managers perspective is due to changes in **Strategic Supplier Partnership**. This means that there is a possibility to carry out the multiple regressions.

Table 10:- ANOVA Test for first sub hypothesis.

Model	Sum Squares	Of	df	Mean Square	F	Sig
Regression	121.462	1	1	121.462	276.907	.000 ^b
Residual	42.987	98	98	.439		
Total	164.449	99	99			

Table (10) indicates the findings of variance analysis (ANOVA). Table indicated that F calculated value =276.907 and Sig value is (0.000) which is less than ($\alpha = 0.05$), this result reflects the multiple regression validity

Table 11:- Regression coefficient for first sub hypothesis.

Model	Unstandardized Coefficients		S.dCoeff.	T	Sig.
	B	Std. Error	Beta		
(Constant)	.334	.220		1.517	.133
Strategic supplier partnership	.867	.052	.859	16.641	.000

Table (11) shows regression coefficients (Beta) equals 0.867. And t= 16.641. at significant level (0.000) the significance level for regression coefficient is less than ($\alpha = 0.05$), Therefore, there is a statistically significant impact of strategic supplier partnership and development of organizational performance of Jordanian Industrial companies from Marketing Managers perspective.

Ho-2 There is no statistically significant impact at ($\alpha = 0.05$) level of customer relationship on Development of organizational performance of Jordanian Industrial companies from Marketing Managers perspective.

Table 12:- Model Summary.

Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate
Customer Relationship	.867	.751	.749	.64617

Table (12) shows that the correlation coefficient (R) value is = .867. This means that there is a relationship between customer relationship and development of organizational performance of Jordanian Industrial companies from Marketing Managers perspective. R^2 value is = .751 this means that 75.1% of variance in customer relationship is due to changes in development of organizational performance of Jordanian Industrial companies from Marketing Managers perspective. This means that there is a possibility to carry out the multiple regressions.

Table 13:- ANOVA Test for Second sub hypothesis.

Model	Sum Squares	Of	Df	Mean Square	F	Sig
Regression	123.530	1	1	123.530	295.853	.000 ^b
Residual	40.919	98	98	.418		
Total	164.449	99	99			

Table (13) indicates the findings of variance analysis (ANOVA). Table indicated that F calculated value =295.853 and Sig value is (0.000) which is less than ($\alpha=0.05$), this result reflects the multiple regression validity

Table 14:- Regression coefficient for second sub hypothesis.

Model	Unstandardized Coefficients		S.dCoeff.	T	Sig.
	B	Std. Error	Beta		
(Constant)	.313	.214		1.461	.147
Customer Relationship	.867	.050	.867	17.200	.000

Table (14) shows regression coefficients (Beta) equal 0.529. And $t = 9.314$ at significant level (0.000) the significance level for regression coefficient is less than ($\alpha = 0.05$), Therefore, So, there is a statistically significant impact of customer satisfaction on choice.

Ho-3 There is no statistically significant impact at ($\alpha = 0.05$) level of level of information sharing on Development of organizational performance of Jordanian Industrial companies from Marketing Managers perspective on human health from

Table 15:- Model Summary.

Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate
level of information sharing	.850	.722	.720	.68255

Table (15) shows that the correlation coefficient (R) value is = .850. This means that there is a relationship between level of information sharing and the development of organizational performance of Jordanian industrial companies. R^2 value is = .722 this means that 72.2% of variance in development of organizational performance is due to changes in level of information sharing. This means that there is a possibility to carry out the multiple regressions

Table 16:- ANOVA test for third sub hypothesis.

Model	Sum Squares	df	Mean Square	F	Sig
Regression	118.793	1	118.793	254.987	.000 ^b
Residual	45.656	98	.466		
Total	164.449	99			

Table (16) indicates the findings of variance analysis (ANOVA). Table indicated that F calculated value =254.987 and Sig value is (0.000) which is less than ($\alpha=0.05$), this result reflects the multiple regression validity

Table 17:- Regression coefficient for third sub hypothesis.

Model	Unstandardized Coefficients		S.dCoeff.	T	Sig.
	B	Std. Error	Beta		
(Constant)	.405	.225		1.798	.075
Level of Information sharing	.839	.053	.850	15.968	.000

Table (17) shows regression coefficients (Beta) equal 0.839. And $t = 15.968$ at significant level (0.000) the significance level for regression coefficient is less than ($\alpha = 0.05$), Therefore there is a statistically significant impact of level of information sharing development of organizational performance of Jordanian Industrial companies from Marketing Managers perspective.

Conclusion and Recommendations:-

To what extent may supply chain management improve company results is the focus of this study. The sample for this research consisted of all marketing managers working for Jordanian industrial firms. A random sample of one hundred (100) marketing managers was selected to provide responses. The study's findings showed that:

1. There is a statistically significant impact at ($\alpha = 0.05$) level of supply chain management on Development of organizational performance of Jordanian Industrial companies from Marketing Managers perspective.
2. There is a statistically significant impact at ($\alpha = 0.05$) level of strategic supplier partnership on Development of organizational performance of Jordanian Industrial companies from Marketing Managers perspective.
3. There is a statistically significant impact at ($\alpha = 0.05$) level of customer relationship on Development of organizational performance of Jordanian Industrial companies from Marketing Managers perspective.

4. There is a statistically significant impact at ($\alpha = 0.05$) level of level of information sharing on Development of organizational performance of Jordanian Industrial companies from Marketing Managers perspective on human health from.
5. From the perspective of marketing managers, it has been found that the quality of the customer connection is the single most important factor in determining the future success of Jordan's manufacturing businesses.

According to the findings of the research, the company ought to initiate continuous improvement programs and activities directed at its suppliers. In addition, the company is required to interact with its clients in order to establish the appropriate standards, and it must keep its partners apprised of any new developments that may have an impact on the way the business is conducted. Additionally, the organization must to engage in information sharing with its suppliers. Additionally, the organization should strive to consistently enhance the level of happiness felt by its customers. In addition to this, the corporation should address concerns raised by customers and keep its business partners abreast of evolving requirements.

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