ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

SCHOOL OF COMMERCE

DEPARTMENT: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

THESIS SUBMITTED IN FULFILMENTS OF THE REQUIRNMENT FOR THE DEGREE OF MASTER OF ART IN LOGISTICS AND SUPPLY CHAIN MANAGMENT

A STUDY ON THE EFFECT OF SUPPLY CHAIN MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE OF ETHIOPIAN GARMENT MANUFACTURERS: IN THE CASE OF HAWASSA INDUSTRY PARK.

BY: Serkalem Atnafu

ADVISOR: Dr. TARIKU JABANA

June,2025

ADDIS ABABA, ETHIOPIA

DECLARATION

This is to certify that the thesis entitled "**the effect of supply chain management practices on organizational performance of Ethiopian garment manufacturers: in the case of Hawassa industry park**". submitted in partial fulfillment of the requirements for the degree of Master of Art in logistics and supply chain management in college of business and economics school of commerce Addis Ababa University is a record of my original work carried out by me and has never been submitted to this or any other institution to get any other degree or certificates. The assistance and help I received during this investigation have been duly acknowledged.

SERKALEM ATNAFU _____ _____

Name of the candidate Signature Date

THESIS APPROVAL

As members of the board of examiners, we examined this entitled "**the effect of supply chain management practices on organizational performance of Ethiopian garment manufacturers: in the case of Hawassa industry park**". By Serkalem Atnafu We hereby certify that the thesis is accepted for fulfilling the requirements for the award of the degree of Master of Art in Logistics and Supply Chain Management.

Board of Examiners

Tariku Jebena (PHD)	_____	_____
Advisor Name	Signature	Date
_____	_____	_____
External examiner name	Signature	Date
_____	_____	_____
Internal examiner name	Signature	Date
_____	_____	_____
Chairperson's name	Signature	Date

ACKNOWLEDGMENT

I would like to express my sincere gratitude to my supervisor, Dr. Tariku. His invaluable guidance, support, and encouragement were instrumental throughout this research project. His expertise, insightful feedback, and unwavering belief in my work were essential for the completion of this thesis.

Furthermore, I am grateful to the employees who participated in this research. Their willingness to share their knowledge and experiences was essential to the success of this project.

Finally, I would like to express my deepest appreciation to my husband and parents for their unwavering love and support throughout my studies. Their encouragement and understanding helped me persevere through the most challenging moments.

Table of Contents

List Of Tables

List Of Figures

LIST OF ABBREVIATIONS AND ACRONYMS

HIP: Hawassa Industry Park

SCMP: Supply chain management practice

OP: organizational performance

IS: Information Sharing

SRM: supplier relationship management

CRM: customer relationship management

POS: Postponement

SPSS: Statically Package for Social Science

CFA: Confirmatory Factor Analysis

Abstract

All organizational factors combined with supply chain management practices should ultimately lead to improved organizational performance. Garment manufacturers should make proactive efforts as an essential or vital point of administrative consideration. This study tried to assess the effect of supply chain management practices on organizational performance. A structured questionnaire was used to collect the responses to conduct an explanatory research design on selected manufacturing firms in Hawassa, Ethiopia. The target population for this study was 20,286, and self-administered questionnaires were distributed to the sample size calculated 378 respondents. The study employed multiple linear regression to examine the assumptions made in the hypothesis and specifically to assess the relationship between the variables and firms' performance. The analysis of the study measured how the supply chain practice (supplier relationship management, customer relationship management, information sharing, supply chain leadership, postponement) plays a role in organizational performance. Results of This study found a significant relationship between (the quality of information sharing and supplier relationship & customer relationship management) on organizational performance manufacturing firms. Furthermore, supplier leadership and postponement have an insignificant role in organizational performance. However, results show that the quality of information sharing, and strategic supplier relationship and customer relationship have significant impact on organizational performance. According to the report, companies should view supply chain management practices from the perspective of Supplier relationship management, customer relationship management, Information Sharing and Supply Chain Leadership. According to the report, companies should view supply chain management practices from the perspective of Supplier relationship management, customer relationship management, Information Sharing and Supply Chain Leadership.

Key words: ***supplier relationship management, customer relationship management, information sharing, supply chain leadership, postponement. organizational performance, Hawassa industry park***

CHAPTER ONE

1. INTRODUCTION

This chapter consists of background of the research, problem statement, goals of study, the significance, scope, and limitations of the study. As a result, this part serves as the study's starting point and justification.

1.1 Background of Study

The paradigm of SCM states that businesses now compete as components of a bigger, intricate network rather than as separate entities. Increased market competitiveness can lead to tighter collaboration within supply chains, improving chances of success (Espinoza, Bond et al. 2010).

According to (Benrqya, Estampe et al. 2014) (SC) is a group of individuals connected by the exchange of goods, capital, and information with the aim of lowering the total cost of the system. The supply structure may differ based on the number of intermediate facilities and position of the facilities within the SC. Generally, the facilities in the supply chain are supplier, manufacturer, distributor, wholesaler, and retailer. Each facility in the SC processes order based on the available information and places order to the immediate upstream facility. From available stock, the upstream facility meets the demand of the downstream facility. The downstream facility represents the direction towards the end customer, and the upstream facility is the direction towards the end supplier. Finally, customers collect the product from the last facility of the supply chain.

Understanding the supply chain as a whole and taking into consideration each link that must synchronize and coordinate its activities are essential components of supply chain managment. The statement "it is not possible to effectively manage things that cannot be measured" is emphasized by (Kaplan and Norton 2001). Therefore, measuring and assessing how well supply chains are operating is very important when it comes to managing them (Carvalho, Barroso et al. 2012).

The aim of a supply chain is to optimize overall profitability, which is determined by subtracting the entire cost incurred from all stages of the SC from the revenue received from customers. The profitability of the SC indicates its level of success. These days, the profitability of the SC is used to determine success rather than profits at a single stage. The strategic mismatch between the competing strategy and the SC plan could lead to a decline in SC profitability. The collection

of consumer needs that the company aims to meet with its goods and services is defined by its competitive strategy. The SC strategy establishes the standards for the SC's responsiveness and efficiency. In the information era, companies(Azevedo, Carvalho et al. 2012).

Due to the consequences of globalization and increased rivalry, businesses are now more focused on the end-to-end integration of the supply chain than on the efficacy and efficiency of individual company operations conducted within their own premises. Both established and emerging businesses are attempting to increase the level of integration in their production processes, including sourcing, manufacturing, and delivery. MIDC has a long history of manufacturing completed goods and supplying raw materials to worldwide supply networks. However, several businesses, such as the leather, textile, and apparel sectors, do not generate value as anticipated, despite the fact that such collaboration and integration are still in their infancy (Stadtler 2014).

According to (Heydari, Govindan et al. 2018) the supply chain is a network of suppliers and customers. Maximizing the overall created value is the key objective of any supply chain. The examination of variables impacting an organization's supply chain within an industrial setting is a fundamental requirement for creating enhancement initiatives. However, businesses have come to the realization that they are unable to manage everything on their own in the current competitive market. The production sector of industrialized nations has seen significant changes as a result of supply chain management, one of the prevalent challenges of the past few decades (Ahady 2020). Across the globe, SCM is observed as one of the foundational elements of business execution. Customers' expectations of quick and high-quality service have given rise to hitherto unheard-of pressures. Economic businesses and manufacturing corporations find themselves in need of administration and monitoring of resources and pillars outside their organizations in the current competitive market. As a result, tasks including inventory management, product planning and manufacture, delivery, distribution, and customer service are moved to the supplier(Zhang, Wu et al. 2023).

The administration of information and material resources among a network of companies engaged in the planning and manufacturing process is the emphasis of supply chain management. It acknowledges the interdependence of information and material resources both inside and outside of organizational boundaries and aims to systematically enhance the management and structure of these resources (Abdullahi 2014). According to Shahbandarzadeh and Peykam (2012), Coor-

dination of material, financial, and information flows across the supply chain is the aim of supply chain management organizational units in order to satisfy end-user demand and boost supply chain competitiveness. This entails spending the least amount of money on the appropriate things in the appropriate quantities at the appropriate time and location.

Gaining a competitive edge is achievable through the application of scientific and logical supply chain management techniques, which are key components of strategic management. The enormous changes in the global markets and the introduction of new technology in recent years have increased the need for supply chain management. Because of this, many firms need to employ supply chain management to create and maintain their competitive standing. Two questions attempted to be answered in this study: What elements affect the performance of the supply chain? To what extent do these elements matter? Given the significance of supply chain management, an attempt was made to determine the influencing aspects and comprehend the impact of supply chain management on management performance in this study, which was founded on experiences in industrial development. chain level (Ahady 2020).

Under supply chain management (SCM), logistics In order to obtain raw materials, transform them into specific final products, and deliver these finished goods to consumers, a variety of businesses (suppliers, manufacturers, distributors, and retailers) work together (cooperate and coordinate) along the whole value chain. This is known as a supply chain (SC) (Meidute-Kavaliauskiene, Yazdi et al. 2022). This definition is based on Oliver and Webber's Catches up with Strategy (Oliver and Webber 2012).

1.2 Problem Statement

In today's globalized business environment, companies seek to address the obstacles preventing them from becoming market leaders by utilizing a variety of options, including opportunities and tactics. Businesses use a variety of tactics to improve their performance. Logistics management may be one of the tactics required for businesses to achieve improved performance, claims (Bagshaw 2017). Because operational performance positively impacted a company's financial performance, it was imperative to recognize the significance of logistics management for competitive advantage (Ngesa and Namusonge 2023). (Nyaberi and Mwangangi 2014) assert that logistics management techniques improve profit, sales volume, service delivery, production lev-

els, and product quality, all of which have a significant positive impact on organizational performance.

(Rundassa et al., 2019, Demissie et al., 2017, Rao et al., (2015) evaluates the financial and non-financial performance of Ethiopia's garment manufacturing industry using a multidimensional performance measuring technique, and the results are extremely discouraging in terms of both financial and non-financial performance. The sector continues to lack competitiveness in both domestic and global markets.

The following are several dissertations that look at SCM concerns and approaches in different Ethiopian industries: Admaw (2010) examined the usage of SCM by Ethiopian textile industries. The SCM practices of Ethiopian textile and garment enterprises were found to be deficient and to not see SCM as a tool for competitive strategy. The textile and garment businesses' business management did not give the SCM concepts and procedures any attention.

The manufacturing industry in emerging countries is under unprecedented pressure to remain competitive due to the changing business trends. In response to this demand, the manufacturing sectors have tried to enhance their operations using a range of production approaches, such as total quality management, lean manufacturing technology, and business process reengineering. The manufacturing industry has not yet achieved a substantial market share in spite of these efforts. Because of this, manufacturers are compelled to make their production process more productive. This incentivizes industry to improve the efficiency of production systems. For businesses to succeed, supply chain integration and effective management are becoming increasingly crucial (Ryu, Min et al. 2007).

(Mukolwe and Wanyoike 2015) claim that an organization's supply chain management techniques and organizational performance are positively correlated. This relationship is demonstrated using warehousing, transportation, customer response, and physical distribution management. Nonetheless, the organization's practices for transportation and warehouse management were subpar. Bosire (2011) conducted research on SC management techniques and how they affected Kenyan organizations' performance. Importing, warehousing, material handling, and inventory management were among the activities that the companies regarded as preferred ways to assess organizational effectiveness. The results of this study demonstrate that these characteristics sig-

nificantly and favorably affect organizational performance and help the company address a variety of issues. Ever-more-important components of a successful business.

SRM is becoming more and more crucial to achieving this objective. With outsourcing growing in popularity and profitability, a deeper and more critical understanding of the buyer-supplier relationship is required. SRM is essential to the company and might cause problems if it is not handled properly. Inflationary pressures, governmental policies, currency fluctuations, shifts in demand patterns, and other factors are some of the dynamics that lead to supply uncertainty. Studies (Mulyungi, 2018; Murugi and Shalle, 2016; Olusanya, 2018) have examined the impact of SRM on firm performance. These studies have primarily focused on investor relationships. The processes that lead to supply uncertainty include shifts in demand trends, exchange rate swings, governmental regulations, inflationary pressures, and more. The impact of supplier relationship management on business performance has been studied by Mulyungi (2018), Murugi and Shalle (2016), and Olusanya (2018). The main goal of these studies has been to look into how supplier relationship management directly affects business performance. While Olusanya (2018) demonstrated that trust, communication, on-time delivery, and organizational performance are all positively connected, Kathambi et al. (2019) found that supplier financing has a substantial impact on business performance.

Priority investment destinations in Africa included Ethiopia, however due to recent performance stagnation, foreign organizations now favor other African nations including Egypt, South Africa, and Nigeria (Lee, Thomas, & Wilson, 2016). According to the report, a possible cause of the performance issue could be the mishandled adoption of modern supply chain techniques. More than any other department inside a business, the supply chain plays a major role in the development and expansion of those firms (Nag and Ferdausy 2021). Therefore, the study evaluated whether manufacturing organizations may enhance their operations and thereby enhance their performance by implementing customer interaction practices.

Nowadays, most themes are using the strategic supplier partnership strategy to encourage cooperation in cross-organizational supply chain management tasks. Thus, companies encounter problems and obstacles; in the meantime, how well they manage or maintain their inventory level will determine how well they handle those obstacles and how successful they are. How well they can

fulfil their clients is another important factor. Determining the degree to which businesses' relationships with suppliers and other marketers impact the supply chain and overall success of the companies is a crucial task (Tindi and Kibet 2018).

A sustainable competitive advantage in business that is based on information sharing is ultimately hampered by business organizations' openness to sharing information while keeping in mind the uncertainty of meeting supply and demand, including the costs and benefits of the firms. The shared information is not exact with some changes(Fraccascia and Yazan 2018). Organizations now must decide which rescheduling method (postponement) to use to minimize risks related to information ambiguity. Information-sharing connections have not been the subject of a depth investigation up to this point. Analyzing these elements' true influences may be more difficult(Dong, Tang et al. 2019).

It becomes difficult for decision makers to make such strategic choices about organizational practices that support improving organizational performance and gaining a lasting competitive advantage, nevertheless, in today's extremely dynamic market. More research is required, particularly regarding garment manufacturing companies. Moreover, the production capacity and market share of exports in foreign markets are being severely harmed by import barriers, the LC problem, the lack of dollars, and rising fuel and petrol prices. Thus, in a circumstance like this, people who are enduring and attempting to overcome obstacles are an excellent source of information and expertise for all involved organizations, which can benefit from and learn such organizational methods, thereby improving organizational performance.

1.3 Objectives of the Study

1.3.1 General Objective

To determine how supply chain management techniques affect the organizational performance of Garment manufacturers in the Hawassa Industry Park case.

1.3.2 Specific Objectives

- To assess the current supply chain management practice of garment manufacturers in Hawassa Industry Park.

- To identify the effects of supplier relationship management on organizational performance of the manufacturers.
- To identify the effect of customer relationship management on organizational performance of the manufacturers.
- To determine the effect of information sharing on organizational performance of the manufacturers.
- To examine the effect of postponement on organizational performance of the manufacturers.
- To assess the effects of supply chain leadership on organizational performance of the manufacturers.
- To recommend the importance of supply chain management practices for organizational performance .

1.4 Significance of The Study

The researcher has a better understanding of how important efficient SCM is to organizational success. This study assesses supply chain management strategies and looks at the relationship between supply chain performance and operations. By creating effective and efficient supply chain management strategies, businesses in the Hawassa Industry Park may gain from this research and strengthen their competitive edge.

This study is helpful at the individual, organizational, and sectoral levels. This study also benefits the employees of industry park. The employees of the company each receive information about the current status of their organizations that will be helpful for improved performance and personal growth. The manufacturers will benefit from changing or reviewing their practices and strategies at the organizational level because increased staff productivity inevitably results in expansion and, ultimately, development. Important motivational problems are a national concern at the national level because they will aid in organizational performance.

It contributes to future study by offering insights into strategic advice for companies that offer and use SCM practice programs. This research will assist in maintaining a positive brand image

and in projecting a consistent message and image for the companies that are used in this study. Therefore, in order to support organizational policies, the study is crucial for all manufacturers.

1.5 Scope of the Study

The topic being investigated (conceptual scope), the region covered (geographical scope), and the technique used (methodological scope) can all be used to describe the study's scope.

- Conceptual scope: This study's conceptual boundaries are set to ascertain how supply chain management (SCM) practices affect organizational performance. SCM practices are viewed as a multifaceted construct made up of five dimensions: supply chain leadership, postponement, customer relationship management, supplier relationship management and information sharing.
- Geographical scope: Geographically, this study is delimited to garment manufacturers who are located in Hawassa industry park.
- Methodological scope: Methodologically, this study applies quantitative approach and explanatory design. Pertinent data were gathered using structured questionnaire and was examined using linear regression analysis and Pearson correlation, two methods of inferential and descriptive statistics.

1.6 Hypothesis of The Study

H-1 Supplier relationship management has direct and a positive significant effect on organizational performance.

H-2 Customer relationship management has a positive significant effect on organizational performance.

H-3 Information sharing has a positive significant effect on organizational performance.

H-4 postponement has a positive significant effect on organizational performance.

H-5 supply chain leadership has a positive significant effect on organizational performance.

1.7 Operational Definition of key Terms & Concepts

Both practical and conceptual meanings are included in the definition of words. Term definitions that are conceptual require citation explanations since they are defined from theoretical angles. Conversely, operational definitions are useful explanations provided by the researcher in accordance with the text's context. So, conceptual definitions of terms are employed for this thesis, and they are as follows:

Supply Chain Management, according to (Min and Mentzer 2004), is the methodical, deliberate synchronization of the conventional business activities and the strategies that cut across these business functions both inside a specific organization and among businesses in the supply chain.

SCM Practices: In order to effectively and profitably fulfill customers, supply, demand, and relationships are managed through the application of methodologies known as supply chain management (SCM) practices. (Krause and Scannell 2002).

Information Sharing: Information sharing, according to (Simatupang and Sridharan 2002), is the exchange of private data between business partners that allows them to track the status of orders and products as they move through different supply chain operations.

Customer Relationship Management - is a technique for producing superior goods that distinguishes them from rivals. Measures of operational success include cost, quality, delivery, and adaptability (Thatte 2007). Customer relationship management is the collection of practices, strategies, and resources that companies employ to monitor and assess customer information and interactions across the customer lifetime. The goals are to improve customer service relationships, aid in client retention, and increase sales.

Supplier Relationship Management: - The professional practice that offers advice on how to build and maintain relationships with suppliers is known as supplier relationship management (SRM). It also happens when buyers and sellers try to get a competitive edge in the market by utilizing one another's assets as a result of alliances being formed (Liao, Hong et al. 2010, Lii and Kuo 2016) The practice of managing and communicating with external suppliers who supply your company with goods, materials, and services is known as supplier relationship manage-

ment, or SRM. Your objective is to choose suppliers that are easy to work with and provide good value in order to optimize the value of the business relationship.

Postponement: - According to (Simão, Gonçalves et al. 2016) postponement refers to the strategies used by businesses during manufacturing processes to overcome obstacles in the supply chain, reduce risks, and improve organizational performance in the interim.

Supply Chain Leadership: - The power of a company to affect the decisions, conduct, and output of supply chain participants is the focus of supply chain leadership (SCL) ((Ojha, Acharya et al. 2018)

1.8 Structures of The Study

Five chapters make up the structure of the study. Research objectives, research questions, background, problem statement, significance, scope, hypothesis, definitions of terms, and study organization are all covered in the first chapter. Chapter 2 discusses the organizational background and conceptual framework after going over the many works of literature that should be read in order to increase knowledge in the topic. Chapter 3 discusses the research strategy and methodology employed for this study. Chapter 4 discusses the findings and analysis of the study, and the last chapter offers a summary, conclusion, suggestion, and suggestions for more research.

CHAPTER TWO

2. REVIEW OF RELATED LITRATURES

2.1 THEORETICAL REVIEW

2.1.1. Definition & Concept of Supply Chain Management

The 1980s saw a shift in perceptions about the function of purchases in organizational plans. In the 1990s, however, studies concentrated on ways to integrate and identify purchasing as a more significant aspect affecting organizational success (Ellram and Carr 1994). In his seminal study on the forces influencing industrial competitiveness, (Argyres and McGahan 2002, Porter, Argyres et al. 2002) identifies suppliers and buyers as two of the key players. Porter's model states that buyers' negotiating power declines with a decrease in the number of buyers in the business market. Suppliers must therefore lower costs and raise quality. However, when there are fewer suppliers, their negotiating strength increases and they have more control over the cost and quality of the goods (Ahady 2020). In general, a supply chain is a system of companies that, starting with the supplier of supplier and concluding with the client of the client, are involved in a variety of processes and activities that lead to value being generated in the form of goods and services for the end user. Its primary components are the suppliers' network, the clients' network, and the transformation unit. In today's global marketplaces, competent supply chain management is essential for competitive advantage. Every business in the market competes with suppliers and buyers in this way in an effort to increase its profit margin(Ratajczak-Mrozek 2012).

According to (Rodrigues, Bowersox et al. 2005) Integrated supply chains are multi-enterprise relationship management systems that are based on capital, information, human resources, core competences, capacity constraints, and capital. Under such conditions, the supply chain strategy and structure are employed to create an operational connection between the company and its clients and between the company and supply/distribution networks. To get a competitive advantage is the aim of these initiatives. Because of this, all parts of the business process are connected, from obtaining raw materials to delivering goods and services to customers (Ahady 2020).

The philosophy of supply chain management (SCM) describes how companies should run their supply chains in order to obtain a competitive edge. Its goal is to attain a balance between cost and customer satisfaction by coordinating the information and material flows in the supply chain with the client's requirements. It therefore refers to introducing higher-value products to the market, applying these concepts to reduce expenses for the company, and coordinating the actions of all supply chain participants. Many people define supply chain management as the chain that connects all the elements of the production and supply process, from raw materials to final consumers, and crosses multiple organizational boundaries.

According to (Hong, Yeo et al. 2012), The process of strategically managing the movement of components, finished items, and materials from suppliers through the production process, onto consumers or end users, and, if required, into storage is known as supply chain management (SCM). Managing the information involved is another aspect of it. It was explained by another researcher. SCM is defined succinctly in the Handbook of Supply Chain Management as the planning, directing, and execution of supply chain operations to satisfy end users' needs (Sujono and Utami 2013).

SCM is a concept whose aim is to seamlessly integrate material and information flows throughout the supply chain as an efficient competitive weapon, as Li et al. (2006) explained. According (Li, Ragu-Nathan et al. 2006), The collaborative interactions amongst participants at various supply chain phases and the shared and coordinated practices of several enterprises are referred to as supply chain management (SCM). Improving the supply chain's overall performance as well as a company's individual success is one of supply chain management's two goals. On the other hand, supply chain management lowers the overall costs of the business. Improving the supply chain's overall performance as well as a company's individual success is one of supply chain management's two goals. On the other hand, supply chain management lowers the overall costs of the business.

(Asgari, Nikbakhsh et al. 2016) illustrated how SCM incorporates concepts from a number of academic disciplines, such as operations research, logistics, accounting management, production and inventory management, scientific forecasting and marketing, strategic management, and organizational development philosophy. Supply chain management (SCM) is one business strategy

that is increasingly being used in the corporate sector today and has lately attracted scholarly interest. (Rigatto, Larson et al. 2004).

Traditionally, the goal of supply chain management (SCM) was to enhance performance and boost the profitability and interests of the business by providing integrated and coordinated guidance to all supply chain participants. Reduced prices, higher quality, and quick delivery of products and services were other goals of supply chain management. The development of the green supply chain concept and the importance of social costs and environmental damages are not included in this strategy, but (Ansari and Moghadam 2016)Supply chain management has garnered the interest of several scholars and production and operation management specialists over the last 20 years as one of the critical components of an organization's competitiveness and profitability (Doan 2020).

The primary objective of supply chain management is to strengthen chain relationships in order to integrate supply chain operations and information flows related to those activities. The ultimate goal of supply chain management is to establish a steady and long-lasting competitive advantage. Accordingly, supply chain management is the act of enhancing and managing the production and distribution of goods throughout the supply chain, as well as the associated information flows (Altubaishe and Desai 2023). The following lists further definitions of supply chain. The process of organizing, carrying out, and overseeing a supply chain's operations is known as supply chain management, and it is a successful strategy that lowers costs (Amini, Alinezhad et al. 2019). According to (Cox 1999), a supply chain is first and foremost made up of the procedures that link a supplier and a client from the point of raw material intake to the final product's manufacturing. Second, the value chain for the creation and provision of services to clients is activated by a group of activities both inside and outside the company (Mohammadi, Zangeneh et al. 2023).

Estedler provides the following definition of supply chain by citing (Hübner 2007): Organizations in the supply chain are divided into upstream and downstream sectors. By offering a good or service and managing many operations and procedures, these industries aim to add value for the client. By using Estedler as a source, (Hilletofth, Reitsma et al. 2018) further defines supply chain as an assortment of perspectives that look for coordination and integration between the

movement of goods, information, and money along the supply chain. The integration makes it possible for the goods to be delivered at the specified location in a timely, accurate, and cost-effective manner, satisfying the needs of the customer.

The supply chain, which consists of a network of choices and facilities for distribution, oversees preparing raw materials, processing them into intermediate and final products, and shipping the finished goods to clients. In other words, it is a network of companies engaged in various procedures and operations that, when combined, add value for the final user of a range of goods and services (Yudistria and Rusyandi 2023). The supply chain encompasses all activities pertaining to the transportation and transformation of goods from the raw material extraction phase to the ultimate customer, along with the associated information flows. Materials and information go up and down the supply chain. Supply chain management, or SCM, combines these activities through improved supply chain connections to obtain a sustainable competitive edge. According to (Wieland, Handfield et al. 2016).

SCM is a concept whose aim is to seamlessly integrate material and information flows throughout the supply chain as an efficient competitive weapon, as (Al-Shboul, Barber et al. 2017) supply chain management (SCM) as the mutually beneficial relationships between players at different supply chain stages and as the shared and coordinated processes that are carried out by several organizations. One of the two objectives of supply chain management is to enhance both the performance of the supply chain overall and the performance of a business on its own. However, supply chain management reduces the company's overall expenses (Li et al, 2006).

Shapiro (2005) demonstrated how SCM integrates ideas from several academic fields, including operations research, logistics, production and inventory management, accounting management, scientific forecasting and marketing, and strategic management and philosophy of the development of the organization. One business technique that is being employed more and more in the corporate sector today is supply chain management (SCM), which has recently drawn scholarly attention (Thakur and Anbanandam 2016).

2.2. Resource-Based View (RBV) Theory

(Wernerfelt 1984) For business, resources and goods are two sides of the same coin. Most of the resources may be used in several products, and the majority of goods need the assistance of

many resources. The firm's activity size in different product markets can be used to determine the least resource commitments needed. On the other hand, describing a firm's resource profile might help identify the optimum product-market actions.

(Madhani and practices 2010) The Resource Based View (RBV) examines the factors that contribute to a company's success or failure in the marketplace from a firm-specific or "inside-out" standpoint. According to RBV, certain companies' talents also enable them to develop new products, enter new markets, and improve the customer value chain. The RBV creates long-lasting competitive advantages by using organizational resources and competencies. But not every resource a business has will be strategic and provide it with a competitive edge. Only in situations when resources are diverse and stationary does competitive advantage arise.(Clulow, Barry et al. 2007) The Resource-Based View (RBV) looks at how "key resources," or intangible assets and abilities, help improve performance and gain a competitive edge. The conceptual analysis and empirical research carried out inside the RBV have mostly focused on the firm's perspective on significant resources and their value to the firm. Another approach to looking at vital resources is to consider the value they provide to the client. The question at hand is whether significant resources that are useful to the business are similarly valuable to the client.

(Ferreira, Serra et al. 2016) categorized the company's assets into three categories: physical capital (location, technology, plant and equipment, etc.), human capital (individual managers and employees), and organizational capital (officially and informally organized connections and structure). As an organizational capital resource, working with suppliers may be linked to the relationship-based components of inter-firm value-creating activities. Supplier cooperation has been shown to be essential for creating new goods(Shin, Collier et al. 2000).

2.2.1. Supply Chain Management Practices and Organizational Performance

Supply chain management practices are a collection of steps a business takes to promote effective supply chain management. (Li, Verma et al. 2005). The notion of supply chain management (SCM) is multifaceted and encompasses different perspectives, including supplier, internal, and customer perspectives. According to (Lulu 2002), supply chain management (SCM) strategies that combine cooperation between manufacturers, distributors, suppliers, and customers can assist improve the long-term performance of supply chains and organizations.

Finding out how supply chain management tactics impact a business's success in terms of supplier partnerships, delay, information sharing, customer connections, and supply chain leadership is the aim of the study. The diverse methods of supply chain management encompass both the upstream and downstream components of the supply chain (Bode and Wagner 2015). According to Donlon (2006), Cycle time, compression, continuous process flow, information exchange, outsourcing, and supplier relationships are some of the supply chain management strategies. (Gawankar, Kamble et al. 2017), nonetheless, provided examples of supply chain management tactics in the areas of buying, customer relations, and quality. Alvarado and Kotzab's empirical study concentrated on supply chain management tactics, such as the interorganizational system employed, core competencies, and deferral to get rid of surplus inventory.

(Chin, Hamid et al. 2012) determined that the primary elements of supply chain management techniques include information exchange, supply chain integration, geographic proximity, JIT capabilities, and customer service management. In order to encourage supply chain agility, (Gawankar, Kamble et al. 2017) concentrated on five supply chain level techniques. These consist of information exchange, customer relationships, outsourcing, strategic supplier alliances, and product modularity. Research on supply chain management techniques is also carried out by (Yap and Tan 2012, Gawankar, Kamble et al. 2017). They investigated cross-functional teams, long-term relationships, supplier base reduction, and supplier involvement. Like Chen and Paulraj, Min and Mentzer (2004) examined the long-term connections, leadership in the supply chain, teamwork, and information exchange that serve as the foundation for supply chain management strategies. Lie et al. (2005, 2006); Thatte (2007) made a distinction between the three supply chain management techniques of information sharing, customer interactions, and strategic supplier alliances. This research employed the same supply chain management strategies, such as information exchange, supplier alliances, and customer interactions. (Thatte 2007)have produced a viable and trustworthy instrument for assessing supply chain management strategies.

This study also used a comparable tool. Supply chain responsiveness is a result of three aspects of supply chain management techniques. These include the previously mentioned strategic supplier partnerships, customer relationships, and information sharing. This study aims to determine the impact of supply chain management techniques, including information sharing, responsive supply chains, strategic supplier partnerships, and customer relationships. The impact of supply

chain responsiveness on the firm's competitive advantage, supplier network responsiveness, logistic process responsiveness, and operation system responsiveness is also examined in this study. Enhancing the company's competitive edge could help the business function better. According to (LE THI MINH 2018) supply chain management techniques include cycle time, compression, continuous process flow, information exchange, outsourcing, and supplier partnerships. (Yap and Tan 2012), however, provided examples of supply chain management techniques in the areas of purchasing, customer relations, and quality. In their empirical study, Alvarado and Kotzab concentrated on supply chain management techniques related to the interorganizational system in use, core competencies, and postponement as a means of eliminating surplus inventory.

According to Jayaram and Tan (2010), supply chain integration, information exchange, customer service management, geographic closeness, and just-in-time (JIT) capabilities were the most important components of supply chain management strategies. Five supply chain-level activities that are essential to establishing supply chain responsiveness were the subject of (Lee 2004). These consist of information exchange, customer relationships, outsourcing, strategic supplier collaborations, and product modularity. (Chen and Paulraj 2004) Additionally, they conducted study on supply chain management strategies, looking into cross-functional teams, supplier involvement, supplier base reduction, and long-term connections. In a similar vein, Chen and Paulraj (Min and Mentzer 2004) also looked at the long-term relationships, information exchange, collaboration, process integration, and supply chain leadership that underpin supply chain management techniques. Supply chain management (SCM) practices are a collection of activities that a company does to promote effective supply chain management. Donlon outlines the most recent developments in supply chain management (SCM) methods, such as collaboration with suppliers, outsourcing, reduction of cycle times, continuous process flow, and sharing of information technology. (Tan 2002)use purchasing, quality, and customer relations to illustrate SCM processes, in their empirical study. Focusing on core skills, utilizing interorganizational tools like EDI, and eliminating surplus inventory levels by delaying customization until the conclusion of the supply chain are among the SCM techniques listed by (Li, Ragu-Nathan et al. 2006). Using factor analysis, (Tan 2002) List the six elements of supply chain management (SCM) practice: supply chain characteristics, information sharing, customer service management, and supply chain integration.

2.2.2 Supplier Relationship Management and Organizational Performance

According to (Thatte 2007), Long-term cooperation between a business and its supplier is known as a strategic supplier partnership. According to (Gunasekaran, Patel et al. 2001), a strategic partnership fosters cooperative planning and problem-solving efforts while emphasizing long-term relationships between trading partners. According to (Thatte 2007, Thatte, Rao et al. 2013) Strategic alliances between businesses promote mutual gains and ongoing cooperation in vital strategic domains like markets, goods, and technology. Instead of working with several suppliers that were chosen solely on the basis of cost effectiveness, businesses that form strategic partnerships with their suppliers work closely and productively with a small number of suppliers. Early supplier involvement in the product design process has several benefits, including the ability of suppliers to provide affordable design options, help in choosing high-quality parts and technologies, and support for the development of assessments.

Supplier relationship management initiatives are crucial to supply chain management strategies (Wisner, Tan et al. 2021). The idea behind long-term partnerships is that they are not intended to be transient. Supply chain partners that have a tight connection are prepared to share rewards and risks and work together to sustain the relationship over time. Achieving supply chain responsiveness requires strategic supplier alliances, which includes tight collaboration to build or redesign goods and processes, resolve issues, and create backup plans noted that enhanced supply chain responsiveness was a result of cooperative strategies like 3PL, VMI, and CPFR amongst supply chain participants. The key components of being responsive have been identified as information sharing and strategic supplier partnership strategies in a special study published by SCM Practice in 2003 (Habib 2011).

The changing business environment necessitates a more collaborative approach to relationship management, better integration between internal suppliers and business operations, and increased global awareness and capabilities. In order to gain a larger market share, more profits, and lower costs, a successful supply chain management partnership must not only construct seamless cooperation with significant members but also raise operational efficiency (Tsai and Hung 2016).

Organizations have been shown to rely significantly on innovation and optimization initiatives such as collaborative supply chain management since they can offer a competitive advantage

(Seo, Dinwoodie et al. 2016). Supply chain cooperation refers to the cooperative efforts of two or more chain players to create a competitive edge in the industry. Supply chain collaboration enables organizations to share information, make decisions, and reap rewards like profit and meet consumer demands. A coordinated supply chain can be achieved by cooperating with trading partners who share the same duties, objectives, plans, management strategies, and performance assessment data, claim (Barratt and Oliveira 2001).

In contemporary retail supply chains, collaboration involves the use of procedures such as vendor-controlled inventory, ongoing replenishment programs, and cooperative planning, forecasting, and replenishment (Barratt & Oliviera, 2001). Today's business network has seen a significant shift from competition between independent supplier chains to individual companies competing as independent corporations, (Lin 2017)).

It is described as the organization's long-term relationship with its suppliers. Strategic supplier partnerships promote long-term, direct relationships as well as cooperative planning and problem-solving activities. Suppliers and organizations can collaborate more closely, saving time and effort that could be spent elsewhere. Effective supplier partnerships can be a crucial aspect in guiding supply chain management, as stated by Li et al. (2006). Additionally, in a strategic supplier partnership, suppliers have a more direct impact on the quality performance of an organization (Sadikoglu & Zehir, 2010).

Supply chain participants who have strong bonds are more likely to share rewards and risks and can sustain their partnership over time (Landeros & Monczka, 1989). It is intended to assist each participating firm attain major, long-term benefits by utilizing their operational and strategic strengths. These strategic alliances are formed to encourage mutual gain and continued involvement in one or more important strategic domains, such as essential raw materials, technology, goods, and markets.

2.2.3 Customer Relationship Management and Organizational Performance

In this study, the outcome variable of interest is organizational performance. The ability of an organization to fulfill its market orientation and financial objectives is referred to as organizational performance (Li, Shue et al. 2006). Prior studies have used specific measures of organizational performance by measuring both marketing and financial performance, for example,

through several indicator criteria (Baiyewu 2022), and taking into account factors associated with CRM activities, for example (Mohamad, Othman et al. 2014). This study will look at the marketing and financial performance of a company to see how effective it is. As a result of businesses' use of CRM tactics in marketing performance, customer loyalty and retention will increase, resulting in increased customer satisfaction (Jarad, 2011). Another study, for example, tries to capture the multi-faceted character of customer loyalty, happiness, and retention in firms ((Mohamad, Othman et al. 2014). CRM is being applied in many organizations, according to a recent study (Chuchuen and Chanvarasuth 2011), and is obtaining insights into customer behavior, supporting businesses in recognizing the value of consumers, and transforming the way they approach customer interactions. Environmental considerations have a smaller impact on businesses' inclination to employ CRM than technological and organizational ones. As a result, firms will sense a greater relative advantage, will have more time to experiment with CRM before implementing it, will have more top management backing, and will be more organizationally ready.

CRM implementation is more common in larger businesses. A performance measurement based on financial measurements will be incorrect in terms of financial performance (Zand, Keramati et al. 2018). Traditional financial accounting measurements such as return on investment may generate deceptive signals regarding continual advancement and innovation in today's competitive climate (Kaplan & Norton, 1992). Due to CRM's cross-functional nature, standard performance measurement techniques may be ineffective. Based on the availability of data and respondents' willingness to reveal secret information about the company's major competitors, all subjective performance criteria were employed ((Zeynep Ata and Toker 2012).

Some sources characterize CRM as technology, while others define it as a data mining process. Organizations must adapt as they go from a customer-concentration approach to a production-based business strategy (Alshawi, Missi et al. 2011). Organizations must consider customer attraction in addition to gaining the enduring requirement of customers' faith in order to maintain long-term profitability and compete in today's business environment (Soltani, Zareie et al. 2018)Older customers should also be retained.

As far as recruiting and keeping customers is concerned, customer relationship management is the most effective strategy. Because of this, CRM has attracted a lot of interest lately from a range of marketing and IT fields. According to (Plakoyiannaki 2005), organizations view cus-

tomer communication as profitable trading and consider customers to be valuable assets(Mendoza, Marius et al. 2007).

Customer Relationship Management (CRM) is built upon the ideas of Relationship Marketing (RM), an emerging field in contemporary marketing (Rahimi and Kozak 2017).The CRM concept gained popularity in the business world during the 1990s. It is a highly regarded scholarly investigation that has sparked interest from the international business community and the research community. This strategy's foundation is the requirement for the development of a new business environment, which opens up the possibility for customer relationship management (Soltani and Navimipour 2016). Since everything and everyone is going online in the twenty-first century, the Internet has a significant impact on society and is creating a new revolution (Soltani, Zareie et al. 2018). Technology is now viewed as an essential and useful part of life.

Additionally, businesses can use Internet technology to monitor their online activities and results, as well as to personalize communications, prices, services, and product offerings and attract new clients. For businesses to offer information, services, and goods to clients online, they must have a precise understanding of their demands (Soltani and Navimipour 2016). In the corporate world, improving customer interactions is thought to result in lucrative and long-term revenue development, as the focus has shifted from product orientation to customer orientation. Studies have indicated that the ties that are formed between service providers and clients have a favorable impact on customer-firm relationships (Sivaraks, Krairit et al. 2011).

However, the development of information and communication technologies, overall quality control, and industrial restructuring causes consumers to adopt more cooperative tactics rather than transactional ones (Othman and Kamarohim 2021). One side benefits more from close cooperation with suppliers than from opportunism. These days, diplomatic vendors are more dependent on their technology and resource base. Suppliers are essential to businesses because they can reduce prices, improve quality, and create novel goods and processes more quickly than they can. Additionally, they enhance a business's worth by giving it access to markets, technology, and information (Hollebeek, Srivastava et al. 2019). Because of all of this, businesses are now forced to manage their suppliers strategically. Researchers examine how the word has been defined, conceived, and measured in previous empirical research and define supplier relationship management in accordance with the rationale given above.

According to Toni and Nassimbeni (2009), the degree of firm-supplier integration is increased when the buyer and supplier have a long-term perspective. Upstream and downstream in the supply chain, businesses that integrate with their customers' plan, execute, and evaluate a successful connection between the provider and the recipient of products and services. Thus, in supply chain management (SCM), client relationship management (CRM) concentrates on both incoming and leaving customer relationships. Customer relations is the ability of the business to communicate with clients in order to deliver suitable goods and services at the proper time, location, and in the proper quantity and quality, both locally and internationally. Customer connection, particularly when it comes to providing product details, taking orders, interacting with customers to control demand, and sharing order information once the system is placed

A company's usage of CRM strategies can affect SCM efforts' organizational effectiveness along with its act (Gawankar, Kamble et al. 2013) Since every entity in a supply chain is both a supplier and a customer, supply chain management success depends on supplier integration upstream and customer integration downstream (Thatte 2007). Improved customer relationship management is essential for an organization's success in the competitive business world (Wines, 2006). Strong relationships with business partners, especially important clients, are crucial to an organization's success when it comes to supply chain management (Sukati, Hamid et al. 2011).

Customer relationships are acknowledged as an integral part of a business's marketing plan to boost revenue (Thatte, Rao et al. 2013). Establishing close relationships with customers helps differentiate products from those of competitors, maintains customer happiness and loyalty, and increases the value that is offered to customers (TEKLEAB 2019). According to several studies (Frow, Payne et al. 2011), building strong customer relationships is crucial to achieving supply chain wide responsiveness. Some authors defined CRM as a technology and a procedure for data mining. CRM based on technology was described by (Rahman, Hussain et al. 2021). Companies should shift their approaches as they move from a production-based strategy to one that focusses on their customers (de Azevedo 2012). To maintain consistent profitability and remain competitive in today's business environment, organizations must take into account the desirability of their customers and cultivate a persistent attitude that fosters customer trust. It's important to retain the previous clients as well (Rahman, Hussain et al. 2021).

The most crucial and effective tactic for drawing in and keeping clients is CRM. Since businesses view their consumers as important assets, it is now believed that connecting with them is cost-effective (Plakoyiannaki 2005). (Rahman, Hussain et al. 2021) In order to investigate the impact of social CRM implementation on a firm's performance, a new adoption performance model was created that links organizational, process, technological, and environmental factors to social CRM adoption and implementation. They also found that management collaboration, staff IT/IS knowledge, cost and expenses, compatibility, and pressure from clients and rivals are critical for a successful CRM deployment. CRM has mostly been emphasized as an important policy for gathering, evaluating, and understanding crucial customer data and using it to make better marketing decisions (Rajput et al., 2018). In order to boost their profit margins and react to rivals' tactics, businesses in today's cutthroat market need cultivate and preserve their connections with both current and future clients(Letchumannan, Bidin et al. 2022).

CRM and Organizational Performance A useful system that can create, save, display, replicate, and translate data is CRM. It is employed to oversee interactions and connections with clients and improve the business's understanding of their profiles (Gupte, 2011). Furthermore, CRM potentials are skills and knowledge that may be applied to maintain, develop, strengthen, and update mutually beneficial connections with customers, according to (Yan, Zheng et al. 2021). Their research indicates that a robust relationship exists between CRM and company success. Businesses should thus employ their resources to create a strong CRM system in order to achieve the intended goals. CRM methods, according to (Salem 2010), open doors for mobile service providers to give dependable services to their clients, resulting in customer satisfaction.

However, (Coltman 2007)discovered a strong correlation between CRM and organizational effectiveness. Furthermore, as noted by (Fatma 2014), the use of sophisticated software to CRM approaches has altered the company direction, especially in the financial services industry. This indicated its relevancy to customer satisfaction and organization performance. In reality, many companies choose to ignore organizational considerations in favor of operating primarily using technology or information systems. The success of the CRM installation was largely due to the organizational factors.

2.2.4 Information Sharing and Organizational Performance

Information sharing, according to (Simatupang and Sridharan 2002), is the sharing of confidential information between business partners so they may monitor the progress of orders and goods as they pass through various supply chain processes. They determined that information sharing includes obtaining, processing, storing, displaying, retrieving, and broadcasting data on demand and forecasts, inventory location and status, order status, cost-related data, and performance status. They add that sharing process data and key performance measures makes the supply chain more visible and makes decision-making more effective. Information in a supply chain can only be helpful if it is reliable, accurate, timely, and relevant (Simatupang and Sridharan 2018). According to (Olapoju 2019), gaining a thorough understand A good grasp of supply chain ideas and a willingness to communicate honestly with supply chain partners are prerequisites for making the supply chain competitive. In today's cutthroat economic environment, companies need to improve their supply chain to attract responses from consumers. Gaining a competitive edge through knowledge (and data) sharing with other supply chain participants has been noted by (Fawcett, Jones et al. 2012).

According to (Lotfi, Sahran et al. 2013), companies may enhance the quality of their products by exchanging information with trading partners. In addition, supply chain participants' efficient use of relevant, timely, and accurate information is seen by (Kumar and Kushwaha 2018) as a crucial competitive element. Faster cycle times (implying a shorter time to market), smaller inventory (implying cheaper costs), and better projections are all advantages that Dell Corp. has gained by exchanging information with its vendors. Customers have gained from receiving a better product at a reduced cost (Hashim, Baig et al. 2020). (Marwah, Thakar et al. 2014) Sharing information with business partners helps companies take more informed judgments and act based on increased visibility. According to (Sukati, Hamid et al. 2011), gaining a thorough understand Building, maintaining, and fostering business connections with vendors is the goal of supplier relationship management, or SRM. It comprises breaking down those links and developing a strategy to increase production in a manufacturing environment by means of better management, execution, and communication. Each supplier a business works with is evaluated to determine which is most important to its performance and continuity. Managers can forge closer relationships with suppliers of products and services through these evaluations. Experts in supply

chain relationships may be hired by a corporation to oversee its interactions with suppliers. Supply chain relationship specialists interact with vendors on a regular basis because of their responsibilities in project management, operations, and supplier selection. SMR is frequently referred to as supply chain management because of this. This practice is similar to the process of vendor management and procurement.

According to (Marwah, Thakar et al. 2014). A comprehensive understanding of building successful relationships with suppliers necessitates looking at procurement from a perspective beyond the specifics of buy orders and contracts. Supply chain management places a distinct emphasis on logistics than it does on supplier relations. It's rarely that simple to accept a contract and then sit back and wait for the process to work itself out. The core of supplier management is people management and the potential contribution that human resources may make to company operations. Keeping this component of the relationship in excellent order guarantees that both sides search for ways to streamline procedures, react swiftly to difficulties, and assist one another in reaping the benefits of the partnership.

2.2.5 Postponement and Organizational Performance

(Forza, Salvador et al. 2008)noticed that items often differentiate as they get closer to the moment of purchase in order to lower marketing expenses, postponement has been the subject of discussion among a wide range of academics and researchers. He called this idea the delay principle. Delaying some product differentiation activities in a supply chain as long as feasible until the chain becomes cost-effective is known as postponement, often referred to as delayed customization or delayed product differentiation (Swaminathan, Lee et al. 2003).

According to (Simão, Gonçalves et al. 2016) postponement refers to the strategies used by businesses during manufacturing processes to overcome obstacles in the supply chain, reduce risks, and improve organizational performance in the interim. Closing all services or decision-making until further notice is issued is one of the various options for the delay (Dong, Xiao et al. 2023). A postponement gives you the opportunity to modify the products to better suit the wants and demands of your clients. Moreover, it alters the demand function and sets the products apart from competitors (Hassan and Logistics 2023).

Postponement is a supply chain approach that enables a supply chain to achieve both cheap cost and fast response by merging some common processes and deferring other product differentiation procedures such as packing and labeling. The point of product differentiation is the line that divides the differentiation processes from the common processes. Four common delay strategies pull, logistics, form, and pricing postponements—have been discovered by recent research investigations. They seek to strike a balance between the advantages and disadvantages of mass production and customization. Four different model types are offered in this book to assess the effects of pull and form postponement techniques under different supply chain configurations(Zinn 2019).

(Yang and Burns 2003, Yang, Burns et al. 2004)One of the main supply chain managements (SCM) techniques that clearly affects an organization's performance and competitive advantage is the postponement strategy. A mass customization tactic called postponement combines the benefits of large production and mass customization. Four typical postponement strategies pull, logistics, form, and price postponement have been discovered by recent studies. The final postponement approach is purely price-based, whereas the first three are related to manufacturing and production. Their goal is to strike a balance between the advantages and disadvantages of mass customization and mass production.

(Iyer, Deshpande et al. 2003, Alderson 2006)A few real-world businesses that demand significant difference are the food industry, high-tech industry, and others. However, empirical research has indicated that delay may not be an evident SCM behavior compared to the other activities. In addition, postponing has both positive and bad implications for a supply chain. The benefits include pooling risk, simplifying forecasts, cutting end-product inventory, and adhering to JIT principles. The primary disadvantage of delaying is the significant expense associated with creating and producing generic components. As a result, evaluating postponement strategies is a crucial area of study, and numerous qualitative and quantitative models have been developed to analyze delay in various contexts.

Businesses typically use forecasting methods to gauge client demand. Products are made ahead of time in order to fulfil client requests, with production schedules designed to maximize output and efficiency. A make-to-stock (demand-push) strategy is the name given to this kind of production plan. This technique has the benefit of instant stock availability (Cheng, Li et al.

2010)to enable prompt response to customer orders. However, fluctuations in demand forecasts lead to inevitable overstock or stock outs. Information distortion causes the variation in a supply chain to increase from downstream to upstream. This phenomenon is termed as the “bullwhip effect” (Saghiri 2011). When overstocked items reach the end of their useful life, they become obsolete, and stock outs result in lost business. The costs associated with overstock and stock outs can be huge. In order to cope with these unwanted variations, a make-to-order (demand-pull) strategy is advocated. In contrast to a make.

(Yang*, Burns et al. 2005) Because aggregation reduces demand fluctuation, postponement facilitates forecasting at the general level more so than at the level of produced forms (Weskamp, Koberstein et al. 2019). In a multi-echelon supply chain system, when the needs of the current level are equal to those of the preceding stages, this is especially clear. Additionally, by moving the customer order decoupling point, it supports a variety of production alternatives, including engineering to order, purchasing to order, make to order, manufacture/assemble to order, packaging and labelling to order, shipment to order, and adjust to order (Cheng, Li et al. 2010). In addition to lowering assembly costs (Trentin and Salvador 2023), its modularity feature facilitates outsourcing and expedites the creation of new products (Kim 2014). An organization can seek more outsourcing opportunities, the higher the degree of modularity. As a result, fixed investment might significantly decrease.

2.2.6 Supply Chain Leadership and Organizational Performance

Scholars have developed SCL, which primarily examines the leadership behaviors of organizations, by drawing on conventional ideas of leadership (Mokhtar, Genovese et al. 2019). Supply chain leadership (SCL) pertains to a company's capacity to impact the conduct, demeanor, and output of its supply chain partners (Chen, Li et al. 2021). To spread throughout whole supply networks, the SCL idea transcends the confines of a single company (Gong, Jia et al. 2023).

Leading companies must demonstrate their leadership style to all participants in the supply chain, including upstream and downstream service providers and suppliers. According to the SCL idea, a company is in charge of overseeing or coordinating its supply chain. Strategic supply chain leadership (SCL) has also been recognized as the precursor to strategic decisions in the supply

chain and has the potential to enhance supply chain performance in terms of buyer-supplier relationships (Mokhtar, Genovese et al. 2019), organizational learning financial sustainability and environmental sustainability (Girija and Srivastava 2020).

Additionally, current research indicates that strong leadership and commitment are necessary to increase supply chains' competitiveness (Chen, Li et al. 2021); in other words, leading companies should shift from organization-centric to interorganizational network management in order to address and nurture the needs and requirements of supply chain participants. A company's own leadership behaviors define its capacity to cultivate lower tier suppliers and push them toward environmentally sustainable practices. According to (Luo, Liu et al. 2023), the significance of supply chain logistics (SCL) extends beyond dyadic supply chain interactions, such as those between a buying business and a tier-1 supplier. SCL may also play a vital role in multi-tier or myriad-based supply chain partnerships.

2.3 Organizational Performance

Depending on who is being measured and for what purpose, organizational performance can take many different shapes. Firm success is measured by three factors, according to (Richard, Devinney et al. 2009): market (sales, market share, etc.); financial (profits, return on investment, return on assets, etc.); and return to shareholders (total shareholder return, economic value generated, etc.). However, according to (Saranya and Research 2014), The capacity of a business to achieve its long-term objectives through efficient management strategies, solid corporate governance, and a steadfast cost-focused approach is known as firm performance.

Since the case organization in this study is a non-profit public institution, target achievement was used as the performance metric. Performance is specifically evaluated based on the number of pharmaceuticals that are out of stock, the speed with which special demand requests are fulfilled, the affordability of the drugs, the degree of customer service, the accuracy of the costing, the decrease of lead times, the inventory level, product returns, and sales volume, among other factors (Almatrooshi, Singh et al. 2016).

(Richard, Devinney et al. 2009) A company's organizational performance is the extent to which it achieves its financial and market-oriented goals. Increasing production, reducing inventory, and speeding up cycle times are the main short-term objectives of supply chain management (SCM);

increasing market share and increasing profits for all supply chain players are the long-term objectives. Comparing businesses and evaluating their performance over time have been done using financial metrics. The ultimate objective of supply chain management and all other organizational endeavors should be enhanced performance. Previous studies have examined an organization's performance using a variety of financial and market indicators, such as return on investment (ROI), market share, profit margin on sales, growth in ROI, growth in sales, growth in market share, and overall competitive position. To measure organizational performance, the same items used in the previously mentioned literature will be used in this investigation.

2.3.1 Performance Measurement

The process of calculating an action's efficacy and efficiency is known as performance measurement (Neely, Gregory et al. 2005). For most firms, financial performance has always been the main indicator of success. Conventional metrics give an extremely constrained and frequently false impression of the organization's success. Early systems had many flaws, especially when they were built on conventional cost accounting concepts, as demonstrated by the works of (Kaplan and Change 2012). According to (Gibson and Dixon 2011), the majority of these metrics concentrate on productivity, price variations, return on investment, return on sales, and sales per employee. These metrics emphasize production metrics more than customers' needs, are rigid, and lack flexibility.

Throughout the 1990s, non-financial measures for performance measurement have garnered a lot of attention. This is mostly due to the fact that non-financial metrics get around the drawback of relying solely on financial success metrics. (Schonberger 2013) said that the most prosperous businesses have corporate-level performance standards that are focused on the needs of the customer. Performance criteria that explain how a company engages with its suppliers and customers include pricing, environment, quality, and delivery. Anantharaman et al. (2006) assert that the other components—innovation, safety, production, adaptability, and morale have a closer relationship with the internal system.

The interdependence between the various performance indicators must be displayed by the performance measurement system. A number of frameworks for measuring performance have been created. The most widely used of these is the Balanced Scorecard (BSC), which was

developed by Kaplan and Norton (2002). Four views are used in a balancing scorecard-based measurement system: internal company perspective, customer perspective, financial perspective, and innovation and learning perspective. (Brewer and Speh 2000) created a balance scorecard methodology for assessing supply chain performance. BSC and related balanced performance measuring systems demonstrate superiority over traditional measurement techniques. The supply chain should be seen and managed as a single unit, with each link operating as a single unit and pursuing shared goals.

Because they frequently failed to build the performance measurements and metrics required to properly integrate their supply chain to optimize effectiveness and efficiency, many firms have not been able to fully realize the promise of their supply chain. A set of important performance measures was provided by (Gunasekaran, Patel et al. 2001), along with a methodology for evaluating the performance of a supply chain at the tactical, strategic, and functioning levels. The indicators are further alienated into financial and non-financial categories to enable the use of an appropriate activity-based costing technique. Performance metrics pertaining to suppliers, delivery efficiency, customer support, inventory, and logistics expenses within a supply chain management system are prioritized. Eventually, a framework was created by (Gunasekaran, Patel et al. 2004) to encourage a greater comprehension of the significance of SCM performance measurement and metrics.

A methodology was introduced by (Yumurtacı Hüseyinoğlu, Kotzab et al. 2020)for the selection of industrial SC performance monitoring systems. Resources, output, and flexibility are the three categories of performance measurements that are recognized as essential elements of any system for measuring supply chain performance. It is necessary to choose the right performance indicators in order to assess any system's performance. Dynamic multidimensional performance (DMP), a framework for performance evaluation, was created by (Maltz, Shenhar et al. 2003). Twelve possible baseline measurements are included in the DMP, which may be analyzed in terms of their applicability to various company types and the five main success factors (financial, market, process, people, and future). A method based on perspective offers six distinct sets of measurements to gauge the effectiveness of supply chain management. (Otto and Kotzab 2003) determined six different points of view: logistics, marketing, organization, strategy, operations research/information technology, and system dynamics. An interface-based metering system is used to synchronize performance at every stage of the supply chain. From the point of origin to

the point of consumption, performance may be synchronized with the link-by-link approach to optimize shareholder value for each firm and the whole supply chain (Ramaa, Rangaswamy et al. 2009). Seth et al. (2006) provided a conceptual modeling technique based on gap analysis for assessing service quality in supply networks, in addition to emphasizing the importance of service quality in the supply chain. Elif Kongar presented the concept of a green balanced scorecard in 2005. In its evaluation approach, it takes into account consumer, financial, business process, learning and growth, and environmental viewpoints. Felix Chan and Qi (2003) proposed a process-based framework to map and assess the practically complicated supply.

2.3.2 Determining the Key Factors For Supply Chain Success

By optimizing the current stocks, supply chain management seeks to guarantee that the product is supplied at the appropriate time and location (Guritno, Fujianti et al. 2015). The performance of the SC as a full can be significantly impacted by inventory management, which includes raw materials, work-in-progress, and finished goods (Ballard, 1996; McCormack et al, 2012). The Supply Chain Operations Reference model (SCOR), which is centered on internal values, customers, and shareholders, may be used to evaluate supply chain performance based on a variety of parameters (Bolstorff, Rosenbaum, 2007). Although the SCOR model takes into account the main supply chain characteristics, it may be modified based on the assessment requirements (Guritno, Fujianti et al. 2015). Crucial success elements are all the things that, when completed properly, guarantee the success of an organization, management, and supply chain. These SCM components highlight areas that demand consistent, focused attention in order to increase performance. Based on industry research, the essential success factors vary depending on the industry at each supply chain level.(Muhammadi Zanjirani, 2007).

Practices for supply chain management are a collection of actions a company does to support efficient supply chain management (Li, 2005). Conceptually, supply chain management (SCM) is seen as a multifaceted notion that encompasses internal, external, and supplier perspectives. According to Chopra and Meindl (2001), supply chain management (SCM) techniques that combine cooperative efforts between suppliers, customers, distributors, and manufacturers can enhance the long-term performance of supply chains and organizations. In order to ascertain whether supply chain responsiveness affects the firm's competitive advantage, the research objectives were created to investigate the impact of supply chain management practices on supply chain respon-

siveness in terms of strategic supplier partnerships, customer relationships, and information sharing. In order to grasp these aims, it was necessary to investigate three ideas that are included in them. External and internal reviews are conducted on these principles for suppliers and customers. First, supply chain responsiveness, which includes operation system, logistic process, and supplier network responsiveness; second, supply chain management practices, which include supplier partnerships, customer relationships, and information sharing; and third, the firm's competitive advantage (operational performance). These include information exchange, customer interactions, and strategic supplier partnerships. This study's goal is to determine the impact of supply chain management techniques such responsive supply chains, information exchange, strategic supplier partnerships, and customer relationships. The influence of supply chain responsiveness on operating system responsiveness, logistic process responsiveness, supplier network responsiveness, and firm competitive advantage is also examined in this study. An organization's performance might be enhanced by strengthening its competitive edge.

2.4 Empirical Review

Through information and communication technology, the SCM idea may be able to address some of the fragmentation issues. Although its implementation is still in its infancy, it can play a key role in enhancing the overall performance of construction (Saad, Jones et al. 2002). But the industry is realizing more and more that the attitudes and working habits of today need to change (Zulhumadi and Mohamed Udin 2010). The coordination of discrete amounts of materials (and related specialized engineering services) delivered to construction projects is the primary focus of construction supply chain management; All construction activities are encompassed by the construction supply chain (CSC), which begins with the clients or owner's original demands and continues through design and construction, maintenance, replacement.

(Cahyaningrum, Untoro et al. 2022)Research on the topic of improving organizational performance (op) in micro, small, and medium-sized businesses (MSMSB) in Solo Raya through supply chain management practices (SCMP) and strategic information systems (SIS) with competitive advantage (CA) mediation has yielded the following findings: Supply chain management practices and strategic information systems do not directly affect organizational performance; however, they can positively affect competitive advantage and organizational performance levels; competitive advantage (CA) can enhance organizational performance; and competitive ad-

vantage was found to fully mediate the influence of strategic information systems on organizational performance. However, supply chain management strategies' impact on organizational performance cannot be mitigated by competitive advantage. A strong strategic information system must be put in place, but enhancing competitive advantage is also necessary to boost the organizational performance of MSMEs, particularly micro.

(Mansaray 2018)Performance is essential to an organization's long-term viability and leadership in the world. Practices for supply chain management (SCMP) can boost a company's competitive edge and performance. Support from managers may help manage SCM operations and improve business performance. This study examines the connection between SCMP and company success in Thailand's chemical sector. Supply chain managers' data was gathered using a straightforward random method. While competitive advantage had a favorable impact on firm success, the data indicated a substantial positive relationship between SCMP and firm performance. Indirectly, however, the connection between SCMP and improving firms' performance was shown to be somewhat mediated by competitive advantage. The association between FP and SCMP was not substantially moderated by manager support. In general, competitive advantage and SCMP are essential for improving firms' performance.

Many businesses, especially in the manufacturing sector, have discovered that internal integration—a.k.a. integrating departments of engineering, purchasing, operations, and logistics—is vital to strike a balance between cost and quality improvements and timely delivery (Mbuthia 2018). Businesses are under pressure to increase their level of competitiveness and to integrate even further; this external integration is what gave origin to the notion of supply chain management (SCM). Through the expansion of conventional functional and intra-organizational activities, SCM seeks to increase both efficiency and effectiveness.

In addition to examining the impact of information technology on the relationship between customer participation and new product performance, (Feng, Cai et al. 2016) looked into the function that consumer involvement plays in new product performance. The study used a survey approach to gather information from 214 Chinese manufacturing companies. The study discovered that the organization's level of information technology implementation had an impact on customer involvement. A study on customer involvement and their opinions of service quality was car-

ried out by (Lam, Cheung et al. 2013). Regression analysis was used to analyze secondary data from 349 Chinese bank customers' responses in the study. According to the study, there is a positive correlation between customer involvement and perceived service performance. This correlation is more pronounced for consumers with high levels of co-production than for those with low levels. Additionally, the study showed that managers and academics studying consumer services should benefit from understanding customers' evaluations of service performance.

(Ponduri, Ahmed et al. 2016) Every element of an organization's success is vital in today's globalized economies, including essential operations like marketing, production, finance, and human resources. The effect of Supply Chain Management (SCMP) practices on World Vision Ethiopia's organizational performance is investigated in this study. Both primary and secondary data, such as published sources and field surveys, were used in the study. Information sharing, supply chain integration, responsiveness, supplier relationship management, and customer relationship management were among the supply chain practices identified by the findings. Nonetheless, issues were noted, including insufficient information systems and the challenge of coordinating all operations. The researchers advise businesses to make sure that all departments share information and concentrate on effective supply chain management. This will help businesses succeed in the globalized economies of today.

Furthermore, aside from internal lean techniques, there is no correlation between SCM practices and organizational performances. Belay (2011) investigated SCM procedures in the cement industry. The thesis's conclusion demonstrates that the cement industry's SCM practices are essentially nonexistent, in line with other industries in the nation. The choice to skip using supply chain management (SCM) as a competitive strategy may have been influenced by the fact that there is a higher demand for cement than there is supply; (Jun, Hynd et al. 2007) also looked at the SCM and model development studies as a case study of Mesfin Industrial Engineering plc. According to the study's findings, most workers of the organization are not familiar with supply chain management (SCM).

(TAGESSE 2017) study investigates supply chain management techniques and how they impact business success, looking at Yotek Construction Plc. His study concentrated on the application of SCM practices and their impact on the company's organizational and operational performance.

To ascertain whether operational performance, supply chain responsiveness, and supply chain management techniques are connected In Bahir Dar's manufacturing sector, (Woreta 2021) carried out research. The findings showed that there is a relationship between supply chain responsiveness and performance, and that information exchange, customer interactions, and strategic supplier partnerships all directly enhance operational performance. Additionally, there is a strong and favorable correlation between responsiveness and supply chain management techniques.

(Gopal, Subashini et al. 2019) This study's main objective is to determine how supply chain management practices—that is, strategic supplier partnerships, customer relationships, posting, risk and reward sharing, and the degree and quality of information sharing—affect organizational performance, specifically marketing and financial performance. 115 target respondents from six Chennai-based firms are given the instrument. Multiple regression analysis is employed to determine the goal of the study, and a viable sample of 100 is selected for further investigation. The findings demonstrated that the following factors significantly and favorably affect organizational performance (i.e., marketing and financial outcomes): supply chain management practices, strategic supplier partnerships, customer relationships, and the degree and quality of information sharing, postponement, and risk and reward sharing. There will be an explanation and delineation of the limits, debates, consequences, and future research.

(Hinkosa 2023)Examining how supply chain management techniques affect Beddelle Brewery Share Company's operational performance was the goal of this study. Strategic supplier partnerships, customer relationship management, quality, information exchange, and internal lean practices were among the factors that were analyzed. The performance of the business was gauged using the lead time. Using a descriptive and explanatory study design, a quantitative research methodology was employed. With the use of 33 questionnaires, information was gathered from 184 employees. SCM practices and overall operational performance were shown to have a substantial positive association, accounting for 80.9% of the variability. According to the report, Beddelle Brewery Share Company should have long-term contracts with strategic suppliers, engage with customers to build responsiveness and dependability, and include important suppliers in planning and goal setting. The business should also try to enhance information sharing procedures throughout the supply chain and deepen its knowledge with trading partners.

The links between SRM, operational flexibility, ownership structure, and firm performance (FP) are examined by (Amoako-Gyampah, Boakye et al. 2020) in a moderated-mediation analysis. The research was carried out in Ghana. Of the 250 questionnaires that the researchers sent out to the respondents, 185 of them were returned. The questionnaires were given to businesses, a student in the department of supply chain and operations management, and students at a national university in Ghana who were enrolled in an executive MBA program. They show how the relationship between supplier relationship management and company performance is mediated by operational flexibility capability. Additionally, their moderate mediated analyses demonstrate that locally owned (domestic) enterprises are more dependent on SRM's influence on firm performance than are foreign-owned firms, suggesting that domestic firms stand to benefit more from SRM investments than do firms with foreign ownership. They recommended that future research incorporate other operational capability measures such as quality, innovation, and delivery since these additives can serve as intervening variables.

(Kosgei and Gitau 2016) assesses how supplier relationship management affects the success of the company. The research was conducted in Kenya. The study design used by the researchers was cross-sectional. To reply to study questions of interest, 82 respondents were chosen from a target demographic of 272 KQ workers. Because the individuals in the various departments at KQ were thought to be diverse, a stratified random sampling technique was used to create the sample. Respondent surveys were collected using primary data for the study. The study also found that properly implementing SRM tactics may significantly improve a company's performance. Kosgei (2016) suggested that companies show a stronger commitment to SRM by putting in place mechanisms to track, analyze, and assess performance at the strategic level.

(Ahani, Rahim et al. 2017)have investigated the effect of social CRM adoption on firm performance in small and medium enterprises (SMEs) context. Accordingly, they have developed a new adoption-performance model for social CRM strategy at the organization level. The proposed model of their study links technological, organizational, environmental and process factors to social CRM adoption and performance. The results have revealed that top management support, IT/IS knowledge of employees, cost, relative advantages, compatibility, customer pressure and competitive pressure are important drivers for social CRM adoption. Finally, their study confirms that social CRM adoption and SMEs performance are significantly related to each other. (Soltani, Zareie et al. 2018) have provided a framework for understanding marketing relation-

ships, customer focus, CRM capacity, and financial success. The research model was built on the foundation of resource-based theory and IT investment. To explain the discrepancy between organizational performance and consumer attitudes, they presented relational capabilities of IT assets, such as CRM, based on the resource-based theory. Customer orientation did not directly affect financial performance, according to the test's findings; but, CRM's capabilities, mediating factors, and service quality did have an indirect effect.

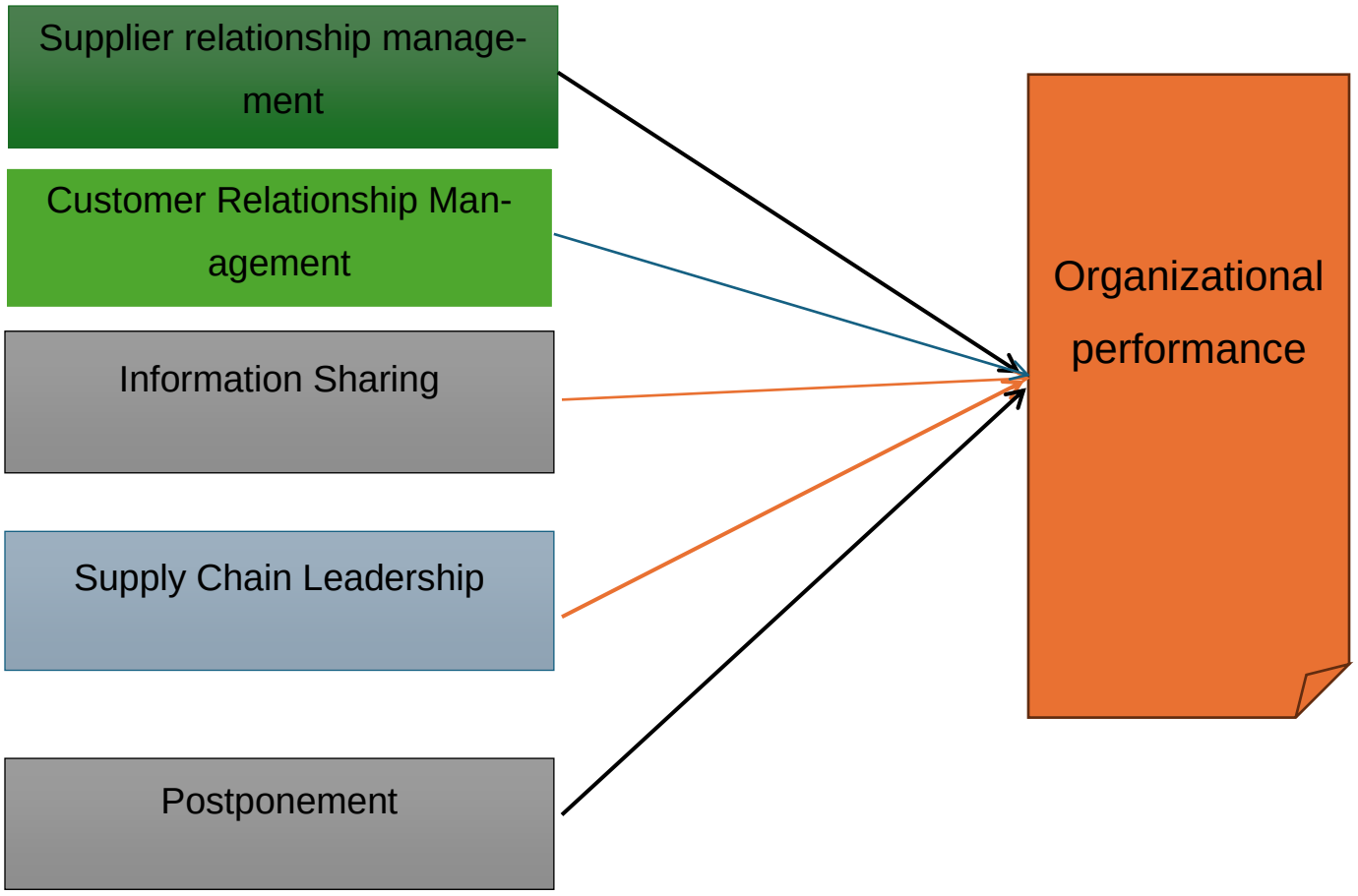
The findings indicate that the organization's CRM capabilities and service quality are crucial mediating factors between customer orientation and performance (alem Mohammad, bin Rashid et al. 2013) examined the connections between organizational performance dimensions like internal process, development and learning, and financial and customer and CRM dimensions including technology-based CRM, knowledge management, customer orientation, and CRM organization. Their study was carried out at hotels in Malaysia. The results of the study show that hotel performances are positively and significantly impacted by knowledge management, customer orientation, CRM organization, and technology-based CRM.

CRM technology, however, was unable to demonstrate a meaningful connection between hotel performance learning and growth perspective. Focusing on the relationship between knowledge management and CRM achievement was (Garrido-Moreno and Padilla-Meléndez 2011). The findings of their investigation showed that, despite its efforts to create customer-focused orientation, the company uses cutting-edge technology and implements knowledge management programs. Furthermore, the findings indicate that companies who utilize CRM benefit from an organizational learning process that makes it easier for them to implement the strategy, which improves strategy outcomes. The benefit of this research, in general, is that it finds favorable influences in the success of CRM through all suggested elements (CRM experience, customer orientation, technology, organizational, and knowledge management). Additionally, they discovered that organizational variables—human resources, organizational structure, support from senior management, and strategy—are crucial for CRM performance. Ultimately, they discovered that a firm's people’s resources and other organizational factors affect the knowledge management process. Nevertheless, the use of cross-sectional data hinders the growth of the analysis under consideration. Additionally, the sample size is rather limited, and managers view the model's various

variables as limitations. Additionally, because the empirical study was limited to the Spanish hotel industry, its findings might not apply fully to other nations or industry sectors.

2.5 Empirical framework

The study aims to examine how supply chain management practices, including supplier partnerships, customer relationships, information sharing, Postponement, and supply chain leadership, impact the performance of organizations. These ideas relate to supply chain management procedures that include relationships with customers, supplier partnerships, information exchange, Postponement, supply chain leadership and the company's competitive edge (organizational performance). Li et al. (2006) assert that supply chain management techniques are a complex framework that encompasses the supply chain's upstream and downstream elements.



Source: adopted from (Li *et al*, 2006).

Figure 1: Empirical Framework

2.6 **Literature Gap**

(Gruis, Roders et al. 2011)argued that there is a conspicuous lack of research that takes a complete view of SCM with regard to SCM practice initiatives. Up until now, manufacturing-related SCM efforts have been small-scale and have only addressed a portion of the issues. State that while examining the challenges, the main producer perspective is usually taken into consideration; There is glaringly little research that approaches SCM practice efforts from a holistic perspective.

The following are several dissertations that look at SCM concerns and approaches in different Ethiopian industries: Admaw (2010) examined the usage of SCM by Ethiopian textile and garment industries. The SCM practices of Ethiopian textile and garment enterprises found to be deficient and to not see SCM as a tool for competitive strategy. The textile and garment businesses' business management did not give the SCM concepts and procedures any attention.

Table 1:Literature Gap

Previous research title Time interval Authors Subjects Results and gaps	Year studied	Authors	Subjects	Results
An evidence-based method for evaluating supply chain performance: an automobile industry case study	2006	Daruish Mohammadi Zanjirani, Mohamad Modares Yazdi	evaluating supply chain management performance and utilizing the approach to research various supply chain management aspects	Integrating the business performance of centers in a supply chain with their operational performance
Supply Chain Management: Impact Of Customer Relationship Marketing on Performance Under Cooperation And Competition Strategies study of Sobh Sepid Company)	2013	Maria Eugenia Barua	Vital customer relationship practices	Manufacturing firms in Kenya had heavily invested in customer relationship practices. This could be attributed to strong relationship between customer relationship and performance of the manufactur-

				ing firms
Finding the variables affecting supply chain performance and applying the system dynamics technique to improve it	2011	Nikbakhsh Javadian, Mahdi Khani, Iraj Mahdavi	evaluating and correcting a few unwanted supply chain behaviors using the system dynamics approach	the capacity to foresee changes in the chain's structure, links, or variables before they occur
The impact of supplier relationship management on performance of fast-moving consumer goods sector in cape coast metropolis.	2024			suppliers should improve on delivering emergency orders since respondents' responses revealed a little uncertainty about the delivery of goods in time of emergency
Impact of the Supply Chain Management Practices Over the Organizational Performance	2023	Muhammad Hassan	Determine how supply chain management techniques affect the organizational performance of Karachi-based textile companies.	

(Tseng and Chiu 2013)conducted a study in which they identified eighteen criteria, comprising the following: supplier efficiency, close ties with suppliers, environmental considerations, and environment management system. They converted language criteria into final numbers using the fuzzy theory.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3. INTRODUCTION

This chapter outlines the sample strategies and methods the researcher employed to conduct the study, as well as the research methodology used to collect data. This chapter also discusses data processing tools and processes.

3.1. Study area

The Hawassa Industrial Park is situated around 275 kilometers south of Addis Ababa, the capital of Ethiopia, on the outskirts of Hawassa, the seat of the Sidama Regional State. Initially constructed on around 140 hectares of land, the Park has the potential to grow to 400 hectares of land in the future. This model industrial park in Ethiopia is an eco-industrial park including zero liquid discharge (ZLD) facilities, specifically designed for textile, clothing, and garment industries that focus solely on exports. The Park features 37 sheds total 22 11,000 m2 buildings, 12 5500 m2 sheds, and the remaining 3 specialty sheds. According to the Ethiopian Investment Commission, it has employed more than 20,000 people in its first phase and, when it functions to capacity, might employ 60,000 people.

3.2 Research Approach

One research paradigm is quantitative research, which can involve collecting, modeling, and evaluating real data as well as the creation of theories, models, and hypotheses. Postpositive analysis was primarily used in quantitative research methods to provide light on certain variables, theories, questions, and theory tests (Kothari, 1990). Additionally, a quantitative study methodology is used to aid in testing the relationships between variables. The processes of gathering, analyzing, interpreting, and writing research findings are all part of quantitative methods (Creswell, 2009). It aids in analyzing and explaining how different variables interact with one another. Cross-sectional data is one of the study's temporal dimensions. Quantitative data gathered, as Kothari (1990) pointed out, the quantitative research techniques were used in this study;

consequently, whereas it has been used before by (Gopal, Subashini et al. 2019) and (Hinkosa 2023).

3.3 Research Design

In Hawassa IPs, the researchers used an explanatory study approach. An explanatory study is beneficial and advised "when a researcher [believe there is] a limited amount of experience [or no/little research is conducted] or knowledge about a research issue [or study gap]," as Manerikar & Manerikar (2014: 1) pointed out. To gather statistics, explanatory research design is used. Explanatory design, which explains and interprets relationships between two or more variables, is used in this research to examine the subject. Which is used by other researchers like (Gopal, Subashini et al. 2019), (Hinkosa 2023) and others which are listed empirical review. Results evaluated in accordance with the empirical data gathered. In this regard, the study's primary objective is to examine the effects of supply chain management practice on organizational performance. To evaluate the connection that exists between variables, the researcher made correlation analysis,

3.4 The Study Population, Sample Size and Sampling Strategies

3.4.1 Target Population

According to Industrial Parks Development Corporation (IPDC) there are seventeen (17) clothing exporting businesses located in Hawassa Industrial Park are the target demographic. Those are FCI Talisman (FCI Group), PVH, Raymond, Silver Spark, Apparel Ltd, Wuxi Jinmao Co., TAL Apparel, Arvind Ltd., Hirdaramani Garment Plc, Busana Apparel Group, Indochine International, Isabella and Sarasavi Export (Pvt) Ltd, EPIC Group, Hela Clothing Group, Ontex Group NV, Everest Textile and Chargeurs Fashion Technologies. Employees from these companies, including managers, supervisors, specialists, and process owners, comprised the sample of respondents in this case in order to collect relevant data for the research on how supply chain management methods impact the performance of garments. By doing this, the results were guaranteed to be representative of the clothing producers.

3.4.2 Sampling Technique

The study was used a straight-forward random sampling method to choose a sample size that is useful for collecting the study's required data. (Dempsey, Doyle et al. 2003)asserts that random sampling is suitable because it ensures that every respondent has an equal chance of being chosen as a study respondent, eliminating bias and facilitating the generalization of the results (Peil, 2005).

The process used to choose each sample member to reflect the population is known as the sampling technique (Oso 2009). Using a straightforward random selection procedure, a representative sample of the entire population was selected. The fact that simple random sampling works well in varied populations serves as justification for its usage.

3.4.3. Sampling Design

A sampling design is a predetermined strategy for selecting a sample from a specific population. The actual process used to choose each sample member to reflect the population is known as the sampling technique. Using a straightforward random selection procedure, a representative sample of the entire population was selected. Simple random sampling is justified by the fact that it works well in situations when the population is diverse (Oso and Onen, 2009). This pertains to the method or process that the investigator would utilize while choosing objects for the sample.

For sampling purposes, a population is split up into smaller groups known as strata using a method known as stratified random sampling. In stratified random sampling, sometimes referred to as stratification, the strata are created based on the members' shared characteristics, such as income or educational attainment. In sample surveys, a population is separated into smaller groups known as strata for sampling purposes using a method known as stratified random sampling. In stratified random sampling, sometimes referred to as stratification, the strata are created based on the members' shared characteristics, such as income or educational attainment. Moreover, stratification is employed to improve sample design efficacy in terms of survey expenses and estimation precision (Singh and Masuku 2014). The stratified sampling strategy was utilized by the researcher. The sample size was determined for each industry based on the proportion of workers in that industry relative to the total population. This approach, according to Singh, Ajay S. and Masuku, Micah B. (2014), ensures that the findings may be applied to a larger group of

workers while enabling perceptive comparisons and analysis to be carried out across various industries.

3.4.4. Sample Size

According to Ajaya and Micah (2014), sampling involves choosing a subset of people from a community in order to evaluate the features of the whole population. Three factors the level of precision, also known as sampling error, the level of confidence or error risk, and the degree of variability in the attributes being measured generally need to be specified in addition to the study's objectives and the size of the population. (Miaoulis and Michener,1976).

According to reports of the Industrial Parks Development Corporation (IPDC), the total number of employees in Hawassa Industrial Park is exactly 20,086 number of workers. The study determined the sample size considering the total population of the study employees who are working in the selected exporters and then using Sam Slovin's Formula to Calculate Sample Size for Surveys (Williams et al., 2023)

So, the formula is: $n = \frac{N}{1+N(e)2}$,

n=total sample size,

N=total population (employees) in the study area,

e=precision degree/ error (5%=0.05).

Therefore,

$$n = \frac{\mathbf{20086}}{+\ \mathbf{20086}\ (0.05)^2}$$

$$n = \frac{\mathbf{20086}}{+\ \mathbf{20086}\ (0.0025)}$$

$$\mathbf{378}$$

This means 378 or more measurements /surveys are needed to have a confidence level of 95% that the real value is within be±5% of measured/surveyed values.

The sample design may also influence the sample size, or the quantity of items to be included in the sample (Singh and Masuku, 2014). Using basic stratified random sampling techniques, the number of employees who answered the questioners out of each company's total workforce was determined.

These are, $nj = \left({}^{Nj}/_{N}\right) \times n$

Whereas,

nj is the sample size for stratum j

n is total number of sample size

N is the total population size

Nj is the population size for stratum j

Table 2: Manufacturing industries in Hawassa Industrial Park

		POPULATION	
No	**MANUFACTURERS**	**N**	**nj**
1	FCI Talisman (FCI Group)	400	8
2	PVH	450	8
3	Raymond	967	18
4	Silver Spark	784	15
5	Apparel Ltd	875	16
6	Wuxi Jinmao Co.,	1356	26
7	TAL Apparel	894	17
8	Arvind Ltd.	987	19
9	Hirdaramani Garment Plc	809	15
10	Busana Apparel Group	1230	23
11	Indochine International	5740	108
12	Isabella and Sarasavi Export (Pvt) Ltd	646	12
13	EPIC Group	986	19
14	Hela Clothing Group	1079	20
15	Ontex Group NV	989	19
16	Everest Textile	597	11
17	Chargeurs Fashion Technologies	1297	24

Source*:* Industrial Parks Development Corporation (IPDC)

3.5 Method of Data Collection

Both primary and secondary sources were used to gather the necessary info. Data from managers, specialists, and process proprietors were gathered using a questionnaire. In order to evaluate the participants' significant background data, such as their sexual orientation and marital state, Age, educational background, employment groups, position, and years of experience taken into account. These factors are taken into consideration as being included in order to verify the data normality in connection to the variables influencing how well employees perform in their jobs.

The data utilized to ascertain how supply chain management practices affect organizational performance came primarily from primary and secondary sources. Respondents' questionnaires and those with closed-ended questions were the main methods used to collect data in order to achieve the study's objectives. The questionnaire was pre-tested and adjusted or improved for validity and reliability issues prior to its real administration.

The standard measurements for the research were adopted by different scholars. In this survey, responses were rated on the Likert Scale format, with answers rating from 1 to 5 (1 = Strongly Disagree and 5 = Strongly Agree). To measure organizational performance the researcher will adopt from Oldham & Hack man, (1976) for supply chain management characteristics that measured by Bommer *et al*, (2001). Thatte (2007) was consulted in order to build and validate a complete measure for evaluating supply chain management practices. The result is a valid and reliable instrument for measuring supply chain management practices. In this study, a comparable tool was also used. These measures will change based on the study's goals. To ensure that responses are fair, respondents will maintain confidentially. Additionally, respondents will fully explain the questionnaire.

3.6 Methods of Data Analysis

The required data were gathered, edited, coded, and classified in accordance with the same predetermined criteria. Techniques for quantitative data analysis are used. Closed-ended questions are employe to collect data, and quantitative techniques will be used to analyze.

Moreover, SPSS version 22 was used for data processing and analysis. SPSS was used to evaluate the descriptive statistics or the basic demographic profile of respondents in the study area.

3.7 Validity

The study's tool's suitability was assessed. The questionnaires are derived directly from the analysis of relevant literature to ensure topic validity. Additionally, to guarantee that the final products align with the goals of the study. Items from an existing measuring instrument that demonstrated validity and reliability in earlier research investigations were adopted to guarantee the measurement instrument's validity and reliability.

In determining validity, the answer can be organized according to measurement relevant types. (Cooper.B.R.& Jayatilaka.B, 2010), indicates an accepted classification of three major forms of validity;(1) content validity, (2) criterion-related validity, and (3) construct validity.

3.8 Reliability

A measurement has stability if consistent results with repeated measurements of the same person with the instrument can be secure. They suggest extending the interval between test and retest as a possible for reliability. As indicated previously, reliability is concerned with whether the measurement is reliable to the degree that it supplies consistent result. (Cooper, D.R. & Schindler, P.S., 2008) state that three dimensions underline the concept of reliability- stability, equivalence and consistency.

Table 3: Reliability coefficient (Cronbach alpha) OF VARIABLES

Variables	No of items or statements or Likert scale items	Reliability coefficient (Cronbach alpha)	Name of the scholar/s who developed the scale, year)
Supply chain management practice			
• Supplier relationship management	8	0.838	(Bommer *et al*, 2001; Thatte, 2007)
• Customer Relationship management	10	0.754	(Bommer *et al*, 2001; Thatte, 2007)
• Postponement	3	0.736	(Bommer *et al*, 2001; Thatte, 2007)
• Information sharing	5	0.935	(Bommer *et al*, 2001; Thatte, 2007).
• Supply chain leadership	7	0.833	(Bommer *et al*, 2001; Thatte, 2007)
Organizational performance	9	0.804	Elaine Seymour (1997).

Source: Own survey (2024)

3.9 Ethical Consideration

Before the start of data collection, ethical approval and clearance were obtained from AAU school of commerce department of LSCM supportive letters were delivered to data sources of the study area.

Knowing the ethical criteria for research, the researcher made an effort to conduct the study in accordance with professional, institutional, and societal norms, making sure that the subjects gave their informed consent and took reasonable risks. The objectives of the research were clearly communicated to participants and we let them know to withdraw if they get discomfort in the process of their participation undertaking.

CHAPTER FOUR

RESULTS AND DISCUSSION OF THE STUDY

4. INTRODUCTION

This chapter presents the findings and discussion of the study from the quantitative data of the research conducted on garment manufacturers at Hawassa Industrial Park. The descriptive and inferential statistical analysis is structure around key themes derived from the questioners of SCMP those are supplier relation, customer relation, postponement, levels of information sharing and supply chain leadership towards organizational performance of garment manufacturing companies. In addition, this chapter presents demographic profile of respondents and assumptions that need to be considered conducting the study.

4.1 Demographic Profile of Respondents

The descriptive statistical results of the respondents are as follows: 378 questionnaires were distributed to the garment manufacturing companies. Of these, 343 questionnaires were successfully returned, resulting in a response rate of 90.8%. Twenty questionnaires were not returned, and fifteen were incomplete.

Table 4: Demographic Profile of Respondents

		Frequency	**Percent**
Gender	Male	209	60.9
	Female	134	39.1
	Total	343	100.0
Age	below 25	61	17.8
	25-35	277	80.8
	36-55	2	.6
	above 55	3	.9
	Total	343	100.0
Position	High level	12	3.5
	Middle level	65	19.0
	Officers	189	55.1
	Logisticians	40	11.7
	support staff	12	3.5
	Other	25	7.3
	Total	343	100.0
Educational	Diploma	39	10.7

Background	Degree	246	70.8
	Masters	54	17.7
	PHD	4	1.1
	Total	343	100
Years of experience	Less or equal 5	221	64.4
	Between 5 – 10	115	33.5
	Between 10 – 15	4	1.2
	Above 15	3	.9
	Total	343	100.0

Source: own servey(2024)

Depending on the survey results of the respondent characteristics from the above table 134 (39.1 %) were females and 209(60.9.3 %) were male. It shows that, male employee constitutes more than one and halves of all the sampled participants in the study area. And majority of the study respondents participated in providing information to the study were males.

From the total completing survey, the majority respondents 277 (80.8%) were aged between 25and 35 and the remaining were 61 (17.8%) aged between below 25 (.6%) aged between 36 between 55 and (.9%) were aged above 55 years.

Whereas 39 (10.7 %) those completing the survey were Diploma or Certificate, 246 (70.8%) had first Degree or Bachelor, 54 (17.7%) of the respondents had second Degree (Master), while the remaining were 4(1.1%) who had doctorate degree. Depending on the results of the survey, most of the sample respondents were first Degree or Bachelor.

Depending on the request to indicate their working experience in the sector and organization; the percentage of respondents having been working as an employee in the study area for less than or equals to five year is 221 (64.4%), between 5-10 years is 115 (33.5%), Between 10 – 15 years 4(1.2%) and while the remaining have been working in the organization for more than 15 years 3(.9%).

4.2 Descriptive Statistics Analysis of Study Variables

4.2.1 Descriptive Statistics Analysis of Supplier Relationship Management (SRM)

Connections that are nearly at the greatest level stated by research participants are shown by the analysis of descriptive data on supplier relationship management, which is evaluated on a 5-point

Likert scale. With an overall mean score of 3.95, it appears that respondents think more favorably of their company's supplier relationship management division.

Their company has set supplier relationship management (SRM) performance targets with a mean of 3.97. Specifically, the research participants stated that their organization's perception of improving supplier relationship management is that we should prioritize quality when choosing suppliers (Mean: 3.89), that we should regularly work with our suppliers to solve problems (Mean: 4.16), that we should help our suppliers improve the quality of their products (Mean: 4.03), and that we should involve our important suppliers in our planning and goal-setting activities (Mean: 3.99).

Our company measures its suppliers' profitability contribution on a regular basis (mean = 3.64), their suppliers' understanding of how their decisions and actions impact the SRM process (mean = 3.97), and the cross-functional team determines the requirements for the SRM process (mean = 3.92).These results point to a more realistic understanding of supplier relationship management and strengthen the company's connection with its supplier. The moderate heterogeneity in replies, as indicated by the standard deviation of 0.76, reflects a range of viewpoints regarding supplier relationship management throughout the workforce

Table 5:Descriptive Statistics of Supplier Relationship Management (SRM)

Descriptive Statistics of SRM				
	N	Mean	Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic
We consider quality as our number one criterion in selecting suppliers	343	3.89	.818	.670
We regularly solve problems jointly with our suppliers.	343	4.16	.769	.591
We have helped our suppliers to improve their product quality	343	4.03	.837	.701
We include our key suppliers in our planning and goal- setting activities	343	3.99	.857	.734

Our company has formal performance goals for supplier relationship management (SRM)	343	3.97	.907	.823
Our company regularly measures our supplier's contribution to our profitability	343	3.64	1.044	1.089
Our suppliers understand how their decisions/actions affect the SRM process	343	3.97	.830	.689
SRM process requirements are determined by cross- functional team	343	3.92	.827	.684
Valid N (listwise)	343			

SOURCE: Own survey 2024

4.2.2 Descriptive Statistics Analysis of Customer Relationship Management (CRM)

Analyzing descriptive statistics within the discipline of customer relationship management reveals that firms believe it to be a valuable partner in the apparel manufacturing industry. With an impressive overall mean score of 3.83, customer relationship management is highly supportive of the process team, makes use of cross-functional input in the CRM process, makes sure CRM is in line with corporate strategy, and creates metrics that show how the customer affects our company's profitability. Specifically, respondents strongly concur that their organization has established a process team for customer relationship management (CRM) (Mean: 4.11), uses input from across departments within the CRM process (Mean: 3.97); makes sure that the CRM process is in line with our corporate strategy (Mean: 4.02); creates metrics that relate to the impact that the customer has on our company's profitability (Mean: 3.97); and their company's CRM metrics are linked to our company's financial performance (mean: 3.81); measures the profitability of customers over time (mean: 3.95); frequently interacts with customers to set expectations for us in terms of dependability, responsiveness, and other criteria (Mean: 3.97); measures and evaluates customer satisfaction on a regular basis (mean: 4.04); and periodically assesses the significance of our relationship with them (40.2).

These results provide strong evidence in favor of the beneficial qualities of customer relationship management, which are suggestive of favorable and well-kept business partner connections. The 0.872 standard deviation indicates a high degree of response variability, permitting relatively little variation in viewpoints. The overwhelmingly positive opinions on customer relationship management indicate that there is a significant correlation between organizational success and customer relationship management. The success of organizations and customer relationship management are significantly correlated.

Table 6: Descriptive Statistics of Customer Relationship Management (CRM)

Descriptive Statistics of CRM				
	N	Mean	Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic
Our company has developed customer Relationship management (CRM) process team	343	4.11	.737	.543
Our firm utilizes cross-functional input within the CRM Process	343	3.97	.958	.917
Our firm ensures our CRM process is aligned with our corporate strategy	343	4.02	.903	.815
Our company develops metrics that are related to the customer's impact on our firm's profitability	343	3.97	.881	.777
Our company develops metrics that are related to our firm's impact on the customer's profitability	343	3.83	.888	.788
Our firm's CRM metrics are tied to our firm's financial performance	343	3.81	.929	.863
Our firm measures customers' profitability over time	343	3.95	.865	.749
We frequently interact with customers to set reliability, responsiveness, and other standards for us	343	3.98	.853	.728
We frequently measure and evaluate customers' satisfaction	343	4.04	.830	.688
We periodically evaluate the importance of our relationship with our customers	343	4.02	.892	.795
Valid N (listwise)	343			

SOURCE: Own survey 2024

4.2.3 Descriptive Statistics Analysis of Information Sharing (IS)

The investigation of descriptive statistics within the domain of Information Sharing (IS), evaluated using a 5-point Likert scale, yields important insights into respondents' opinions about information sharing within their organization and with trading partners. With an average mean score of 3.93, it is clear that higher levels of information sharing uphold a constant flow of communication among supply chain participants aimed at improving planning and control. It involves exchanging confidential information with clients or suppliers upstream or downstream on occasion.

Specifically, the mean value results for each dimension are displayed as follows: A mean score of 3.98 indicates that we receive information from our trading partners that aids in business planning; a mean score of 3.92 indicates that we are fully informed about issues that impact our business; a mean score of 3.94 indicates that our trading partner shares business knowledge of vital business processes with us; and overall, the mean data results of levels of information sharing indicate that there are currently higher levels of information sharing in their organization.

With an aggregate information sharing mean of 3.83 and a standard deviation of 0.86, the replies appear to be less variable, highlighting the variety of viewpoints within the information sharing levels on this important factor. The results highlight the need to raise the degree of information sharing that reflects those values and fosters a peaceful integration between trade partners, and they also highlight the general good feeling toward information sharing levels.

Table 7: Descriptive Statistics of Information Sharing (IS)

Descriptive Statistics of LIS				
	N	Mean	Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic
We inform trading partners in advance of changing needs	343	3.85	.944	.891
Our trading partners keep us fully informed about issues that affect our business	343	3.91	.857	.734
Our trading partner share business knowledge of core business processes with us	343	3.94	.850	.722
We and our trading partners exchange in-	343	3.98	.823	.678

formation that helps establishment of business planning				
We and our trading partners keep each other informed about event or changes that may affect the other partners	343	3.95	.822	.676
Valid N (listwise)	343			

SOURCE: Own survey 2024

4.2.4 Descriptive Statistics of postponement (POS)

A 5-point Likert scale was used to evaluate the descriptive statistics in the postponement domain. This gave researchers important information about how employees felt about postponement, a business strategy used in supply chain management and manufacturing to maximize potential benefits and minimize risks by postponing further investment in a product or service until the very last minute. Higher degrees of postponement (POS) indicate that each organization employs postponement at a later stage before the ultimate delivery to the client, as seen by the aggregate mean score of 3.98. The comments seem less varied with an aggregate postponement mean of 3.98 and a standard deviation of 0.84, indicating the range of opinions within postponement on this crucial element. The findings demonstrate the requirement of increasing the postponement in order to uphold these ideals and encourage harmonious trade partner integration. They also demonstrate the positive sentiment that delay is often associated with.

Table 8: Descriptive Statistics of postponement (POS)

Descriptive Statistics of pos					
	N	Mean		Std. Deviation	Variance
	Statistic	Statistic	Std. Error	Statistic	Statistic
Our products are designed for modular assembly.	343	4.00	.047	.869	.754
We delay final product assembly activities until customer orders have actually been received.	343	3.97	.045	.825	.680
We delay final product assembly activities until the last possible position (or nearest to customers) in the supply chain.	343	3.99	.044	.813	.661
Valid N (listwise)	343				

SOURCE: Own survey 2024

4.2.5 Descriptive Statistics Analysis of supply chain leadership (SCL)

The study of descriptive data in the Levels of Information Sharing (LIS) area, assessed on a 5-point Likert scale, provides significant understanding of respondents' perspectives about supply chain leadership. With a combined mean score of 3.93, it implies that supply chain leadership at higher levels indicates that the performance of a supply chain is improving sustainably.

Specifically, the mean value results for each dimension are displayed as follows: Each supply chain leader respondent presents a convincing future vision for the supply chain (mean = 3.86), explains the main goal driving the actions of all supply chain participants (mean = 3.83), solicits different viewpoints from my company when addressing issues (mean = 3.99), encourages my company to consider issues from a variety of perspectives (mean = 3.97), and requests ideas from my company for resolving supply chain issues (mean = 3.92). Higher degrees of supply chain leadership are now present in their firm, according to the mean data results of supply chain leadership levels.

The responses tend to be less varied, indicating the range of opinions among the supply chain leadership levels on this crucial element, with an aggregate supply chain leadership mean of 3.93 and a standard deviation of 0.85. The findings underscore the necessity of increasing the extent of information sharing that aligns with these principles and promotes harmonious integration among trading partners. They also underscore the positive sentiment surrounding the degrees of supply chain leadership**.**

Table 9:Descriptive Statistics of Supply Chain Leadership (SCL)

Descriptive Statistics of SCL				
	N	Mean	Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic
My supply chain leader articulates a compelling vision of the supply chain’s future.	343	3.86	.873	.762
My supply chain leader clarifies the central purpose underlying actions of all supply chain members.	343	3.83	.926	.858

My supply chain leader seeks differing perspectives from my company when solving problems.	343	3.99	.793	.629
My supply chain leader gets my company to look at problems from many different angles.	343	3.97	.830	.689
My supply chain leader asks my company to contribute ideas for improving supply chain problems.	343	3.92	.827	.684
Valid N (listwise)	343			

SOURCE: Own survey 2024

4.2.6. Descriptive Statistics Analysis of organizational performance (OP)

Li and colleagues (2004) state that OP is used to evaluate "how well an organization achieves its market-oriented goals as well as its financial goals." To evaluate this metric, seven questions were employed. To assess whether the organization's performance, both quantitatively and qualitatively, has improved, respondents were asked to respond to these seven questions using a 5-point Likert-type response scale: 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree. The total mean is 3.90, as shown, with a standard deviation of 0.93. This suggests that most respondents shared a common understanding of the content in the original post.

The table below contains the answers to the questions along with the descriptions that follow: Regarding the first question, "whether growth of sales is significantly increasing," the mean (3.97) and standard deviation (0.958) are as follows. Regarding the second question, "is the company's profit margin on sales significantly increasing?" The mean is 4.24, while the standard deviation is 0.812. When it comes to the third item, "whether growth of return on investment is significantly increasing," the standard deviation is 0.887 and the mean is 4.05. The market share of the corporation has significantly increased (item 4). 3.94 and 0.895, respectively, are the mean and standard deviation. Regarding the fifth question, "Is there a noticeable increase in the company's customers' satisfaction?" The mean was 3.59, and the standard deviation was 0.978. For the sixth question, "Is there a significant increase in the satisfaction of the company's suppliers?" A mean of 3.42 and a standard deviation of 1.065 are found. "Whether the company's employees' satisfaction is significantly increasing." is the seventh question, with a mean of 4.07 and a standard deviation of 0.726.

Table 10: Descriptive Statistics of organizational performance (OP)

Descriptive Statistics of OP					
	N	Mean		Std. Deviation	Variance
	Statistic	Statistic	Std. Error	Statistic	Statistic
Growth of sales is significantly increasing	343	3.97	.052	.958	.917
Our profit margin on sales is significantly increasing	343	4.24	.044	.812	.659
Growth of return on investment is significantly increasing	343	4.05	.048	.887	.787
Our market share is significantly increasing	343	3.94	.048	.895	.801
Our customer's satisfaction is significantly increasing	343	3.59	.053	.978	.956
Our supplier's satisfaction is significantly increasing	343	3.42	.057	1.065	1.134
Our employee's satisfaction is significantly increasing	343	4.07	.039	.726	.527
Valid N (listwise)	343				

4.2.7. Descriptive Statistical data analysis of the whole variables

Table 11: Descriptive statical data of the whole data

Descriptive Statistics of the whole data								
	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
SRM	343	2.50	2.50	5.00	3.9472	.02810	.52049	.271
CRM	343	2.40	2.60	5.00	3.9682	.02834	.52489	.276
IS	343	3.00	2.00	5.00	3.9265	.03287	.60868	.370
POS	343	3.00	2.00	5.00	3.9874	.03507	.64951	.422
SCL	343	2.57	2.43	5.00	3.9204	.02861	.52985	.281
OP	343	2.86	2.14	5.00	3.8980	.02923	.54140	.293
Valid N (list wise)	343							

SOURCE: Own survey 2024

With high arithmetic means, the respondents' approval rate degree is moderate, as can be seen from the findings in the above table. Every statement in this dimension has received a score above the moderate range. The aforementioned table shows that respondents feel strongly about SRM (supply relationship management), which has the highest mean score of 3.9472. CRM comes in second with a mean score of 3.4054, while POS, SL, and LOS have mean scores of 3.9265, 3.9874, 3.9204, and 3.8980, respectively.

Although there is some variety in experiences, organizational performance exhibits a positive view with a moderate spread of responses, indicating that most respondents agree on its value.

The responses to all of the variables indicate that the respondents' perceptions of the variables were average or moderate. A low standard deviation indicates that the data has a narrow spread, indicating that respondents have a close opinion about variables in the questionnaire.

4.3 Inferential statics for the study variables

4.3.1 Correlations analysis of the study

Table 12: Correlation's analysis of the study

Correlations							
		SRM	CRM	LIS	POS	SCL	OP
SRM	Pearson Correlation	1	.894**	.751**	.731**	.897**	.869**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	343	343	343	343	343	343
CRM	Pearson Correlation	.894**	1	.756**	.714**	.870**	.879**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	343	343	343	343	343	343
IS	Pearson Correlation	.751**	.756**	1	.491**	.695**	.756**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	343	343	343	343	343	343
POS	Pearson Correlation	.731**	.714**	.491**	1	.653**	.681**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	343	343	343	343	343	343

SCL	Pearson Correlation	.897**	.870**	.695**	.653**	1	.833**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	343	343	343	343	343	343
OP	Pearson Correlation	.869**	.879**	.756**	.681**	.833**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	343	343	343	343	343	343

****. Correlation is significant at the 0.01 level (2-tailed).**

Source: own servey (2024)

The correlation between the dependent and independent variables is shown in the above table's results. As a result, every independent variable and the dependent variable have a positive correlation, as seen in the table above.

Supplier relationship management and organizational performance have a higher connection (r=869**, p <0.01) that is statistically significant at a 99% confidence level. This suggests that performance reviews have a substantial impact on deciding SRM at a 1% level of relevance. This suggests that as SRM rises in response to higher performance reviews, it likewise rises in response to lower performance reviews.

Similarly, there is a statistically significant correlation (r=0.711, p<.01) between CRM and OP (99% confidence level). This finding suggests that determining OP is mostly dependent on their CRM practice. With a value of (r=.879*, p<0.01), the CRM variable and the OP variable have a high and significant association. At 99% confidence, this is statistically significant. This suggests that CRM was shown to have a major impact on determining OP, which has a strong and significant link with organizational performance at p<.01, at a 1% level of significance.

With a value of (r=0. 681**, p<0.01), the POS and safety variable has a medium and substantial link with OP variable. At 99% confidence, this is statistically significant. This finding suggests that determining an OP level requires careful consideration of their POS. At a 99% confidence level, the variable POS has a medium and substantial link (r=0., p<.01) with the OP, which is statistically significant.

The correlation between LIS and OP is medium and respectable (r=0.756** p<.01), reaching statistical significance at the 99% confidence level. This result implies that an OP's LIS is a crucial determinant. Therefore, it is believed that OP and the following independent variables have a

positive and significant relationship: SCL. This is supported by the correlation finding above, which indicates that there was a statistically significant and positive relationship between the dependent and independent variables at a 99% confidence level.

Following the first correlation investigation, the prediction ability of many factors impacting OP was further investigated using a linear regression model. This allowed us to determine how much each independent variable contributed to the variance in OP ratings.

Model Specification

The linear regression model adopted the following equation: $Y = B_0 + \beta X_1 + \beta_2 X_1 + \beta_3 X_3 + ... + \beta_4 X_4 + \varepsilon$

Where:

- Y: Organizational performance score (dependent variable)
- X_i: Independent variables (i = 1 to n) representing:
  - CRM customer relationship management)
  - SRM (supplier relationship management)
  - IS (Information Sharing)
  - POS (Postponement)
  - SL (Supplier Leadership)
- B_0: Intercept
- β_i: Regression coefficients, indicating the strength and direction of the relationship between each independent variable (X_i) and employee commitment (Y)
- ε: Error term

4.3.2. Regression Model Assumption Checks

Five major assumptions are carefully considered before implementing a regression analysis to find the elements impacting organizational performance of garment manufacturing companies.

First, using probability plots and histograms, the normality assessment examines whether residuals follow a normal distribution. By using statistical and graphical analysis, the linearity evaluation makes sure that the independent and dependent variables have a linear connection. Validating independence ensures that residuals are independent, which is essential for making reliable conclusions. Prediction accuracy is maintained using homoscedasticity verification, which guarantees residual variance that is constant. Multicollinearity management, which is crucial for separating individual effects, lastly tackles strong correlation among predictors. This thorough procedure strengthens the statistical model and increases the accuracy with which it can comprehend and forecast the many nuances of management commitment factors inside an organizational setting.

4.3.2.1Normality

Assessing normality is necessary to ascertain whether residuals have a normal distribution. This determines the reliability of statistical analysis related to the factors influencing organizational performance.

The frequency of various values is graphically shown using histograms, which display the residual distribution. If the residuals display a bell-shaped curve that approaches a normal distribution, then the model's predictions for the management commitment components are accurate. The observed residuals and predicted values under normal distribution circumstances can be visually compared using normal probability charts. In the plot, a straight, diagonal line denotes normalcy. A well-behaved normal probability plot in the management commitment context shows that the residuals have a normal distribution, hence validating the validity of statistical analysis.

A histogram is a graphic representation of the distribution of numerical data. This was initially introduced by Karl Pearson. It is an approximation of the continuous variable's (quantitative variable's) probability distribution. The data's compliance with the normality assumption may be roughly inferred from the histogram. In figure below represents a histogram with the normal curve superimposed on it. The black line on the histograms represents the bell-shaped "normal" curve. Normal is defined as a bell-shaped, symmetrical curve with lower frequencies at the ex-

tremities and the maximum frequency of scores in the middle (Pallant, 2005). On the other hand, the overlay normal histogram shows that the frequency normality assumption is reasonable.

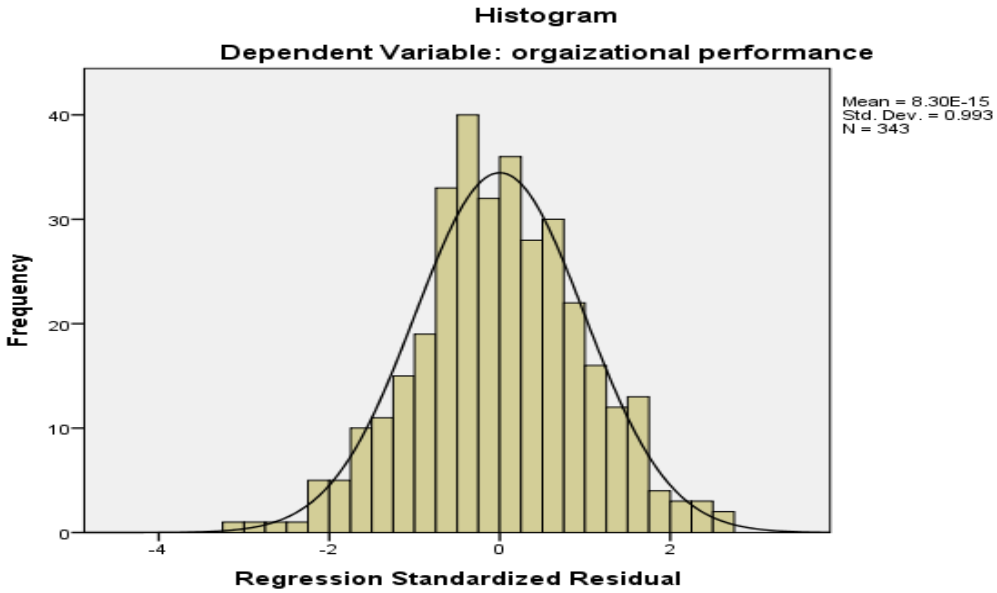


Figure 2:Histogram

4.3.2.2 Linearity

For regression studies pertaining commitment based SRM practice, linearity evaluation is crucial. The purpose of this phase is to determine if the independent and dependent variables have a linear relationship. Regression models depend on linearity in order to be dependable and have predictive power.

According to Berry and Feldman (1985), regression presupposes that variables have a linear relationship. The linearity assumption is then tested by the researcher. The normal p-p plot test was used to evaluate the linearity assumption of multiple regressions, and the results showed that the independent and dependent variables had a linear relationship. The researcher can examine this assumption with the use of a number of pieces of information, including the visual evaluation of the P-Plot, which provides information concerning linearity. There are no outliers from the regression line, as shown by the linearity result, which showed the distribution of residuals close to the mean zero. This suggests complete satisfaction of the linearity assumption.

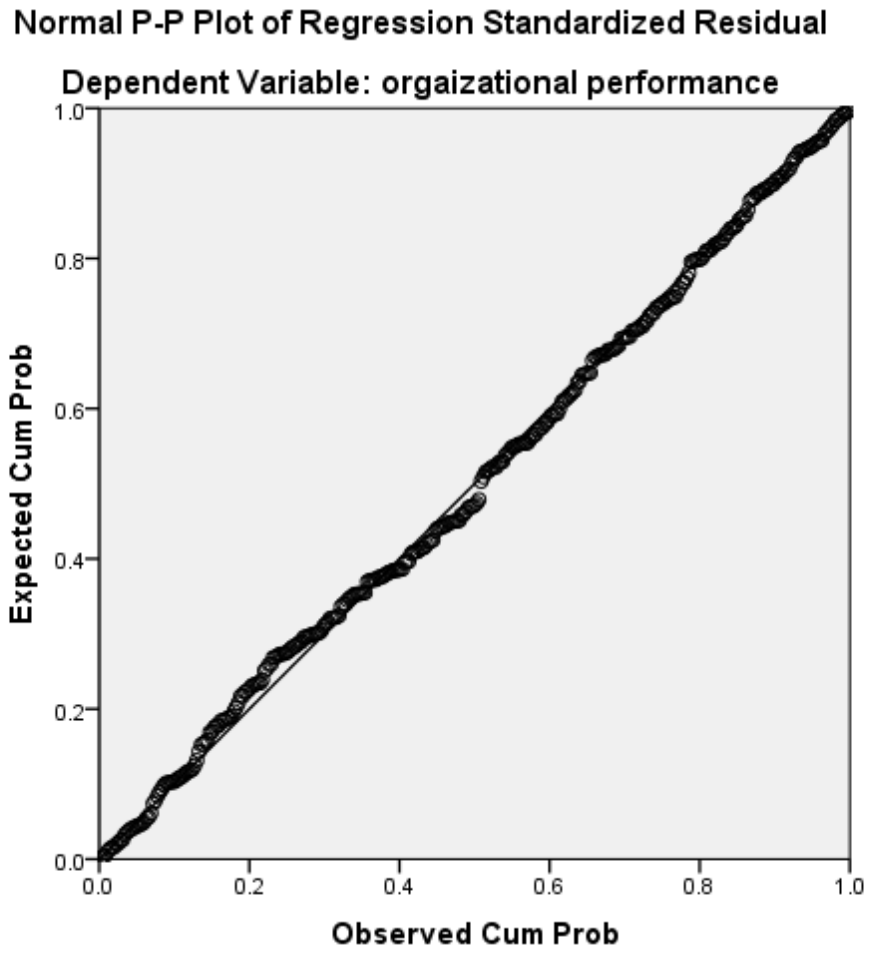


Figure 3: PP PLOT

Scatter plots and other graphic analysis are essential for determining linearity. The ideal pattern for these plots would be a distinct linear one, demonstrating how variations in the independent variable always translate into consistent, proportionate changes in the dependent variable. The strength and direction of the linear relationship can be measured statistically using statistical techniques like correlation coefficients. The validity of regression analysis pertaining to management commitment depends on ensuring linearity.

4.3.2.3. Independence

When using regression analysis to find commitment based SCMP, independence is a crucial premise. According to this premise, residuals don't depend on one another. This indicates that in the context of commitment based SCMP analysis, the occurrence of one residual shouldn't be

able to influence or predict the occurrence of another. Patterns can be shown graphically in scatter plots of the residuals against the independent variable. To derive reliable findings regarding how different elements affect organizational performance, independence is necessary.

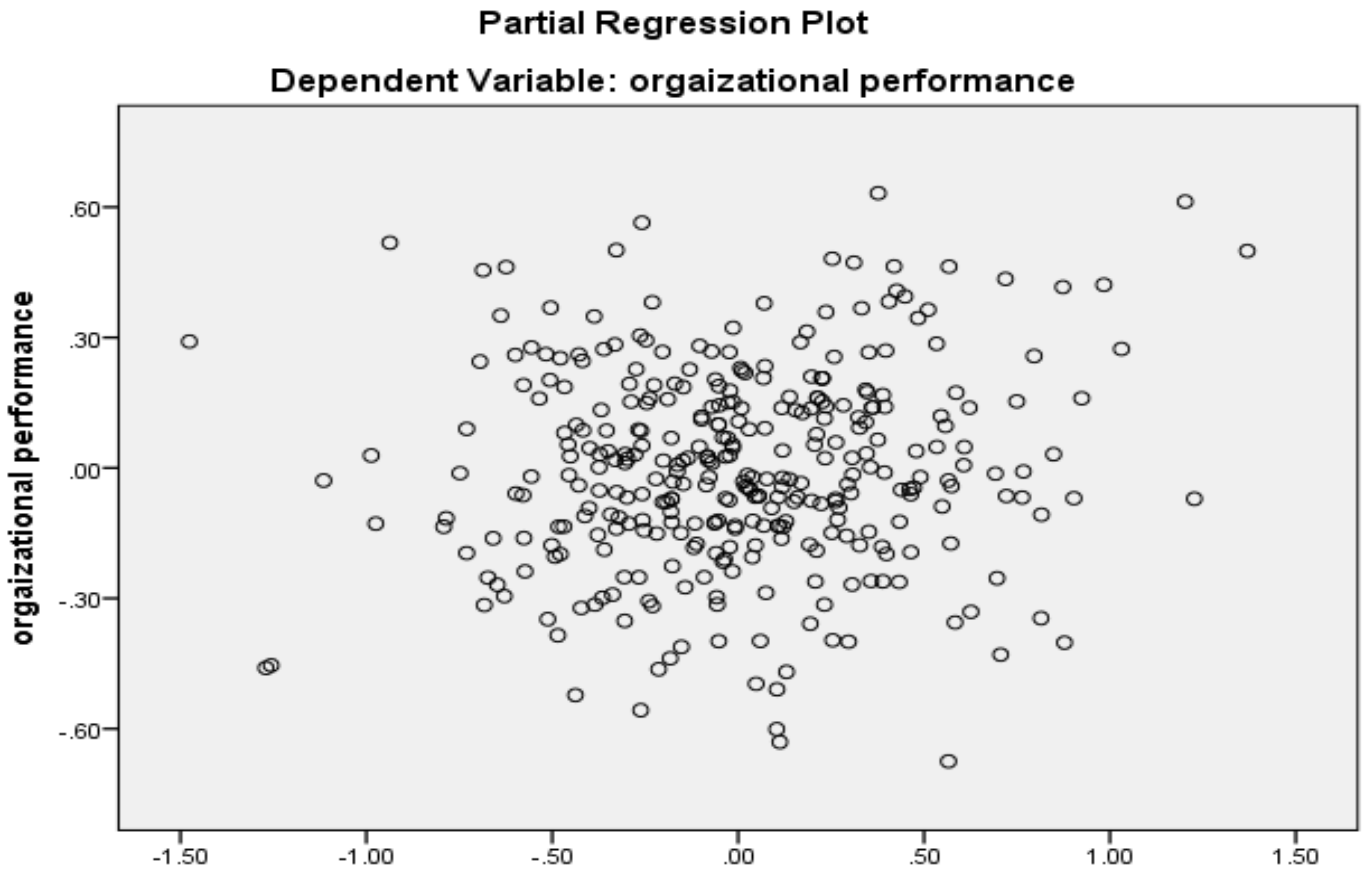


Figure 4: Independence

4.3.2.4. Multicollinearity

When independent variables in a regression model exhibit strong correlation, it becomes difficult to discern their respective impacts, a phenomenon known as multicollinearity. When two or more predictors have a strong linear relationship, this condition may occur in the commitment-based SCMP effect. Multicollinearity can be found with the use of statistical metrics like the variance inflation factor (VIF). To ensure the accuracy and dependability of the regression model, it is crucial to control multicol-linearity in order to distinguish the distinct

contributions of each element in impacting managerial commitment. According to Hair et al. (2006), a multicollinearity issue is typically indicated by a tolerance of less than 0.10 and/or a VIF more than 10. The table below shows that the VIF values are fewer than 10 and the tolerance values are greater than 0.10. This implies that there is an absence of multicollinearity problems.

Table 13: Multiple Regression Analysis:

Variables	**Collinearity Statistics**	
	Tolerance	VIF
Supplier relationship management	.120	8.299
Customer relationship management	.152	6.579
Information sharing	.384	2.603
Postponement	.427	2.344
Supply chain leadership	.170	5.866

Multi Collinearity Statistics

4.3.2.5. Multiple Regression Analysis

The degree to which the independent variables—supply chain management practice (SRM), customer management practice (CRM), information sharing (LIS), supply chain leadership (SCL), and postponement (POS)—had an impact on the dependent variable—organizational performance—was ascertained through regression analysis. The tables below display the regression analysis's findings.

Table 14:Multiple Regression Analysis

Table 4. 10: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.906[a]	.821	.818	.23098	.821	308.379	5	337	.000

The aforementioned data shows that the investigated independent variable only accounts for 82.1% of the variation in the organizational performance in the case study region, with an

R2 of.821. This suggests that the remaining 17.9% of the variation in organizational performance will be explained by other, as yet unstudied, variables. Consequently, more study or inquiry is required to look into the remaining elements that influence organizational success. In general, the coefficient of determination will explain the percentage of variation in the dependent variable organizational performance that can be accounted for by the independent variables (SRM, CRM, IS, SCL, &PO) or the degree to which changes in the dependent variable can be explained by changes in the independent variables. According to the R2, the independent variables under investigation account for 82.1% of the variation in the employees' level of commitment. This indicates that 17.9% of the variation in the dependent variable was caused by other variables not examined in this study.

Table 15: Anova result

ANOVA[a]						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	82.265	5	16.453	308.379	.000[b]
	Residual	17.980	337	.053		
	Total	100.245	342			

In order to set up the significance of the regression table, the researcher used ANOVA. The ANOVA test tells whether the overall model is acceptable from a statistical perspective, i.e. whether the independent variables are in a significantly good degree of prediction of the dependent variable. In testing its significance level, the study is considered significant if the p-value is less than or equal to 0.05. Therefore, as it is depicted in table above, the significance of the regression of p- value of 0.000 is < 0.00. Consequently, it shows that the regression model is statistically significant as a result showed and it is right for prediction.

The table above demonstrates that the independent factors that affect organizational performance are substantially predicted, with F = 308.379 and sig =.000. The data fits the regression model nicely, to put it another way. F tests are used to calculate the overall likelihood of the link between the dependent variable and all of the independent values occurring at random. With a significance value of 0.000 and an F-test result of 308.379, the study showed that the variance in the model that was explained was not solely the consequence of chance and that

there was less than a 0.05 probability that this outcome would occur by chance. The model approaches significance at F = 308.379 P =.000, based on the total ANOVA result.

Table 16: Residuals Statistics

Residuals Statistics					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.5157	4.8836	3.8980	.49045	343
Residual	-.70773	.60995	.00000	.22929	343
Std. Predicted Value	-2.818	2.010	.000	1.000	343
Std. Residual	-3.064	2.641	.000	.993	343
. Dependent Variable: organizational performance					

The accuracy and reliability of a regression model is evaluated by looking at the variations between observed and expected values in residual analysis. The above table shows residual and predicted value figures. The anticipated values range from 2.5157 to 4.8836, with an average of 3.8980. The majority of predicted values are clustered around the mean with relatively low standard deviation (0. 49045). Therefore, studying residuals are the difference between expected and actual values. This result implies that the model does not overestimate or understate organizational performance, as indicated by its mean residual of zero; with a range of -0.70773 to 0.60995, the residuals suggest that the maximum overestimation and underestimate are rather small. The residuals are constant, as indicated by the standard deviation of 0.22929.

Most estimates fall around three standard deviations of the mean, which is based on the range of -2.818 to 2.010. This implies that there are no extreme outliers in the data, which span from -3.064 to 2.641. The residuals appear to have a normal distribution since the standard deviation is near 1.

Table 17:Regression coefficient

Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**T**	**Sig.**	**95.0% Confidence Interval for B**	
	B	Std. Error	Beta			Lower Bound	**Upper Bound**
(Constant)	.040	.099		.403	.687	-.155	**.235**
SRM	.261	.069	.251	3.771	.000	.125	**.397**
CRM	.384	.061	.372	6.285	.000	.264	**.504**

IS	.149	.033	.168	4.512	.000	.084	**.214**
POS	.058	.029	.070	1.974	.049	.000	**.116**
SCL	**.125**	**.057**	**.122**	**2.183**	**.030**	**.012**	**.237**

Multicollinearity occurs in a regression model when the independent variables have greater correlations with each other than with the dependent variable. According to Field (2006), when the independent variables exhibit a high degree of correlation, they are effectively evaluating the same thing. This linear regression model assumption explains the independent variables, X,'s linear independence. If there is multicollinearity—defined as a substantial relationship between two or more predictors—among the independent or predicting variables, multiple regressions are problematic (Field, 2006).

Therefore, if multicollinearity is not met for any multiple regression analysis, the independent variables are multicollinear; consequently, the individual regression The coefficients for each variable are not distinguishable due to multicollinearity, which makes it challenging to determine the regression coefficients. If the objective is to estimate the regression equation, it is essential to minimize it as much as possible Patrick N. and Michael A., pp. (1970).

The constant term would indicate the expected amount of OP if all other variables influencing OP were zero, according to unstandardized coefficients (B). In this instance, the constant itself is of no great importance because it is unlikely that OP will be zero in practical circumstances. The remaining coefficients (SRM, CRM, LIS PO, and SL) display the average change in OP caused by a one-unit increase in the corresponding factor, all other things being equal.

Standardized Coefficients (Beta): When examining the relative strengths of the correlations between various factors and OP, these coefficients are more helpful. Once more adjusting for extraneous variables, they show the change in OP in standard deviation units for a one-unit change in the independent variable. The unstandardized coefficients and the Beta values in this case show a similar trend, with CRM having the most influence (.372). (.251), followed by SRM (.215), LIS (.168), POS (.070 and SCL (.122).

Significance (Sig.): These p-values show how unlikely it is that an OP and a factor would have such a significant correlation. A result is deemed statistically significant if it is less than 0.05 and

demonstrates a true link between the variable and EC. In our model, the following components exhibit statistically significant relationships with OP at the 0.05 level: SRM (0.000), CRM (0.000), and LIS (.000). At the selected level, the correlations between POS (.0049) and SCL (.030) with OP are not statistically significant. Statistics on tolerance and VIF collinearity evaluate the potential degree of interaction between the independent variables. A lack of severe multicollinearity, which might compromise the trustworthiness of the coefficients, is shown by tolerance values over 0.1 and VIF (Variance Inflation Factor) values below 10. Given that the tolerance values in this model are more than 0.1 and the VIF values are less than 1.4, multicollinearity is probably not a significant issue.

The results of the multiple linear regression analysis were used by the researchers to demonstrate their statistical significance and make decisions on whether to accept or reject the previously stated hypothesis. Regarding the explanatory variables taken into consideration in the regression analysis, a total of five hypotheses were produced. The following was the outcome of the hypothesis testing:

4.4 Hypothesis Test

The study hypothesis is examined in greater detail and with greater accuracy thanks to the regression analysis whose findings are included in the regression model. Thus, these theories were tested using the regression data that the model produced. Based on the findings of the regression analysis of the effects of internal operations, supplier-customer relationships, information exchange, and organizational performance, the following hypothesis tests were carried out.

Hypothesis 1: H1: Supplier relationship management has a positive significant effect on organizational performance.

This hypothesis was tested at 5% significance level and found to be significant (p-value = 0.000 < 0.05). This indicates SRM factors have a significant effect on organizational performance. Therefore, we reject the null hypothesis and accept H1.

Hypothesis 2: customer relationship management has a positive significant effect on organizational performance.

This hypothesis was tested at 5% significance level and found to be significant (p- value = 0.001 < 0.05). Which implies that there is a positive relationship CRM have a positive significant effect with organizational performance and then hypothesis was accepted. This result is supported by findings of (Noble, 1997) argued an essential component of supply chain management is customer relationship management. Relationships with customers are now acknowledged as an intrinsic part of a company's marketing strategy to boost sales and profit (Bommer et al., 2001).

Hypothesis 3: Postponement has a significant effect on organizational performance.

This hypothesis was tested at 5% significance level and found to be insignificant (p-value = .215>0.05). Based on the regression result, it is observed that the career planning was .49, which is greater than 0.05. This CP factor has no significant effect on organizational performance. And the researcher rejects the hypothesis.

Hypothesis 4: Information Sharing has a positive effect on organizational performance.

This hypothesis was tested at 5% significance level and found to be significant (p-value = 0.000 < 0.05). According to the outcome In order to achieve full integration inside the supply chain, information sharing is crucial. All of the supply chain's functional components are thought to be unique and competitive when they deliver information on time (Ahmadi, 2005). (Li et al., 2006) adds that reliable information exchange is necessary to provide timely delivery of the best supply chain management solution. This suggests that there is a substantial correlation between it and employee dedication, and the theory was accepted.

Hypothesis 5: Supply Chain Leadership has a positive significant effect on organizational performance.

With a significant value of P<0.05, it is guaranteed. The hypothesis is rejected in this case. Mintesinot Abay (2018) carried out research on Bahir Dar's industrial sector. The findings demonstrated that supply chain responsiveness and performance are related, that strategic supplier partnerships, customer relationships, and information sharing directly improve operational performance, and that supply chain management practices and responsiveness are positively and significantly correlated.

Table 18: Hypothesis Summery

	Hypothesis	SigLevel	Result
H01	Supplier relationship management has a positive significant effect on organizational performance.	0.000	Accepted
H02	Customer Relationship management has a positive significant effect on organizational performance.	0.000	Accepted
H03	Postponement has a significant effect on organizational performance.	.049	Rejected
H04	Information Sharing has a positive effect on organizational performance.	0.000	Accepted
H05	Supply Chain Leadership has a positive significant effect on organizational performance.	**.030**	Rejected

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

In multiple linear regression, the question of whether all the independent variables together a statistically significant effect on the dependent variable has been the main focus. Thus, each hypothesis is verified using the analytical output figures and contrasted with the first hypothesis that was proposed in the first chapter.

5.2 Summary

As a summary, from this study findings have revealed that Supplier relationship management, customer relationship management, Information Sharing and Supply Chain Leadership are the most important driving factors to keep organizational performance. However, Postponement was found to be insignificant variable in terms of organizational performance. In addition, the other objective of the study is to investigate the effect of supply chain management practices on organizational performance.

5.3 Conclusion

The primary conclusion drawn from this study is the necessity of highlighting the significance of maintaining Supplier relationship management in the current competitive and dynamic landscape. For manufacturing organizations, SCM practices are thought to be the key to establishing a competitive advantage. Environmental dynamism offers businesses not only opportunities but also beneficial effects that provide obstacles to their ability to continue as a going concern. Managers need to assess environmental uncertainty critically in order to attain performance in their organization.

The second hypothesis postulated that customer relationship management and organizational performance is significantly related. Results showed that there was a positive effect between customer relationship management and organizational performance This therefore implies that a unit change in customer relationship management increases organizational performance.

The third hypothesis assumed that having postponement supply chain environment will not have an impact on organizational performance (p-value = .215>0.05). The findings revealed that postponement has no significant effect on organizational performance.

Similarly, Information Sharing and Supply Chain Leadership have a significant impact on the organizational performance ($p<0.05$).

Study findings uncovered that supply chain practices such as Supplier relationship management, customer relationship management, Information Sharing and Supply Chain Leadership have significant effect on organizational performance. However, Postponement was found to be an insignificant factor in the organizational performance towards to the garment manufacturing companies.

According to this study, Customer Relationship Management is affected by how well an organization performs. Because achieving long-term objectives depends on maintaining good customer relationships, businesses must constantly assess and manage these relationships. The study's results enable the researcher to draw the conclusions that supply chain management and organizational performance are clearly correlated, which contributes to a deeper understanding of their connection and communication with one another. The performance of an organization is favorably and significantly impacted by supply chain management practices, where an effective supply chain management strategy benefits the organization.

Based on the study's findings, we can draw the following conclusions: organizations can improve their performance by concentrating on a small number of highly significant suppliers; an increase in strategic supplier partnerships will undoubtedly result in an increase in organizational performance; and there is a positive correlation between strategic supplier partnerships and the organizational performance of manufacturers. According to the results of this study, it can be concluded that customer relationship management and

The organizational performance of selected manufacturers is significant. In addition, customer relationship management has a statistically significant effect on organizational performance, where performance can be improved by creating good relationships with customers which then creates a higher level of loyalty, increased purchase and accepting premium prices that result in higher market share. From the results of this study, it can be concluded that information sharing,

and organizational performance of selected manufacturers are positively related. In addition, information sharing has a statistically positive significant effect on organizational performance, where information sharing helps in lowering cost of doing business and increase responsiveness to dynamisms in the market and the general environment.

5.4 Recommendation

Based on the findings of the study, and the conclusions drawn from the study, the following recommendations are put forward by the researcher,

- manufacturers should strive to inform their trading partners of changing needs, especially as regards input and manage information flow better as information sharing has shown to help in decision making which in turn helps in increasing performance. Organization must also find means to provide and receive time, accurate, complete, adequate and reliable information from trading partners as these are keys to improved organizational performance.
- Businesses need to have solid strategies in place for choosing important suppliers, with heavy emphasis on quality as a criterion. They are responsible for overseeing business dealings and interactions with companies that provide goods and services, where advantages include lower costs, better-quality products, and lower tension when both the company and the suppliers succeed.
- According to the report, companies should view supply chain management practices from the perspective of Supplier relationship management, customer relationship management, Information Sharing and Supply Chain Leadership. Additionally, it is advised that purchasing and supply chain managers be creative in applying new concepts to the goods, procedures, and other facets of supply chain operations, as well as gathering pertinent data from the company's internal and external environments to stay prepared, respond quickly, and recuperate as soon as possible to maintain performance.

- These businesses need to place strong emphasis on gathering customer feedback and evaluating customer satisfaction because doing so will help them figure out what kind of service and products to offer, which will boost sales by retaining customers.

- The study recommends conducting more research on the function of supply chain management practices. However, the degree to which supply chain management practices platforms are implemented must be determined in advance and their significance must be evaluated. As a result, the strategic plans will completely embrace the adaptable and dynamic approach for the fast-paced garment industry. Furthermore, the results of this study could be replicated in a variety of pertinent contexts, such as global environments, production networks, or other manufacturing sectors with a focus on supply chain networks and digitalization.

- It is advised that CRM be the focus for all kinds of organizations. In order to keep their positive customer relations, they ought to update their CRM policies. Additionally, businesses should allocate more money for CRM. All things considered, every company should research their clients and create a unique plan for them depending on the products or services they offer.
- while also strengthening SCL and POS tactics and creating awareness to the employees to boost supply chain effectiveness and overall business performance.

5.5 Future research

This study was subject to several limitations. One limitation of this research is targeting Hawassa industry park, which the result may be much different if this study noticed these inclusively addressing another industry parks. To benefit from comprehensive measurement future studies will consider other SCM practices. Additionally, it is recommended that future researchers consider comparing the results of the all-industry parks in the country.

As the researcher has highlighted in chapter four the independent variables are impacting organizational performance around 81%. This means that there are other reasons to affect organizational performance which are not included in this study, which cover up to 19%. Hence, the researcher suggests that further studies can be done to find out the significant factors of organizational performance especially in specific with the garment manufacturing sector in Ethiopia. In addition, this study was conducted under different limitations like location, product mix, garment exporting companies. Whereas the study can be broadly done with different supply chain networks and level of discipline.

Reference

Abdullahi, S. M. (2014). Logistics management and organizational efficiency in selected manufacturing firms in Mogadishu, Somalia, Kampala International University, College of Economics and Management.

Ahady, A. L. (2020). "Factors Affecting Supply Chain Management Effectiveness."

Ahani, A., et al. (2017). Firm performance through social customer relationship management: Evidence from small and medium enterprises. 2017 International Conference on Research and Innovation in Information

Systems (ICRIIS), IEEE.

*Al-Shboul, M. d. A. R., et al. (2017). "The effect of supply chain management practices on supply chain and manufacturing firms' performance." Journal of manufacturing technology management **28**(5): 577-609.*

*Alderson, W. (2006). Marketing efficiency and the principle of postponement. A twenty-first century guide to Aldersonian marketing thought, Springer**:** 109-113.*

*alem Mohammad, A., et al. (2013). "Assessing the influence of customer relationship management (CRM) dimensions on organization performance: An emperical study in the hotel industry." Journal of Hospitality and Tourism Technology **4**(3): 228-247.*

*Almatrooshi, B., et al. (2016). "Determinants of organizational performance: a proposed framework." **65**(6): 844-859.*

*Alshawi, S., et al. (2011). "Organisational, technical and data quality factors in CRM adoption—SMEs perspective." Industrial Marketing Management **40**(3): 376-383.*

*Altubaishe, B. and S. Desai (2023). "Multicriteria decision making in supply chain management using FMEA and hybrid AHP-PROMETHEE algorithms." Sensors **23**(8): 4041.*

*Amini, A., et al. (2019). "Evaluation of green supply chain performance using network data envelopment analysis." International Journal of Green Economics **13**(3-4): 187-201.*

*Amoako-Gyampah, K., et al. (2020). "Supplier integration, operational capability and firm performance: an investigation in an emerging economy environment." Production Planning & Control **31**(13): 1128-1148.*

*Ansari, I. and M. R. S. Moghadam (2016). "An investigation of the impact of organisation's drivers on green supply chain management components." International Journal of Procurement Management **9**(5): 587-615.*

*Argyres, N. and A. M. McGahan (2002). "An interview with Michael porter." Academy of Management Perspectives **16**(2): 43-52.*

*Asgari, N., et al. (2016). "Supply chain management 1982–2015: a review." IMA Journal of Management Mathematics **27**(3): 353-379.*

*Azevedo, S. G., et al. (2012). "Influence of green and lean upstream supply chain management practices on business sustainability." IEEE Transactions on Engineering Management **59**(4): 753-765.*

*Bagshaw, K. B. (2017). "Integrating logistics management through warehousing and inventory management to spawn high market share and profitability." Journal of marketing and customer research **39**.*

*Barratt, M. and A. Oliveira (2001). "Exploring the experiences of collaborative planning initiatives." International journal of physical distribution & logistics management **31**(4): 266-289.*

Benrqya, Y., et al. (2014). Impact of product characteristics on distribution strategy selection. Supply Chain Forum: An International Journal, Taylor & Francis.

*Bode, C. and S. M. Wagner (2015). "Structural drivers of upstream supply chain complexity and the frequency of supply chain disruptions." Journal of Operations Management **36**: 215-228.*

*Brewer, P. C. and T. W. J. J. o. B. l. Speh (2000). "Using the balanced scorecard to measure supply chain performance Brewer, Peter CSpeh, Thomas W." **21**(1): 75-93.*

*Cahyaningrum, B. N., et al. (2022). "IMPROVING ORGANIZATIONAL PERFORMANCE (OP) THROUGH SUPPLY CHAIN MANAGEMENT PRACTICES (SCMP) AND STRATEGIC INFORMATION SYSTEM (SIS) WITH COMPETITIVE ADVANTAGE (CA) MEDIATION IN MICRO SMALL AND MEDIUM ENTERPRISES (MSMEs) IN SOLO RAYA." Central Asia & the Caucasus (14046091) **23**(1).*

*Carvalho, H., et al. (2012). "Supply chain redesign for resilience using simulation." Computers & Industrial Engineering **62**(1): 329-341.*

*Chen, I. J. and A. Paulraj (2004). "Towards a theory of supply chain management: the constructs and measurements." Journal of operations management **22**(2): 119-150.*

*Chen, L., et al. (2021). "Supply chain leadership and firm performance: A meta-analysis." **235**: 108082.*

Cheng, T. E., et al. (2010). Postponement strategies in supply chain management, Springer.

*Chin, T. A., et al. (2012). "Adoption of supply chain management in SMEs." Procedia-Social and Behavioral Sciences **65**: 614-619.*

*Clulow, V., et al. (2007). "The resource-based view and value: the customer-based view of the firm." **31**(1): 19-35.*

*Coltman, T. (2007). "Can superior CRM capabilities improve performance in banking." Journal of financial services Marketing **12**: 102-114.*

*Cox, A. (1999). "Power, value and supply chain management." Supply chain management: An international journal **4**(4): 167-175.*

de Azevedo, A. T. (2012). Customer relationship management adoption: determinants of CRM adoption by firms, Universidade NOVA de Lisboa (Portugal).

*Dempsey, P. W., et al. (2003). "The signaling adaptors and pathways activated by TNF superfamily." Cytokine & growth factor reviews **14**(3-4): 193-209.*

*Doan, T. (2020). "Supply chain management drivers and competitive advantage in manufacturing industry." Uncertain Supply Chain Management **8**(3): 473-480.*

*Dong, B., et al. (2019). "Managerial flexibility strategies under supply and demand risks: quantity postponement vs. price postponement." International Journal of Machine Learning and Cybernetics **10**: 1747-1763.*

*Dong, L., et al. (2023). "Supply diversification under random yield: The impact of price postponement." **32**(4): 1112-1132.*

*Ellram, L. M. and A. Carr (1994). "Strategic purchasing: a history and review of the literature." International journal of purchasing and materials management **30**(1): 9-19.*

*Espinoza, O., et al. (2010). "Supply chain measures of performance for wood products manufacturing." Forest Products Journal **60**(7-8): 700-708.*

*Fatma, S. (2014). "Customer relationship management: the study of customer perspectives on retail banks in India." International Journal of Management Research and Reviews **4**(1): 27.*

*Fawcett, S. E., et al. (2012). "Supply chain trust: The catalyst for collaborative innovation." **55**(2): 163-178.*

*Feng, T., et al. (2016). "Customer involvement and new product performance: The jointly moderating effects of technological and market newness." Industrial Management & Data Systems **116**(8): 1700-1718.*

*Ferreira, M. P., et al. (2016). "A bibliometric study of the resource-based view (RBV) in international business research using barney (1991) as a key marker." **26**(61): 131-144.*

*Forza, C., et al. (2008). "Form postponement effects on operational performance: a typological theory." **28**(11): 1067-1094.*

*Fraccascia, L. and D. M. Yazan (2018). "The role of online information-sharing platforms on the performance of industrial symbiosis networks." Resources, conservation and recycling **136**: 473-485.*

*Frow, P., et al. (2011). "Customer management and CRM: addressing the dark side." Journal of Services Marketing **25**(2): 79-89.*

*Garrido-Moreno, A. and A. Padilla-Meléndez (2011). "Analyzing the impact of knowledge management on CRM success: The mediating effects of organizational factors." International Journal of Information Management **31**(5): 437-444.*

*Gawankar, S., et al. (2013). "Effect of supply chain management practices on supply chain profitability: an empirical investigation using structural equation modelling in Indian retail sector." International Journal of Services and Operations Management **16**(2): 145-173.*

*Gawankar, S. A., et al. (2017). "An investigation of the relationship between supply chain management practices (SCMP) on supply chain performance measurement (SCPM) of Indian retail chain using SEM." Benchmarking: An International Journal **24**(1): 257-295.*

Gibson, C. and C. Dixon (2011). "New metrics for academic library engagement."

*Girija, S. and V. Srivastava (2020). Supply Chain Leadership in Emerging Markets: Understanding the Role of Trust, Information Management, and Collaboration. Leadership Strategies for Global Supply Chain Management in Emerging Markets, IGI Global**:** 28-53.*

*Gong, Y., et al. (2023). "Supply chain followership: the case of Tetra Pak's recyclers in China." **34**(3): 699-719.*

*Gopal, P. V., et al. (2019). Effect of supply chain management practices on organizational performance: An empirical approach. Emerging applications in supply chains for sustainable business development, IGI Global**:** 142-159.*

Gruis, V., et al. (2011). Supply chain partnership within housing renovation: Approaches and expectations in the Dutch housing association sector. Management and Innovation for a Sustainable Built Environment MISBE 2011, Amsterdam, The Netherlands, June 20-23, 2011, CIB, Working Commissions W55, W65, W89, W112; ENHR and AESP.

*Gunasekaran, A., et al. (2004). "A framework for supply chain performance measurement." **87**(3): 333-347.*

*Gunasekaran, A., et al. (2001). "Performance measures and metrics in a supply chain environment." International journal of operations & production Management **21**(1/2): 71-87.*

*Gunasekaran, A., et al. (2001). "Performance measures and metrics in a supply chain environment." **21**(1/2): 71-87.*

*Guritno, A. D., et al. (2015). "Assessment of the supply chain factors and classification of inventory management in suppliers' level of fresh vegetables." Agriculture and Agricultural Science Procedia **3**: 51-55.*

*Habib, M. (2011). "Supply chain management (SCM): theory and evolution." Supply chain management-applications and simulations **10**: 24573.*

Hashim, M., et al. (2020). Impact of supply chain management practices on organizational performance and moderating role of innovation culture: a case of Pakistan textile industry. Proceedings of the Thirteenth International Conference on Management Science and Engineering Management: Volume 2 13, Springer.

*Hassan, M. J. S. A. J. o. O. and Logistics (2023). "Impact of the Supply Chain Management Practices Over the Organizational Performance: Supply Chain Management and Organizational Performance." **2**(1): 63-79.*

*Heydari, J., et al. (2018). "Reverse supply chain coordination under stochastic remanufacturing capacity." International Journal of Production Economics **202**: 1-11.*

Hilletofth, P., et al. (2018). "Coordination of new product development and supply chain management." Innovation and Supply Chain Management: Relationship, Collaboration and Strategies: 33-50.

Hinkosa, J. (2023). "Effect of Supply Chain Management Practice on Operational Performance in Case of Bedele Brewery Share Company."

*Hollebeek, L. D., et al. (2019). "SD logic–informed customer engagement: integrative framework, revised fundamental propositions, and application to CRM." Journal of the Academy of Marketing Science **47**: 161-185.*

*Hong, K.-s., et al. (2012). "Integrated inventory and transportation decision for ubiquitous supply chain management." Journal of Intelligent Manufacturing **23**: 977-988.*

Hübner, R. (2007). Strategic supply chain management in process industries: An application to specialty chemicals production network design, Springer Science & Business Media.

*Iyer, A. V., et al. (2003). "A postponement model for demand management." **49**(8): 983-1002.*

*Jayaram, J. and K.-C. Tan (2010). "Supply chain integration with third-party logistics providers." International Journal of production economics **125**(2): 262-271.*

*Jun, S. B., et al. (2007). "Low-density neuronal networks cultured using patterned poly-l-lysine on microelectrode arrays." Journal of neuroscience methods **160**(2): 317-326.*

*Kaplan, R. S. and D. P. Norton (2001). "Transforming the balanced scorecard from performance measurement to strategic management: Part 1." Accounting horizons **15**(1): 87-104.*

*Kaplan, R. S. J. J. o. A. and O. Change (2012). "The balanced scorecard: comments on balanced scorecard commentaries." **8**(4): 539-545.*

*Kim, S.-H. J. I. J. o. S. C. M. (2014). "Postponement for designing mass-customized supply chains: categorization and framework for strategic decision making." **3**(1): 1-11.*

*Kosgei, R. C. and R. Gitau (2016). "Effect of supplier relationship management on organizational performance: A case study of Kenya Airways Limited." International Academic Journal of Procurement and Supply Chain Management **2**(2): 134-148.*

*Krause, D. R. and T. V. Scannell (2002). "Supplier development practices: Product-and service-based industry comparisons." Journal of supply chain management **38**(1): 13-21.*

*Kumar, A. and G. J. L. Kushwaha (2018). "Supply chain management practices and operational performance of fair price shops in India: an empirical study." **14**(1).*

*Lam, A. Y., et al. (2013). "The influence of internet-based customer relationship management on customer loyalty." Contemporary management research **9**(4).*

LE THI MINH, H. (2018). "Supply chain management: Solutions to improving the competitive advantage of small-and medium-sized enterprises: The case of Danang City."

*Lee, H. L. (2004). "The triple-A supply chain." Harvard business review **82**(10): 102-113.*

*Letchumannan, R., et al. (2022). "The impact of social customer relationship management practices on public organizational performance: social customer relationship management effectiveness as mediator variable." International Journal of Academic Research in Business and Social Sciences **12**(5): 1714-1737.*

*Li, S., et al. (2006). "The impact of supply chain management practices on competitive advantage and organizational performance." Omega **34**(2): 107-124.*

Li, Y., et al. (2005). Saca: Scm-based adaptive clustering algorithm. 13th IEEE International Symposium on Modeling, Analysis, and Simulation of Computer and Telecommunication Systems, IEEE.

*Liao, Y., et al. (2010). "Supply management, supply flexibility and performance outcomes: an empirical investigation of manufacturing firms." Journal of supply chain management **46**(3): 6-22.*

*Lii, P. and F.-I. Kuo (2016). "Innovation-oriented supply chain integration for combined competitiveness and firm performance." International Journal of Production Economics **174**: 142-155.*

Lin, H.-F. (2017). "Antecedents and consequences of electronic supply chain management diffusion: The moderating effect of knowledge sharing." The International Journal of Logistics Management ***28****(2): 699-718.*

Lotfi, Z., et al. (2013). "The relationships between supply chain integration and product quality." ***11****: 471-478.*

Lulu, M. (2002). "Supply Chain Management: Strategy, Planning, and Operation." Advances in Competitiveness Research ***10****(1): 172-175.*

Luo, L., et al. (2023). "The impact of supply chain quality leadership on supply chain quality integration and quality performance." ***28****(3): 508-521.*

Madhani, P. M. J. R. b. v. c. and P. M. practices, ed (2010). "Resource based view (RBV) of competitive advantage: an overview." 3-22.

Maltz, A. C., et al. (2003). "Beyond the balanced scorecard:: Refining the search for organizational success measures." ***36****(2): 187-204.*

Mansaray, A. M. (2018). Supply chain management practices and operational performance of small and medium-sized enterprises in Nairobi, Kenya, University of Nairobi.

Marwah, A. K., et al. (2014). "Determinants of supply chain performance of Indian manufacturing organizations." ***5****(1): 14-27.*

Mbuthia, L. H. (2018). Supply Chain Management Practices and Performance in International Non-governmental Organizations in Nairobi, university of nairobi.

Meidute-Kavaliauskiene, I., et al. (2022). "Integration of blockchain technology and prioritization of deployment barriers in the blood supply chain." Logistics ***6****(1): 21.*

Mendoza, L. E., et al. (2007). "Critical success factors for a customer relationship management strategy." Information and software technology ***49****(8): 913-945.*

Min, S. and J. T. Mentzer (2004). "Developing and measuring supply chain management concepts." Journal of business logistics ***25****(1): 63-99.*

Mohammadi, P., et al. (2023). "Evaluate the Performance of Rudbar Olive Supply Chain using the Supply Chain Operations Reference Model." Journal of Agricultural Economics Researches ***14****(4).*

Mokhtar, A. R. M., et al. (2019). "Supply chain leadership: A systematic literature review and a research agenda." ***216****: 255-273.*

Mukolwe, G. A. and D. M. Wanyoike (2015). "An assessment of the effect of logistics management practices on operational efficiency at Mumias Sugar Company Limited, Kenya." International Journal of Economics, Commerce and Management ***3****(6): 1134-1156.*

Nag, T. and S. Ferdausy (2021). "Supply chain management practices and supply chain performance in the manufacturing industries of Bangladesh: An empirical study." Logistics & Supply Chain Review ***2****(1): 1-26.*

Neely, A., et al. (2005). "Performance measurement system design: A literature review and research agenda." ***25****(12): 1228-1263.*

Ngesa, N. and E. Namusonge (2023). "Effect of transportation management on the performance of logistics firms in Nairobi County, Kenya." International Journal of Social Sciences and Information Technology ***11****(5): 161-171.*

Nyaberi, J. and P. Mwangangi (2014). "Effects of logistics management practices on organization performance in Kenya: A case of Rift Valley Bottlers Limited in Uasingishu County." International Journal of Social Sciences and Entrepreneurship ***1****(12): 458-473.*

Ojha, D., et al. (2018). "Transformational leadership and supply chain ambidexterity: Mediating role of supply chain organizational learning and moderating role of uncertainty." International Journal of Production Economics ***197****: 215-231.*

Olapoju, P. M. J. J. o. M. O. R. (2019). "Supply chain management practices in Nigeria: Developing a framework for enhancement of SCM for organizational performance." ***1****(5): 1-16.*

*Oliver, R. K. and M. D. Webber (2012). Supply-chain management: logistics catches up with strategy. The roots of logistics, Springer****:*** *183-194.*

Oso, W. (2009). Onen, D.

Othman, M. and N. A. Kamarohim (2021). "Customer Relationship Management (CRM) System in Telecommunication Industry: A framework Proposal on the CRM, Information Technology Governance and Organizational Performance." International Journal of Business and Technology Management ***3****(2): 131-142.*

Otto, A. and H. J. E. j. o. o. r. Kotzab (2003). "Does supply chain management really pay? Six perspectives to measure the performance of managing a supply chain." ***144****(2): 306-320.*

Plakoyiannaki, E. (2005). "How do organisational members perceive CRM? Evidence from a UK service firm." Journal of Marketing Management ***21****(3-4): 363-392.*

Ponduri, S., et al. (2016). "Effects of Supply Chain Management Practices on Organizational Performance (A case study at world vision Ethiopia, Ethiopia)." International Journal of Physical and Social Sciences ***6****(5): 29-42.*

Porter, M., et al. (2002). "An Interview with Michael Porter." The Academy of Management Executive (1993-2005): 43-52.

Rahimi, R. and M. Kozak (2017). "Impact of customer relationship management on customer satisfaction: The case of a budget hotel chain." Journal of travel & tourism marketing ***34****(1): 40-51.*

Rahman, M. M., et al. (2021). "Impact of Customer Relationship Management (CRM) on Organizational Performance: A Study from the Perspective of Bangladesh." American Journal of Trade and Policy ***8****(3): 225-230.*

Ramaa, A., et al. (2009). A review of literature on performance measurement of supply chain network. 2009 Second International Conference on Emerging Trends in Engineering & Technology, IEEE.

Ratajczak-Mrozek, M. (2012). "Global business networks and cooperation within supply chain as a strategy for high-tech companies' growth." Journal of Entrepreneurship, Management and Innovation ***8****(1): 35-51.*

Richard, P. J., et al. (2009). "Measuring organizational performance: Towards methodological best practice." ***35****(3): 718-804.*

Rigatto, P., et al. (2004). Improving supply chain management through a management information system: the case of a brazilian rice cooperative. Annual World Food & Agribusiness Symposium (14.: 2004: Montreux, Switzerland).[Proceedings..].[Sl: International Food and Agribusiness Management Association, 2004].

*Rodrigues, A. M., et al. (2005). "Estimation of global and national logistics expenditures: 2002 data update." Journal of business logistics **26**(2): 1-16.*

*Ryu, S., et al. (2007). "The moderating role of trust in manufacturer-supplier relationships." Journal of Business & Industrial Marketing **23**(1): 48-58.*

*Saad, M., et al. (2002). "A review of the progress towards the adoption of supply chain management (SCM) relationships in construction." European Journal of Purchasing & Supply Management **8**(3): 173-183.*

*Saghiri, S. J. I. J. o. P. R. (2011). "A structural approach to assessing postponement strategies: construct development and validation." **49**(21): 6427-6450.*

*Salem, S. A.-S. (2010). "The Effects of Customer Relationship Management (CRM) Practices in the Egyptian Mobile Telecommunications Market on Customer Satisfaction, Loyalty and Corporate Image." Arab Journal of Administration **30**(1).*

*Saranya, K. J. I. J. o. G. B. M. and Research (2014). "Influence of job satisfaction on employees' performance–a general perspective." **2**(2): 1-7.*

*Schonberger, R. J. J. Q. M. J. (2013). "Time-relevant metrics in an era of continuous process improvement: the balanced scorecard revisited." **20**(3): 10-18.*

*Seo, Y.-J., et al. (2016). "The influence of supply chain collaboration on collaborative advantage and port performance in maritime logistics." International Journal of Logistics Research and Applications **19**(6): 562-582.*

*Shin, H., et al. (2000). "Supply management orientation and supplier/buyer performance." **18**(3): 317-333.*

*Simão, L. E., et al. (2016). "An approach to assess logistics and ecological supply chain performance using postponement strategies." Ecological indicators **63**: 398-408.*

*Simão, L. E., et al. (2016). "An approach to assess logistics and ecological supply chain performance using postponement strategies." **63**: 398-408.*

*Simatupang, T. M. and R. Sridharan (2002). "The collaborative supply chain." The international journal of logistics management **13**(1): 15-30.*

*Simatupang, T. M. and R. J. I. E. M. S. Sridharan (2018). "Complementarities in supply chain collaboration." **17**(1): 30-42.*

*Simatupang, T. M. and R. J. T. i. j. o. l. m. Sridharan (2002). "The collaborative supply chain." **13**(1): 15-30.*

*Singh, A. S. and M. B. Masuku (2014). "Sampling techniques & determination of sample size in applied statistics research: An overview." International Journal of economics, commerce and management **2**(11): 1-22.*

*Sivaraks, P., et al. (2011). "Effects of e-CRM on customer–bank relationship quality and outcomes: The case of Thailand." The Journal of High Technology Management Research **22**(2): 141-157.*

*Soltani, Z. and N. J. Navimipour (2016). "Customer relationship management mechanisms: A systematic review of the state of the art literature and recommendations for future research." Computers in Human Behavior **61**: 667-688.*

*Soltani, Z., et al. (2018). "The impact of the customer relationship management on the organization performance." The Journal of High Technology Management Research **29**(2): 237-246.*

Stadtler, H. (2014). "Supply chain management: An overview." Supply chain management and advanced planning: Concepts, models, software, and case studies: 3-28.

*Sujono, S. and S. K. R. H. N. Utami (2013). "The Influence of Internal Drivers and Environmental Drivers towards Supply Chain Management (SCM) Strategy, SCM Practices, Responsiveness and Implication on the Operational Performance of Organic Fertilizer Manufacturers in East Java, Indonesia." detail **3**(12).*

*Sukati, I., et al. (2011). "A study of supply chain management practices: An empirical investigation on consumer goods industry in Malaysia." International Journal of Business and Social Science **2**(17): 166-176.*

*Sukati, I., et al. (2011). "A study of supply chain management practices: An empirical investigation on consumer goods industry in Malaysia." **2**(17): 166-176.*

*Swaminathan, J. M., et al. (2003). "Design for postponement." **11**: 199-226.*

TAGESSE, T. (2017). "SUPPLY CHAIN MANAGEMENT PRACTICE AND IMPACT ON FIRM PERFORMANCE IN THE CASE OF YOTEK CONSTRUCTION PLC."

*Tan, K. C. (2002). "Supply chain management: practices, concerns, and performance issues." Journal of Supply Chain Management **38**(4): 42-53.*

TEKLEAB, M. (2019). THE EFFECT OF SUPPLY CHAIN MANAGEMENT PRACTICE ONFIRM PERFROMANCE:(THE CASE OF KALITY METAL PRODUCT FACTORY), St. Mary's University.

*Thakur, V. and R. Anbanandam (2016). "Shift from product supply chain management to services supply chain management: a review." International Journal of Services and Operations Management **23**(3): 316-346.*

Thatte, A. A. (2007). Competitive advantage of a firm through supply chain responsiveness and SCM practices, University of Toledo.

*Thatte, A. A., et al. (2013). "Impact of SCM practices of a firm on supply chain responsiveness and competitive advantage of a firm." Journal of Applied Business Research (JABR) **29**(2): 499-530.*

Tindi, J. A. and Y. Kibet (2018). "Effect of Sustainable Supplier Development on Organizational Performance at Kenya Pipeline Company Nairobi." International Journal of Multidisciplinary Research: 35-49.

*Trentin, A. and F. Salvador (2023). Revisiting Form Postponement at the Operations-Marketing Interface: Form Postponement Types, Customer Utility and Sales Performance. Mass Customization and Customer Centricity: In Honor of the Contributions of Cipriano Forza, Springer**:** 3-35.*

*Tsai, J.-M. and S.-W. Hung (2016). "Supply chain relationship quality and performance in technological turbulence: an artificial neural network approach." International Journal of Production Research **54**(9): 2757-2770.*

*Tseng, M.-L. and A. S. Chiu (2013). "Evaluating firm's green supply chain management in linguistic preferences." Journal of cleaner production **40**: 22-31.*

*Wernerfelt, B. J. S. m. j. (1984). "A resource-based view of the firm." **5**(2): 171-180.*

*Weskamp, C., et al. (2019). "A two-stage stochastic programming approach for identifying optimal postponement strategies in supply chains with uncertain demand." **83**: 123-138.*

*Wieland, A., et al. (2016). "Mapping the landscape of future research themes in supply chain management." Journal of business logistics **37**(3): 205-212.*

Wisner, J. D., et al. (2021). Principles of supply chain management: A balanced approach, South-Western, Cengage Learning.

Woreta, K. (2021). THE EFFECT OF SUPPLY CHAIN MANAGEMENT PRACTICES ON SUPPLY CHAIN RESPONSIVENESS AND COMPETITIVE ADVANTAGE OF THE FIRM-A CASE STUDY ON ETETE CONSTRUCTION, IN PUBLIC BUILDING PROJECTS, ST. Mary's University.

*Yan, J., et al. (2021). "How to improve new product performance through customer relationship management and product development management: evidence from China." Journal of Business & Industrial Marketing **36**(1): 31-47.*

*Yang, B., et al. (2004). "Postponement: a review and an integrated framework." **24**(5): 468-487.*

*Yang, B. and N. J. I. j. o. p. r. Burns (2003). "Implications of postponement for the supply chain." **41**(9): 2075-2090.*

Yang, B., et al. (2005). "An empirical investigation into the barriers to postponement." **43**(5): 991-1005.*

*Yap, L. L. and C. L. Tan (2012). "The effect of service supply chain management practices on the public healthcare organizational performance." International Journal of Business and Social Science **3**(16).*

Yudistria, Y. and D. Rusyandi (2023). "Supply Chain Management in Determining Operational Performance with the Moderation Role of Manager."

*Yumurtacı Hüseyinoğlu, I. Ö., et al. (2020). "Supply chain relationship quality and its impact on firm performance." **31**(6): 470-482.*

*Zhang, J., et al. (2023). "Production change optimization model of nonlinear supply chain system under emergencies." Sensors **23**(7): 3718.*

*Zinn, W. J. J. o. B. L. (2019). "A historical review of postponement research." **40**(1): 66-72.*

Zulhumadi, F. and Z. Mohamed Udin (2010). "Relationship development and construction supply chain management performance: The Malaysian scene."

APPENDIXES

Section One: Supply Chain Management Practices

Below is list of Supply Chain Management Practices. From your experience, please express your opinion on dose the firm consider those criteria on SCM practices, with regard to SCM practices of your firm, use the following Rating Scales under the columns and please, tick (√) only one box from the given box after reading the variable.

1= Strongly Disagree, 2 = Dis-agree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

PART ONE: Profile of Respondents

Please Tick (√) only one appropriate answer.

. Gender of respondent □Male □ Female

. Age of the respondents □ Below 25 years □25-35 years □36-55 years □Above 55

. Which Level of education do you possess? Certificate □Diploma □First Degree □Master's Degree □Others Specify

. Work experience in the firm; □ Below one year □1-2 year's □ 3-14

□ Above years

Part two: Research Questions

Supply Chain Management Practices

2.1.1 Supplier Relationship Management (SRM)

SRM is the supply chain management process that provides the structure for how relationships with suppliers are developed and maintained. With regard to your organization's supplier relationship management process, please choose the appropriate number and put (x) to indicate the extent to which you agree or disagree with each statement.

1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree

No	Description	1	2	3	4	5
1	We consider quality as our number one criterion in selecting suppliers					
2	We regularly solve problems jointly with our suppliers					
3	We have helped our suppliers to improve their product quality					
4	We include our key suppliers in our planning and goal-setting activities					
5	Our company has formal performance goals for supplier relationship management (SRM)					
6	Our company regularly measures our supplier's contribution to our profitability					
7	Our suppliers understand how their decisions/actions affect the SRM process					
8	SRM process requirements are determined by cross-functional team					
9	People throughout our company understand how their					

Customer Relationship Management (CRM)

The CRM process provides the structure for how the relationships with customers will be developed and maintained.

Product and service agreement (PSA): Formal or informal contract or agreement between two organizations with the purpose of specifying the level of performance that will be provided to meet the needs of both parties. With regard to your company customer relations management process, please choose the appropriate number and put (x) to indicate the extent to which you agree or disagree with each statement.

1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree

No	Description	1	2	3	4	5
1	Our company has developed customer Relationship management (CRM) process team					
2	Our firm utilizes cross-functional input within the CRM process					
3	Our firm ensures our CRM process is aligned with our corporate strategy					
4	Our company develops metrics that are related to the customer's impact on our firm's profitability					
5	Our company develops metrics that are related to our firm's impact on the customer's profitability					
6	Our firm's CRM metrics are tied to our firm's financial performance					
7	Our firm measures customers' profitability over time					
8	We frequently interact with customers to set reliability, responsiveness, and other standards for us					
9	We frequently measure and evaluate customers' satisfaction					
10	We periodically evaluate the importance of our relationship with our customers					

Information Sharing (IS)

Level (in terms of quantity) of information sharing refers to the extent to which criteria and proprietary information is communicated to one's supply chain partner.

Please put (x) to indicate the extent to which you agree or disagree with each statement 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree

No	Description	1	2	3	4	5
1	We inform trading partners in advance of changing needs					
2	Our trading partners keep us fully informed about issues that affect our business					
3	Our trading partner share business knowledge of core business processes with us					
4	We and our trading partners exchange information that helps establishment of business planning					
5	We and our trading partners keep each other informed about events or changes that may affect the other partners					

SUPPLY CHAIN LEADERSHIP

No	Description	1	2	3	4	5
1	My supply chain leader articulates a compelling vision of the supply chain's future.					
2	My supply chain leader clarifies the central purpose underlying actions of all supply chain members.					
3	My supply chain leader seeks differing perspectives from my company when solving problems.					
4	My supply chain leader gets my company to look at problems from many different angles.					
5	My supply chain leader asks my company to contribute ideas for improving supply chain problems.					

POSTPNEMENT

No	Description	1	2	3	4	5
1	Our products are designed for modular assembly.					
2	we delay final product assembly activities until customer orders have actualy been received.					
3	we delay final product assembly activities until the last posible position (or nearest to customers) in the supply chain.					

Organizational Performance

Organizational performance is the extent to which a firm achieves its quantitative goals as well as its qualitative goals. With regard to organizational performance of your company, please choose the appropriate number and put (x) to indicate the extent to which you agree or disagree with each statement.

1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree

No	Description	1	2	3	4	5
1	Growth of sales is significantly increasing					
2	Our profit margin on sales is significantly increasing					
3	Growth of return on investment is significantly increasing					
4	Our market share is significantly increasing					
5	Our customer's satisfaction is significantly increasing					
6	Our supplier's satisfaction is significantly increasing					
7	Our employee's satisfaction is significantly increasing					

THANK YOU!