



**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND
ECONOMICS
SCHOOL OF COMMERCE**

**The Effect of Outbound Logistics Practices on Organizational
Performance- A Case of TRANSSION Manufacturing plc**

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I, the undersigned, hereby declare that the work which is being presented in this thesis entitled **“The effect of outbound logistics practice on organizational performance: The case of Transsion Manufacturing plc”** is original work of my own, has not been presented in any of other university and that all sources of material used for the thesis have been duly acknowledged.

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ABSTRACT

The main objective of this study was to examine the effect of outbound logistics practices on organization performance in the case of Transsion Manufacturing Plc. The specific objectives of the study were investigating effect of order processing, evaluate the influence of inventory management, evaluate the effect of transport management, assess the influence of information flow, investigate the effect of warehousing management and investigate effect of packaging practices on firm performance. The study used explanatory research designs. The target population for this study was the employees of TMP (about a 183). The sample was about 125 employees of TMP ,114 were completed and returned. Two of the completed questionnaires were excluded due to incompleteness at the coding stage, and the remaining 112 were used for analysis. Data was collected using closed-ended questionnaire. Quantitative technique was used to analyses the data. Descriptive analysis, such as percentage, mean, and standard deviation, as well as inferential analysis, such as Pearson correlation and multiple linear regression, were used. As a result, the study's findings confirmed the positive correlation between the independent variables and the dependent variable. The regression analysis, on the other hand, revealed that independent factors account for 59.6% of the variance in organizational performance. According to the study's findings, the researcher recommends the organization to enhance their warehouse management procedures, to have accurate order processing, maintain inventory levels, manage transportation by consolidating shipments, create timely plans and schedules, and form partnerships and collaborations with third-party logistics providers.

Keywords: Logistics Management, Outbound logistics practices, Organizational performance, Export, Electronics Manufacturing

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LIST OF ACRONYMS

ANOVA - Analysis of Variance

KPI- key performance indicator

MIDI – Metals Industry Development Institute

OL - Outbound Logistics

OLP- Outbound Logistics Practices

PLC - Private limited company

SAP - Systems, Applications, and Products

SC- Supply Chain

SCM- Supply Chain Management

SPSS- Statistical Package for the Social Sciences

TMP- Transsion Manufacturing PLC

CHAPTER ONE INTRODUCTION

1.1. The Study's Background

The dynamic corporate framework is befuddled by growing challenges brought on by volatile markets, emerging technological changes, shifting consumer preferences, and international rivalry. Together, these elements interact to make the supply chain, particularly logistics, more difficult and time-consuming to manage.

According to Christopher (2011), the supply chain is the system of businesses engaged in the various processes and activities that result in value as products and services that are eventually delivered to end user. The Association of Supply Chain Management Practitioners states that, logistics management is the area of supply chain management that organizes, carries out, and oversees the successful and productive upward and backward movement and keeping of products, services, and other pertinent data between the spot of starting point and the point of utilization in order to satisfy customer needs. Functions related to logistics management include those that control how merchandise moves from the receiving area of the shop to the place of marketplace via the storage room. The logistics thoughts rely on an overall system perspective of the several functions involved in moving items from a supply source to a consumer.

Logistics is the process of proactively handling the procurement, movement, and storage of materials, parts, and finished products (as well as the associated information flows) through an entity and its distribution networks in order increase present and projected earning capacity by means of economically feasible shipment fulfilment.

Organizational performance is defined as how successfully an organization accomplishes both market-oriented and financial goals (Yamin et al., 1999). The short-term goals of OLP are largely to improve local and international export market performance, while the long-term goals are to grow market share and profits for the organization while also assisting the government in gaining benefits from the sectors (Tan et al., 1998).

Outbound logistics is concerned with getting of finished goods and relevant particulars from the company with the client. Poor outbound logistics management methods lead to high operational costs and poor customer service. A better understanding of how outbound logistics factors affect business success leads to findings that can benefit Transsion Manufacturing and other ICT organizations, industry support institutions, and policymakers.

Exporting is a key economic activity for a country since it has a big impact on employment, investment, commerce, and economic growth (Czinkota, 1994). Because it promotes an improved economic situation, improved capacity consumption, higher technological innovations standards, and enhanced company success, exporting also plays a significant role in helping firms achieve sustainable competitive advantage in the era of globalization (Lages and Montgomery, 2004).

This study fills in the gaps left by prior studies that failed to adequately address the difficulties associated with outbound logistics procedures for export markets by focusing on how outbound logistics methods affect organizational performance in the case of Transsion Manufacturing plc. The firm's performance was the dependent variable, and it was measured using competitiveness, market share, and cost reduction by focusing on seven factors, six independent and one dependent. Order fulfillment techniques, inventory management practices, transportation management methods, information flow management practices, warehouse management practices, and packaging-related activities were among the independent factors.

Overall, this research adds to our understanding of the importance of outbound logistics techniques on company performance. First, it proposed a theoretical outbound logistics practices framework that identified the firm's order fulfillment practices, inventory management practices, transportation management practices, information flow management practices, warehouse management practices, and packaging-related practices. Second, this study provides a realistic and valuable tool for supply chain managers to audit and assess outbound logistics processes. Third, this research provides conceptual and prescriptive literature on the firm's outbound logistics processes. Fourth, the findings support the assumption that improved outbound logistics methods improve company competitiveness, market share gain, and cost reduction. This study's findings have several major implications for practitioners.

1.2. Background of the Industry

TRANSSION Manufacturing PLC is a local company established by the ownership of a Chinese giant TRANSSION Holdings. TRANSSION is known for its TECNO, itel, Infinix and Syinix hardware products, Orimo accessories and technology services including palmpay, boomplayer, Afmobi and the like which are popular in most African nations.

TECNO and Itel are 1st introduced in Ethiopia back in 2011 being a pioneer to mobile industry and Syinix joined the market in 2017. Once TECNO and ITEL brands received acceptance by Ethiopia market, TRANSSION started exporting mobile phones in 2016 making it the 1st technology hardware exporter in Ethiopia.

Since the beginning of its exports until today, TRANSSION Exported over 210 million USD which earned the company consecutive 3 years best electronics exporting company in Ethiopia awards and recognitions.

Apart from its export performance, TRANSSION made significant contributions to the nation by creating over 800 direct and 3000 indirect jobs, Technology transfer and tax revenue generation which put the company on 31st position receiving a Platinum award from H.E Ms Sahlework Zewde, The President of Ethiopia for best tax payer of the year 2014 E.C.

TRANSSION is the 1st company to enter Ethi-ICT Park and built the 1st mage electronics manufacturing facility in Ethiopia with the quality and infrastructure similar to other electronics assembling industries in developed countries.

The company has established long term relationship and partnership with major global companies and core local companies including Ethio-telecom and the newly established Safaricom (Source: TMP Policy Advisory department).

We will investigate outbound logistics performance and its impact on Transsion Manufacturing plc's organizational performance.

1.3. Statement of the Problem

Logistics management is a critical strategic aspect for enhancing competitiveness in an international sector that is rivals and unpredictable.

There are numerous ways to evaluating an organization's performance, among those of them is by examining how well it performs in comparison to its rivals and maintains its position of superiority in the market, supporting both the operation of the company and its expansion.

The effectiveness and efficiency of the outbound logistics operation have a major influence on the marketer's commercial achievement as well as how well the customers perceive the quality seller provides in terms of products and services. The unknown nature of the final product deliveries to clients may cause unhappiness among the firm's consumer base. As a result, logistics is crucial in gaining an advantage over your rivals (Bowersox et al., 2010).

According to Rutner and Langley (2000), the role of logistics has long been struggling to show how it improves the efficiency of the firm. The effect of excellent work logistical procedures and skill on organizational performance has thus been the subject of logistics research. In this respect, earlier studies have demonstrated that outstanding organizational performance is correlated with excellence in the execution of logistics activities and capabilities (Lambert and Burduroglo 2000; Lynch, Keller, and Ozment 2000). in spite of this proof, it is still unclear how much outbound logistics practice efficiency affects organizational performance.

A study conducted in Ethiopia by Temesgen (2020), Mekonnen (2020), and Mulualem (2021) on factors influencing the organizational performance of outbound logistics practices in the PFSA, MRO for Ethiopian Airlines, and Habesha Breweries respectively showed that the present patterns like transportation, well timed planning, proactive level of inventory administration, information technology, and timely distribution hampered organizational performance if they were not implemented. However, these studies reveal little about how outbound logistics practices influence organizational performance, either directly or indirectly (Competitiveness, market share growth and cost reduction). Outbound logistics contributes significantly to the business's revenue growth and is important to the supply chain management's performance.

Despite the fact that there are numerous studies on the effect of outbound logistics practices on company performance at the global and regional levels, few studies on the same topic have been

conducted in Ethiopia, primarily in the manufacturing sector for local product outbound, but there is no study for electronics manufacturing for international export outbound in Ethiopia.

Although outbound logistics has greatly contributed to a company's profitability, superior customer service, and quality, it was discovered that the case study organization had a good export performance of over \$185 Million opportunity for the year 2016-2019 but is currently experiencing a fundamental problem. This is evidenced by the fact that the organization now exports far fewer goods than it did in the previous three years. In accordance with the Transsion Manufacturing Plc 2020–2022 export Performance Report, exports of goods fell by 33% in 2020 and another 22% in 2021, outpacing the decline projected in 2022 by 78 percent. (TMP export performance report).

Because of these major issues, the overall performance of the organization and the government's plan to generate foreign currency from the electronics manufacturing sector face numerous challenges.

As a result, this paper's objective is to scientifically investigate the consequence of outbound logistics practices on organizational performance, particularly one of the prime electronics product exporter organizations, Transsion Manufacturing Plc, as well as to assess the magnitude of these effects and make suggestions for areas of outbound logistics further enhancement.

1.4. Research Questions

The purpose of this study was to answer the following research questions:

- What impact do order processing procedures have on Transsion Manufacturing Plc's organizational performance?
- How do inventory management practices affect the organizational performance of Transsion Manufacturing Plc?
- What effect do transportation management practices have on Transsion Manufacturing Plc's organizational performance?
- How do information flow practices affect Transsion Manufacturing Plc's organizational performance?

- How do warehousing management practices affect Transsion Manufacturing Plc's organizational performance?
- What impact do packaging practices have on Transsion Manufacturing Plc's organizational performance?

1.5. Objectives of the Study

1.5.1 General Objective of the Study

This study's main goal was to investigate the effects of outbound logistics on organizational performance in the case of Transsion Manufacturing plc.

1.5.2 Specific Objectives of the Study

The research looked into the following specific aims in accordance with the broad objective described above:

- To investigate the effect of order processing procedures on TMP's performance
- To evaluate the effect of inventory management practices on TMP's performance
- To evaluate the effect of transportation management practices on the performance of TMP
- To assess the effect of information flow practices on the performance of TMP
- To investigate the effect of warehousing management practices on the performance of TMP and
- To investigate how packaging practices affect TMP's performance.

1.6. Significance of the Study

One of the most significant jobs of every manufacturing business organization is ensuring a high degree of outbound logistics practice. The primary implications of this study are as follows in particular: First off, the research assists the organization in carrying out its duties effectively, learning from its shortcomings, taking exploiting its chances for growth, and filling any gaps in the body of literature. Secondly, results will be useful to government policymakers as well

because they can use them to evaluate the way they are currently treating the industries that make electronic products and make improvements as necessary. Finally, the research provides the way for academics or educational centers take into account when creating guidance on topics dealing with outbound logistics operations for viewers.

1.7. Scope of the Study

The study's had three scopes: Geographical, Subject and Time scope. The geographic scope is that this study comprises Transsion Manufacturing Plc's. The subject scope: There are numerous aspects that influence organizational efficiency. For the purpose of this research the study will consider only outbound logistics for flow of goods to international market (export) as the independent variable. Organizational performance can be measured using different parameters and competencies but the study only considers competitiveness, market share-growth and cost reduction as dependent variable. Thirdly, this research is one time investigation of the performance of exports from 2020 to 2022 will be covered.

1.8. Limitations of the Study

This investigation is only focused on assessment of outbound logistics practice in Transsion Manufacturing Plc and its impact on the company performance which is located in Addis Ababa, Ethiopia.

Because the company's outbound logistics practice given that each firm's strategy is unique, it is challenging to apply the study's conclusions to other Ethiopia's mobile and electronics manufacturing industry. Furthermore, the research evaluated the effects of outbound logistics from the viewpoint of the primary business, procedures (Transsion Manufacturing plc); it did not include the reactions or responses of other members of the outbound parties (customers); and the research is limited to Transsion Manufacturing plc offices in Addis Abeba due to time and resource constraints. As a result, it is important to emphasize that the results of this research can only be utilized for comparison and should not be generalized.

1.9. Definitions of operational Terms

Logistics: Logistics comprises all the data and inventory that movements across a company: it is the act of proactively handling components and finished inventories (and corresponding data flow) through the business in order to fulfil requests at the lowest possible cost (Christopher, 2010).

Logistics management: is defined by the association of Supply Chain Management experts as the productive and successful operation and control of forward-looking and returns movement and preserving of products, operations, with associated information among the spot of origin and the necessary place (professionals, 2017).

Outbound logistics: is the process of filling orders, packaging them, storing them, transporting them, and delivering finished products mobile from the TMP compound to its customers.

Organizational Performance: is the degree to which a corporation accomplishes both its commercial and consumer-focused aims (Li et al., 2006).

1.10. Organization of the Study

This research was divided into five chapters. The first chapter comprised a separate part on the study background, statement of the problem, research question, purpose of the study, significance of the study, limitation of the investigation, and scope of the study.

The review of the research on the topic in the context of conceptual, theoretical literature, and empirical data was covered in the second chapter.

The third chapter was mostly concerned with the research's methodology.

Data presentation as well as analysis are the topics of the fourth chapter.

The discussion of the results, overall summary, conclusions, suggestions, the study's boundaries, its assistance with expertise, and ideas for additional research will all be included in chapter five.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Introduction

This study's literature review covers a conceptual framework that incorporates theories of logistics, logistics management, outbound logistics, organizational performance, and outbound logistics practices. An empirical study on the relationship between outbound logistics and organizational performance.

2.2. Theoretical literature review

2.2.1 The Concept of Logistics

Logistics is the method of arranging, executing and controlling methods for the effective and compelling transportation and capacity of merchandise counting administrations and related data from the point of root to the point of utilization for the reason of adjusting to client prerequisites and incorporates inbound, outbound, inner and outside developments. (Lambert & Stock, 2008) The complexity of Logistics can be modeled, analyzed, visualized, and optimized by devoted reenactment computer program. The minimization of the use of assets could be a common inspiration in all Logistics areas. A proficient working within the field of Logistics administration is called a logistician. (Christopher, 2011). Concurring to the Chamber of Logistics Administration (CLM) “Logistics is the method of arranging, executing and controlling the productive and compelling stream of products, administrations and related data from point of beginning to point of utilization in arrange to meet client requirements”).

Logistics envelops all of the data and fabric streams all through an organization. It incorporates everything from the development of an item or from a benefit that must be rendered, through to the administration of approaching crude materials, generation, the putting away of wrapped up merchandise, its conveyance to the client and after-sales benefit (Ittmenn & Lord, 2010). The commonality of the later definitions in logistics is that, it may be a prepare of moving and taking care of merchandise and materials, from the starting to the conclusion of the generation, deal prepare and squander transfer, to fulfill customers and include commerce competitiveness (Tseng, Yue, & Taylor, 2005). It is the method of foreseeing client needs and needs; obtaining

the capital, materials, individuals, innovations, and data fundamental to meet those needs and needs; optimizing the merchandise or service-providing arrange to fulfill client demands; and utilizing the organize to fulfill client demands in a convenient way (Tseng, Yue, & Taylor, 2005).

2.2.2 Logistics Management

The way business is handled in today's world has evolved. The evolution and growing significance of logistics management in industry is a result of technology advancement in the company.

In arrange to maximize current and future productivity through the proficient completion of orders, logistics administration is the method of deliberately overseeing the acquirement, development, and capacity of materials, parts, and wrapped up stock (as well as the related data streams) through the organization and its showcasing channels. Supply Chain Management & Logistics, by Christopher, 2011.

Through the correct arranging, administration, and execution of the effective transportation and capacity of pertinent data, products, and administrations from point of root to point of destination, logistics administration could be a component of supply chain administration that's utilized to meet buyer needs. Companies may spare costs and give superior client benefit with the help of logistics administration. (Fugate, et al, 2010). In arrange to meet client requests, logistics administration is the range of supply chain administration that organizes, executes, and supervises the proficient, successful forward and turn around stream and capacity of products, administrations, and related data between the point of beginning and the point of utilization.

Logistics administration is treated as a portion of the supply chain administration that bargains with administration of products in a productive way. It is the administration prepare that coordinating the development of products, administrations, data and capital, right from the sourcing of crude fabric, to the shopper (Springinkle & Wallenburg, 2012). The objective of the logistics administration is to supply the correct product with the proper quality at the proper time within the right put at the proper cost to the extreme client (Mentzer et al., 2004). Logistics s administration has been characterized as a tall need for modern organizations. The victory of Logistics administration is decided through the combination of productivity, adequacy and

separation (Fugate et al., 2010). In the long run, supply chain administration measures through hesitation influence price/cost, product's quality, advancement (Mamad & Chahdi, 2013).

The complexity and variety of goods and services have grown over time, along with consumer demands, the sophistication of logistics services, and the development of domestic and global markets for goods and services. Over the past few decades, countless new goods and services have been developed, traded and supplied to customers worldwide. Consequently, the market has become more competitive, making it harder for businesses to maintain their historical profit levels and growth rates (Sowinski L. L., 2000) These businesses have had to become more complex in order to meet the demands of increasingly competitive and demanding markets for their goods and services, and they also constantly need to search for fresh approaches to strengthen their competitive edge and profitability.

The arranging and planning forms that go together with the development of merchandise between a commerce and its outside accomplices, such as its providers and clients, are alluded to as inbound and outbound logistics. Most businesses depend on this logistics benefit to handle the conveyance prepare. To guarantee that the fundamental supplies are on hand for the creation of wrapped up merchandise, the office must total the essential fabric securing on the due date. Martin Murray also asserted that it is crucial to deliver final product to clients in order to provide them with the best level of customer service (Martin M., 2016).

2.2.3 Outbound Logistics

The term "outbound logistics" was defined by the Council of Supply Chain Management Professionals as "the procedure associated with the movement and storage of products from the point of production to the point of consumer receipt" (Klumpp and Heragu, 2019). This entire process is also important in the supplier-consumer relationship management process. According to Fontaine et al. (2017), suppliers must adhere to extremely stringent product delivery standards imposed by retailers. A supplier may face serious financial difficulties as well as expulsion from the retailer's active product range if they fail to deliver true benefit to their clients. As a result, businesses' outbound logistics should be efficient, as it is linked to the brand perception that customers have of the brand. One thing to keep in mind is that outbound logistics are unique to

each business. The likelihood of two businesses having nearly identical outbound logistics processes is low (Barreto, Amaral, and Pereira, 2017).

The "last mile" (i.e., the final stage of the delivery process), which is sometimes referred to as one of the crucial make-or-break elements in the CRM process, is included in outbound logistics. Given its basic part, a firm's arranging and approach towards outbound logistics can advantage incredibly from quantitative "firm execution data" based inquire about, as well as from insights generated by more subjective perception-based information. A number of investigate considers have centered particularly on the connect between logistics execution and firm money related productivity. For illustration, (Stapelton et al.2002) talk about how the Vital Benefit Show can be utilized to decide the impact of altering calculated arrangements on firm budgetary execution.

Moreover, utilizing overview information, (Ojha et al., 2013) examine the impact of calculated commerce progression arranging on firms' operational capabilities and money related Execution. In any case, in spite of the significance of the part of outbound logistics in supply chain administration, negligible thorough execution data-based inquire about has been done on the coordinate, stand-alone effect of outbound logistics on such questions as its impact on a firm's productivity and how firms' approaches to outbound logistics contrast. Or maybe, the writing to date tends to gather outbound logistics exercises into broader considers of supply chain operations were outbound logistics.

Customer service and the distribution channel are two topics covered by outbound logistics. It mentions to the development of wrapped up merchandise from the put off made to the shoppers. Outbound logistics concentrates itself on the transportation of wrapped up products or item from the company to the ultimate shopper. It covers all those exercises that incorporates Selecting, organizing, transporting, and so on are included within the outflow of stock from vender to buyer. Within the case of a substantial thing, outbound logistics may be warehousing, fabric handling, review and transportation, etc., but for intangible things, such as administrations, it is synonymous with setting up to provide clients to the benefit put.

The movement of goods from the company to outside partners is referred to as the outbound logistics flow. According to Ayantoyinbo et al. (2018), it is expected to assist companies involved in a supply chain in increasing the dependability and effectiveness of a distribution

network and further reducing and/or minimizing transportation and storage costs. Delivering goods to clients is the primary purpose of outbound logistics (Rajahonka et al., 2016).

In addition, Porter (2008) notices that different exercises are related with outbound coordination, i.e., collecting, putting away, and physically dispersing the items to buyers such as wrapped up merchandise warehousing, fabric taking care of, conveyance vehicle operation, arrange preparing, and planning. Too, outbound coordination could be a basic calculate for a wholesaler and can make extra focal points. Moreover, finding arrangements to improve the outbound coordination stream can offer assistance decrease taken an expense and waste.

Therefore, outbound logistics is a crucial chain flow that can add significant value if an organization consistently reduces left-over and expense (Abushaikha et al., 2018).

2.2.3.1 Outbound Logistics Practices

Maintaining inventory control and ensuring that products are keeping track of stock and guaranteeing that their items are effectively conveyed to the clients are ongoing problems for manufacturing organizations. This workflow often uses a variety of logistical techniques, each of which operates slightly differently.

When discussing outbound logistics, this is one of the elements of logistics that includes several activities. The various outbound Logistics practices for the study are:

2.2.3.1.1 Order Processing

The ordering process is referred to as the arrange fulfillment prepare, request administration, arrange preparing, and the arrange cycle and arrange administration (Ballou 1992; Lin and Shaw 1998; Vollmann, Berry, and Whybark 1997; Waller, Woolsey, and Seaker 1995; Shapiro, Rangan, and Sviokla 1992; and Bowersox, Closs. Not as it were the phrasing but moreover the scope credited to the requesting handle varies. Shapiro et al. (1992) take a wide definition in claiming that the requesting prepare begins with determining and capacity arranging and closes with after deals exercises like repair and support. In this definition estimating request and arranging capacity at medium term are included. Besides, within the ponder of Shapiro the requesting prepare concerns the total course that an arrange goes through in a specific company. Other creators take a smaller point of see by characterizing the requesting handle from the minute a specific arrange enters the company (see for illustration Ballou 1992; Vollmann, Berry,

and Whybark 1997; Bowersox, Closs, and Helfferich 1986). They consider the regulatory errands concerning arrange preparing as well as the physical exercises like fabricating as portion of the requesting prepare.

However, they all appear other particular exercises that take put inside the requesting handle. Waller et al. (1995) stretch arrange citing as the beginning point of the requesting handle. Vollmann et al. (1997) say order-delivery-date promising as critical portion of the requesting handle, whereas Lin & Shaw (1998) push the arranging of generation, fabric and capacity. Ballou (1992) too pays consideration to physical exercises like extricating requested things from stock, and creating requested things. Shapiro et al. (1992) unequivocally title charging, returns and claims as portion of the requesting prepare.

2.2.3.1.2 Inventory Management

Aside from the many tasks related with an incline supply chain, numerous firms over the world are continuously finding diverse strategies and methods to decrease their ventures in stock, since it is by implication burdening on the benefit of the firm. Stock administration may be a key range in coordination operation and has an effect of effectiveness and adequacy of the by and large supply chain framework. Whilst inventories give a few securities against fluctuations within the level of client request, there's concern that they may decrease the ability of supply chains to reply to changes within the nature of request. Inventories within the worldwide supply chains may hence act as a buffer against one hazard while expanding another sort of hazard.

Etienne (2005) cites variables such as speed to the showcase for modern items, responsiveness to showcase specialties, and criticism time for quality issues. Harrison and Van (2008) have put forward stock lessening methodologies such as shortened manufacturing lead times, item delay, add up to cycle time, compression, centralization of stock and the virtual warehousing concept. Overseeing all sorts of resources in an organization can be seen as a stock issue.

2.2.3.1.3 Transport Management

Transport administration is the arranging, controlling and choice making on operational range of coordination that geologically moved and situated stock (Bowersox, Closs, & Cooper, 2010). Since of its crucial significance and unmistakable fetched, transportation had customarily gotten significant administrative consideration and nearly all ventures, enormous and little, had

directors dependable for transportation (Bowersox, et al., 2010). Transportation involved one-third to two thirds of the sum within the coordination costs consequently transport administration impacted the execution of coordination framework hugely (Bowersox, et al., 2010). Transporting is required within the whole production methods, from fabricating to conveyance to the ultimate customers and returns. As it were a great administration and coordination between each component would bring the benefits of coordination to a greatest. A great transport administration in coordination exercises seem give way better coordination proficiency, decrease operation taken a toll, and advance benefit quality on firms (Bowersox, et al., 2010).

Transportation physically moves item from where they are delivered to where they are required. This development over space or separate includes esteem to items. This esteem is frequently alluded to as put utility. Transportation is additionally a figure in time utility, it decides how quick and reliably an item moves from one point to another (Lambert et al, 1998). Concurring to Chopra et al (2007), we are able think of a transportation arrange as a collection of gestures and joins. Transportation begins and closes at hubs and voyages on joins. For most modes of transportation, framework such as ports, streets, conduits, and airplane terminals are required as a great all through the world. It is critical that foundation be overseen in such a way that monies are accessible for upkeep and speculation in capacity needs.

The impact on the cost structure and degree of client benefit level makes transport the most important aspect of logistics. In common, or calling terms, transport includes covering separations or changing the area of cargo through the utilize of transportation. A refinement must be made here between inside transport inside an operation and outside transport. For occasion, inside transport takes put from one generation line to another in a production line or between diverse divisions in a stockroom. Outside transport, on the other hand, could be a shipment from the provider to the client, between different production lines or between distribution centers of a company. Outside transport comprises of the cargo, the implies of transport and the transport prepare.

From the calculated logistical framework point of see, three components were essential to transportation execution: expense, speed, and consistency (Bowersox, et al., 2010). The taken a toll of transport is the installment for shipment between two topographical areas and the costs

related to keeping up on-transit stock. Calculated frameworks utilized transportation that minimized add up to framework fetched (Bowersox, et al., 2010). Agreeing to Bowersox, (2010) speed of transportation was the time required to total a particular development. Speed and expense of transportation were related in two ways. To begin with, transport firms able of advertising quicker conveyance regularly charged higher rates for their administrations. Moment, the quicker the transportation benefit was, the shorter the time interim amid which stock were on travel and the higher the charges (Bowersox, et al., 2010). In this way, a basic angle of selecting the foremost alluring strategy of transportation to a firm is to adjust speed and taken a toll of benefit.

2.2.3.1.4 Information Flow Management

In today's competitive market, successful and opportune reactions to ever-changing client tastes and inclinations have gotten to be fundamental components for fruitful commerce execution (Han, J., 2009). In accomplishing execution, data stream comes in convenient. Agreeing to (Harrison and van Hoell (2002) data stream was characterized as the stream of information completely different bearings with variable substance between different information base (office) inside a company. Sometime recently, the data stream inside the coordination had become imperative since it empowered chains to reply on genuine time and precise information (Harrison & van Hoell, 2002). Firms at that point, looked at data stream as a resource, since it was not conceivable to have proficient and solid materials stream without it (Mattsson & Lemmink, 2002) (Stevenson & Spring, 2009) concurred that, the stream of exact and genuine time data in coordination was considered exceptionally critical to the stream of materials. This data blast had empowered coordination to gotten to be an imperative weapon within the firm's weapons store to include esteem to the foot line (Closs, et al., 2005). Data sharing was a key to victory of coordination execution (Whipple, Lambert, Vermeersch., 2002). In their ponder, Wardaya and Baskara (2013) affirmed that data stream had gotten to be an critical component that reflected collaboration inside the coordination administration and firm execution. Sharing of data on exchange; trade of data demonstrating the level and position of stock; deals information and data on the estimating; data around the status of orders, generation plans and conveyance capacity, and firm execution measures had ended up fundamental to all firms (Wardaya, et al., 2013).

As a result, Bowersox et al., (2010) named four reasons why convenient and precise data stream had gotten to be more basic for compelling coordination systems' plan and operations: Clients seen data around arrange status, item accessibility, conveyance plan, shipment following, and solicitations as fundamental components of add up to client benefit. With the objective of decreasing add up to supply chain resources, supervisors realized that data may be utilized to diminish stock and human asset prerequisites; Data stream expanded adaptability with respect to how, when, and where assets may be utilized to pick up vital advantage; Upgraded data exchange and trade capability utilizing the web was changing between buyers and venders and reclassifying the channel connections (Somuyiwa & Adewoye, 2010). Be that as it may, this data stream can as it were be effective when firms inspire on data innovation utilize. Information technology gives the capacity to see information that's private in a framework of participation and screen the development of items, where data is passing in each handle within the supply chain (Simatupang & Sridharan, 2002).

2.2.3.1.5 Warehousing Management

Warehousing is a vital portion of a firm's coordination framework that stores items (crude materials, parts, goods-in-process and wrapped up products) at and between focuses of root and focuses of utilization. Warehousing can be given by either stockrooms or dissemination centers (Murphy & Wood, 2008). A vital choice for numerous firms is the criteria for finding the stockroom offices. Taken a toll component are predominant within the decision-making models. Assets such as talented work are moreover emphasized in a few of the models. Another dominant factor is what can be named as availability, meaning foundation and accessibility of transportation modes (Melachrinoudis, et al, 2000). Alberto (2000) moreover emphasizes time and unwavering quality related contemplations. This incorporates the vicinity of clients fabricating offices and providers.

Warehousing plays a crucial part in giving a craved level of client benefit at the most reduced conceivable add up to taken a toll. Warehousing exercises are a vital connect between the maker and the client. Over a long time, warehousing has created from a moderately minor aspect of a firm's coordination framework to one of its most vital capacities (Grant et al, 2006). Grant et al (2006) characterize warehousing as that portion of a firm's coordination framework that stores items (crude materials, parts, merchandise – in- advance, and wrapped up products) at and

between point of beginning and point of utilization, and gives status data to administration. A distribution center, for case, can moreover be utilized to divert merchandise to other courses inside the arrange, indeed without having to store any products at all. Different distribution centers have been planned to back these capacities. Blanchard (2004) moreover notes that, the fundamental work of a stockroom is the development, capacity and data transfer. A major objective is to supply a perfect item stream and worthy level of benefit between the maker and the client by giving distribution centers at assigned areas with different stock level based on local request.

According to Heragu, Du, Mantel, and Schuur (2005) claims that warehousing can be clarified as a capacity office that works beneath a two-task-service. Firstly, warehousing gives brief capacity and security of merchandise influx and outpouring. Furthermore, warehousing gives value-added administrations such as the fulfillment of person client orders, bundling of products, and so on.

In businesses key execution markers (KPI) are actualized to maintain and increment competitive advantage. The most objective of carrying out warehousing exercises is to form client fulfillment. Key execution pointers are created to realize the organization's center capabilities, which require basic victory variables (Chen, Huang, Yu, & Hung, 2017). (Richards, 2014) depicts four estimation ranges inside warehousing. These are unwavering quality, adaptability, fetched, and resource utilization. (1) Unwavering quality alludes to an arrange that's conveyed on-time and incorporates arrange fill rates and precision. (2) Adaptability is the foremost favored execution estimation device, which is the arrange cycle time for measuring adaptability. Adaptability measures stock accessibility, arrange dealing with and arrange lead time. (3) Fetched measures the efficiency against labor hours. Another region of estimation is taken a toll as a rate of deals. (4) Resource utilization is the final estimation zone which alludes to the estimation that portrays the utilization of office stockroom space, specialists, and distribution center gear.

2.2.3.1.6 Packing -related Practices

packaging alludes to an empowering framework outlined to ensure and guarantee the viable and productive transport, taking care of, and capacity of an item all through the supply chain (Hellström, D.; Saghir, M, 2007). It has been playing an essential part within the economy by

improving product safety and shelf-life, and thus its definition is extended assist past a basic indication of a fabric to contain and protect the item to that of a facilitated framework outlined to get ready and ensure merchandise along the supply chain whereas guaranteeing efficiencies and optimized deals (Coles, R.; Kirwan, M.J, 2011).

Packaging frameworks impact supply chains costs over all fragments, counting data and arrange preparing, stock and parcel measuring, warehousing, and transportation costs (Verghese, K.; Lewis, H ,2007 & Saghir, M.,2004). Traditionally, operational administration and SCM inquire about have customarily as it were given thought to bundling (packaging) from a financial angle to empower cost-efficiencies within the supply chain (García-Arca, J.; Prado, J.C.P, 2008) Packaging is frequently considered a framework spoken to by distinctive interrelated levels of bundling, that's, essential, auxiliary and tertiary. Essential bundling is closest to the item; it is frequently the shopper or deals bundling. Auxiliary bundling contains a certain number of essential bundles, frequently named gather or retail bundling, while tertiary bundling contains a few auxiliary bundling things, regularly alluded to as transport or conveyance bundling, such as a bed or a roll holder. Seeing bundling as a framework not as it were making a qualification between the numerous parts and capacities of bundling, but moreover recognizes that packaging execution must be evaluated as a framework (Hellström and Saghir 2007). Thus, the execution of a bundling framework isn't as it were influenced by the execution of each person bundling level, but moreover by the intuitive among them.

Additionally, from the point of filling to the point of consumption, the supply chain's many actors frequently interact with packaging. It has an impact on a variety of fields and professions in business and management. Packaging is acknowledged by academics to have a substantial financial and natural affect in logistics and supply chain management (Ferne and Sparks 2004).

2.2.3.2 Significance of Outbound Logistics for Businesses

According to Shurbi (2018), a strong supply chain enables businesses to ensure customer satisfaction and maintain a competitive edge in the market. This can be accomplished, for example, by ensuring that there are no gaps or impediments in the logistics for the outbound logistics. Businesses all over the world are aware that in order to ensure that customers receive their products on time, they must regularly evaluate their outbound logistics process (Hakim and

Abbas, 2019). Businesses can gain from outbound logistics in a number of ways. Benefits like increased sales, improved consumer relations, and better customer service are just a few of the more noticeable advantages.

The primary objective of every business, according to Abushaikh (2018), should be to make sure that sales are rising. Outbound logistics is involved in this situation, with the companies making sure they are keeping the necessary items in stock, conveying the shipments on plan, and effectively moving the items through the stockroom (Manders, Canils, and Paul, 2016).

By doing this, the businesses would be better able to capitalize on the orders that are already in and prevent any loss of sales.

Bettering relationships with both customers and employees are the second advantageous area for businesses.

According to Kumarasiri and Arunathilake (2016), it is the suppliers' responsibility to ensure that they are hiring drivers with strong interpersonal skills; as a result, in the event that there is any misunderstanding between the driver and retailer regarding the delivery failing to arrive on time due to traffic, the driver must be able to work cooperatively with both parties. This would have a favorable effect on the entire company.

Improved customer service is the third area where outbound logistics is advantageous for the company. Businesses should explain to customers how a product is transported throughout its entire lifecycle, including the outbound logistics phase (Bayarçelik and Doyduk, 2020). The customer should be aware of the product's stage and the time it will take for it to arrive to them in one complete package. In addition to making the customer feel valued, there is a good chance that they will stick around and support the company in the future.

2.2.4 Theories on Logistics Management

2.2.4.1 Value Chain Theory

The Value Chain theoretical context developed by Michael Porter (1985), which was to begin with utilized in his book – “Competitive Advantage: Making and Maintaining Predominant Performance”. The esteem chain hypothesis agreeing to Nweke (2017), clarified the exercises and operations of trade wanders which are tied to its survival within the competitive trade field.

These exercises are bifurcated into essential and auxiliary exercises. The essential exercises agreeing to Lysons and Farrington (2012) are subsumed into the taking after, promoting and deals, inbound coordinations, and outbound coordinations, among others. The auxiliary exercises incorporate the auxiliary frameworks of the organization, which includes; mechanical input, human asset administration, data framework among others (Lysons and Farrington, 2012).

As a center command of the trade organization, the value chain theory tends to clarify benefit making exercises and different frameworks includes in accomplishing its center reason. Moreover, the concept has the capacity in its clarification of distinguishing and categorizing distinctive operations within the supply chain structure and how to ideal organizations monetary execution by cruel of building up esteem pertinence to goods and administrations within the transitional prepare from providers to clients (Nweke, 2017).

2.2.4.2 Transaction Cost Theory

Early considers of exchange taken a transaction cost theory, as portrayed within the work of Coase (1972) and others, paid small consideration to the inner working of the organization (Pitelis and Wahl 1998, as cited in Foss, 1999). Williamson (1981) encourage extended the hypothesis of exchange costs by highlighting the part of exchange costs in advancing vertical and organizational believe. Such components of the exchange taken a toll hypothesis are prove supporting the part of supply chain administration inside organizations. This theory is pertinent to the Supply Chain Administration Think about because it clarifies how the industry can decrease the exchange costs related with the dispersion of items and the acquirement of materials. Firms with lower exchange costs are subsequently in a position to perform way better in terms of supply chain administration

2.2.4.3 Resource Based View Theory

According to Wernerfelt (1984) sees resource-based hypothesis in an organization as asset bundles that can be directed and dealt with in a way that produces the businesses competitive. It is additionally genuine for businesses overseen to have moved forward net benefit and expanded profits at the same cost relative to other players within the industry. The hypothesis holds that assets change over firms, and asset rates discrepancies that proceed over time permit firms to hold competitive advantage (Penrose, 1959, Barney 1991; Chae, Olso and Sheu, 2014). Under

the hypothesis, different specialized and organizational methodologies may be seen as devices to attain maintainable competitive advantage.

Organizational skill, authoritative aptitudes, backend administration, hardware, and fabricating offices, for case, are respected as provider apparatuses (Dong et al. 2009). Too, different exercises and hones related to the SCM (e.g., supply administration process, natural administration process) are considered profitable devices for improving organizational proficiency (Narasimhan and Schoenherr 2012, Blome et al. 2013).

The hypothesis proposes that businesses can get to diverse assets that can give them with competitive advantage, which a few of these assets cannot be exchanged in calculate markets and are troublesome to build or mimic (Barney & Clark 2007). The hypothesis emphasizes the capital of the company as their primary determinant of its victory and competitiveness in greatness (Cool, Almeida Costa and Derrick, 2002). Organizations ought to utilize their use to progress efficiency by lessening working bills and expanding the crave of customers to pay for the merchandise and administrations of the company. In the event that a company passes efficiency to its clients, it picks up a competitive advantage relative to those within the same industry (McWilliams et al. 2002). By inbound coordination companies, it may get physical, human ability, information and vital capital and combine them in arrange to build uncommon and firm particular capacities within the way they convey products to clients (Karia and Wong, 2009).

2.2.4.4 The Theory of Collaborative Paradigm

The Resource-based see of the company portrays competitive organizational advantage as the ownership of particular assets and capacity. As a result, the organization's 'collaborative paradigm'/relational see (RV) (Dyer and Singh 1998; Duschek 2004) has made it troublesome to depend solely on the asset see by contending that 'important assets are not restricted to a single substance, but can span firm boundaries and be inserted in inter-business schedules and forms, that's, the supply chain' (Golek 2004).

As of late, as Sustainability has changed from the level of the endeavor to the level of the supply chain, this has ended up one of the basic assets that cannot be given by the endeavors of person ventures alone. Collaborative connections between firms offer assistance businesses construct

maintainability devices and ability that would something else be troublesome to get, for illustration. Information related to supportability through inter-organizational learning, joint natural arrangements like item and prepare plan, and so forward.

2.2.4.5 The Manufacturing Strategy Theory

The fabricating methodology - manufacturing strategy theories speculations have been seen to be critical within the region of SCM thinks about from distinctive analysts (Swamidass & Newell, 1987; Simangunsong et al, 2011). The hypothesis consolidates the possibility theory-based show that conceptualizes the relationship between a changing environment, administrative choice making and execution of an organization. Similar to this, corporate execution is related emphatically to the fabricating manager's part in key choice making. Arrangement with the characteristics of the advertise climate, key objectives and the SC structure boost firm productivity (Simangunsong et al, 2011). Decision-making within the generation arrange outlines how an organization plans to perform on the showcase by making inner choices reliable with its competitive taken a toll, proficiency, adaptability, unwavering quality and delivery speed objectives to attain worldwide victory.

Many contingency theories contend that on the off chance that the world is complex, distinguishing the company and employing more advanced integrator devices are advantageous (Swamidass & Newell, 1987). According to Simangunsong et al. (2011), surviving in today's profoundly competitive and quickly advancing world moreover requires companies to construct techniques that give the correct sort of flexibility to succeed in their special situations.

2.2.5 Organizational Performance

The degree to which an organization is able to balance its own survival demands with the needs of its stakeholders is referred to as its performance (Gryphon, 2003). Swanson (2000) defined organizational performance as a system's valued productive output in the form of products or services. Operational performance (including financial and non-financial performance) can be used to scale an organization's performance. According to Li et al. (2006), these dimensions are broken down into the following parts: share in market, return on investment, increasing market share, sales growth, investment return growth, margins of sale, and the general competitive environment.

Budgetary execution (benefit), inner non-financial execution (efficiency), and outside non-financial execution (client fulfillment) are the three classes into which organizational performance can be separated. Public organizations seek for non-financial goals like providing excellent government services to the public, whereas private sector organizations seek for high earnings. Employees must be handled with great care and seen as assets by the organization in order for them to be productive in order to achieve organizational performance through them.

2.2.6 The Outbound Logistics Practices and Organizational Performance Relationship

In order to increase business effectiveness, various company-enhancing methodologies are used by organizations. Management of supply chains and logistics has long been seen as essential for businesses to gain a competitive edge Li, X. (2014).

In addition to having a significant impact affecting the profitability of factories and makers, the effectiveness of the outbound logistics operation also significantly affects how customers perceive the quality of the goods and services the plant offers. By enabling a business to consistently respond to customer needs on a global scale faster and more effectively than rivals, effective outbound logistics management can give a business a significant source of competitive advantage (Adebambo et al., 2016).

Numerous organizational performance metrics depend on time. A new business strategy that emphasizes main capabilities and time-based competition makes logistics the focal point. The company that offered the quickest order fulfilment duration and shipping of goods won the logistics challenge against opponents based on time invested (Ackerman, 1997). Companies now give logistics more attention for a number of reasons: Improved logistics can be used by businesses to provide customers with faster delivery, better service, or lower prices, giving them a significant competitive advantage (Kotler, et al, 2005).

The ordering process and inventory management are being severely hampered by very poor outbound logistics supervision, which reduces the success of the businesses (Bagshaw, 2017). Because of the localization and international tendencies, handling logistics has become more significant in recent decades across a wide range of businesses.

By using managing policies to increase business efficiency and competitiveness, logistics for businesses supports to adjust the current manufacture and delivery procedures grounded on the matching resources (Tseng, et al, 2005).

2.3. Empirical literature Review

According to Buyukozkan et al. (2008), an enterprise's capacity to provide excellent customer service and commercial performance is significantly enhanced by its logistics activities. The appropriate item is delivered at an optimal time and location through effective logistics activities. To produce value-added activities so that distribution is done through suitable transportation ways, it involves monitoring on goods as well as data exchange (Narasimhan & Das, 2001).

Mukolwe & Wanyoike (2015) evaluated the impact of logistics management process on Mumias Sugar the firm's efficiency in operation. These studies were analyzed using inferential as well as descriptive statistics; among other conclusions, the study shows that the procedure of material shipping and movement of products control are synonymous with the efficient flow of goods and raw materials, which has a positive effect on operational effectiveness.

According to a survey of several research, industrial businesses seek varied logistical operations, and the reasons why companies decide to outsource logistics services vary substantially. However, the vast majority of these studies have been undertaken in industrialized countries where corporations have widely embraced or employed firms that provide logistics for a variety of services related to logistics.

A study carried out by Mekonen G. (2020) on the effect of outbound logistics on organizational performance found that outbound logistics has a favorable and considerable effect on company economic viability, dependability, agility, and versatility performance.

According to (Ashraf Ud 2021et al., 2021), the study's main objective was to assess and allocate outbound logistics in the China-based FMCG industry. Three areas have been reached by the study's findings. The first is that China's FMCG industry has experienced problems with outbound logistics because some of its drivers are ineffective. The outbound logistics phase is still being run, but the industry is not concentrated on finding solutions to those problems or investing excessively in it. The second point is that in the FMCG sector, customer service,

warehouse management, and transportation are the main drivers of outbound logistics. The third issue is that the FMCG industry in China has been experiencing significant problems as a result of outbound logistics transportation drivers, which has resulted in delayed deliveries. According to the quantitative analysis of the research, changes in outbound logistics can have a direct impact on the FMCG delivery system used to distribute finished goods and services. The Chinese government's incentives help to support the impact of efficient outbound logistics. The FMCG drivers who handle outbound logistics in the Chinese market will receive these incentives. The findings highlight the need to modify outbound logistics services for the Chinese FMCG market. This will aid China's economy in effectively growing its outbound logistics sector.

Ayantoyinbo B. B. and Gegeleso O. M. (2018) claim that their research demonstrates that both inbound and outbound logistics services greatly increase a company to manage expense, enhance client service, and allow businesses to focus on growth; however, failure to fully utilize these benefits will result in a decrease in manufacturing and the development of the business. This demonstrates that adopting logistical solutions can result in better customer service and faster product delivery, both of which are obvious benefits. It is evident that inbound and outbound logistics must be considered as strategic in order to maximize the likelihood of success initiatives through wide-ranging implications.

There are dozens of research works showed on analyzing the effect of logistics management on organizational performance. Limited number of research works presented that there is a constructive and substantial effect of outbound logistics on organizational performance. a local study conducted by Temesgen (2020), and Mulualem (2021) on factors influencing the organizational performance of outbound logistics practices in the PFSA, Ethiopian Airlines Maintenance, Repair and Overhaul (MRO), and Habesha Breweries respectively were among the very few research works conducted on outbound logistics and its effect on company's performance.

The above researcher's findings equally stressed on the outbound logistics difficulties that affect organizational performance in the perspective area of their studies. The researcher believed that

these research works are not enough to critically outline outbound logistics' effect on company performance in a country that engages in the operation of different firms in one hand and the major challenge that prohibit firms to enhance their market share, sales volume and profitability is critically driven from lack of knowledge on appropriately managing outbound logistics activities.

In addition, these studies reveal little about how outbound logistics practices influence organizational performance, either directly or indirectly (market share growth, Competitiveness, and cost reduction) and additional research work is required to critically elaborate the association between outbound logistics and organizational performance.

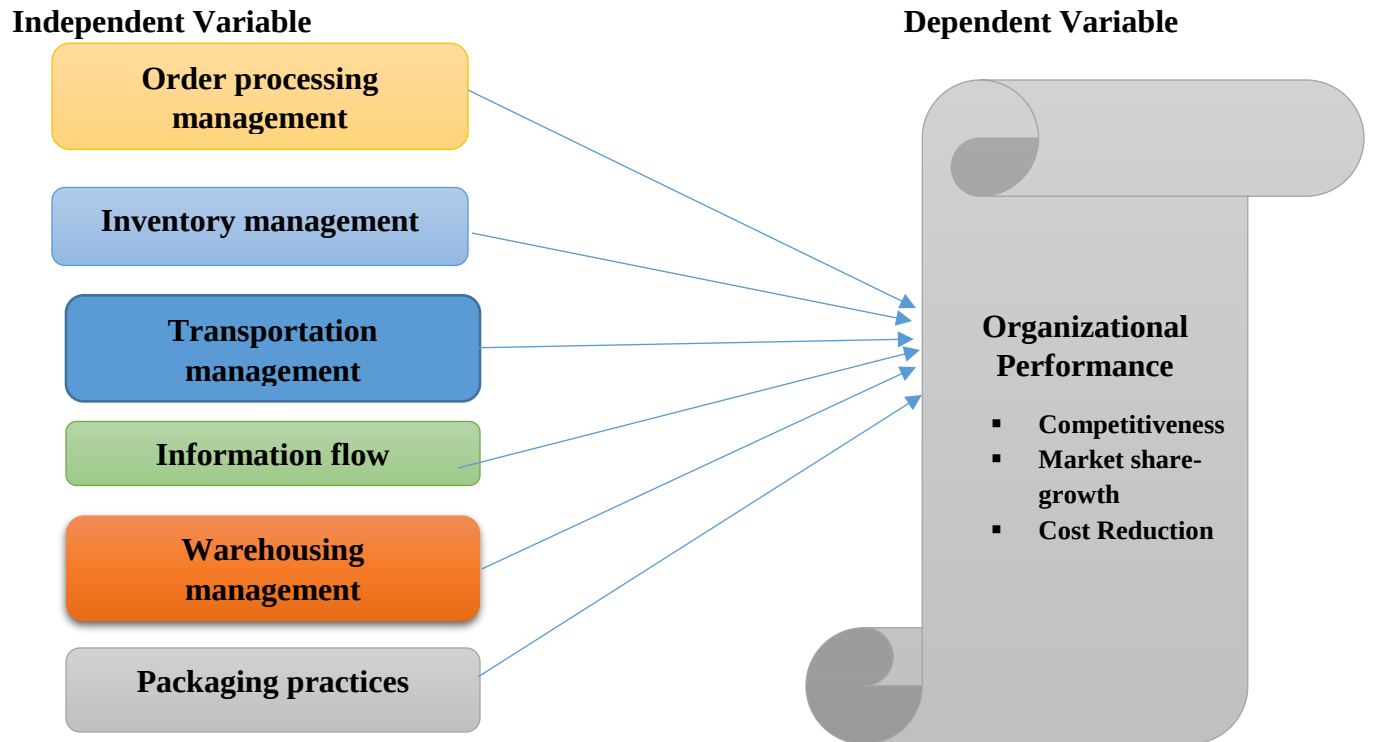
By examining the effects of outbound logistics activities on organizational performance, the current study will analyze the current gap in existing research while expanding on the shortcomings of earlier studies in the same subject area.

2.4. Conceptual framework of the Study

In order to analyze the relationship between outbound logistics practice and the organizational performance of TMP in Ethiopia, a framework of conceptual is required to define how the relationship is associated and the direction between the pairs.

The research will concentrate on outbound logistics and will examine both physical and non-physical activities. Management of order processing practice, Management of inventory practice, Management of transportation practice, Management of information flow practice, Management of warehousing practice, and packaging practices will be independent variables in this study.

Figure 2.1. Conceptual framework of the Study



Source: Adapted and modified from (Sharon Gitonga, 2017)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Description of the Study Area

The study setting of the thesis is the various departments of Transsion Manufacturing plc that are involved in the outbound logistics operation of mobile phones, televisions, and accessories. Factory management oversees the rest of the departments, with the exception of sales and marketing, logistics, finance, and security. There are six teams under the factory (warehousing team, inventory management team, distribution team, planning team, and commercial) and four more in the functional department for outbound logistics operations that are coordinated as a department or team.

3.2. Research Approach

There are two research approaches available in the research method, Quantitative and Qualitative, and none is superior to the other; it all depends on how the researcher wishes to conduct research or study (Ghauri and Kjell, 2005).

A quantitative approach is a type whereby the investigator mainly employs post favorable evidence to obtain insight, i.e., the link between cause and effect between identified factors of desire, or it applies methods of investigation such as experiments and surveys, and gathers data on predefined tools resulting in data from statistics (Creswell, 2003).

The study was employed quantitative approaches. A quantitative method is one in which the study predominantly uses postpositive arguments for insight development and use inquiry tactics to generate data that can answer research questions or achieve research objectives.

3.3. Research Design

According to Saunders (2007), research design is the overall strategy for answering research questions. It is the theory framework under which research is carried out. It serves as an outline for data gathering, measurement, and analysis. In addition, the study's correlational design was used since it was meant to establish an association among the study's independent and dependent variables. A research design is a detailed strategy that outlines how the researcher expects to

answer the research question and achieve the study objectives. In order to accomplish so, the researcher must first establish the best tactics to use.

The researcher used an explanatory research design, that emphasizes on analyzing a scenario or problem in order to explain the links between variables, because the objective of the research was to explore and analyze effects.

The nature of this study leads towards correlation research, investigating the effect of outbound logistics on organizational performance subject to Transsion Manufacturing plc. The study was cross-sectional in the manner in which pertinent information was gathered at one moment in time that could be used to evaluate a population's practices, views, expertise, and opinions in respect to a given topic.

3.4. Target Population and Sample

3.4.1 Target Population

A population, according to Lavrakas (2008), is any finite or infinite group of individual items. To describe a population as a whole group of objects in which we desire. A population, often known as the "universe," is all objects in any field of investigation, according to Zikmund (2010) and Kothari (2004). Population is defined by Poilt and Beck (2003) as the sum or totality of people who meet a given set of criteria. A sample is found to be the most appropriate for determining the sample unit and the sample size in the study.

The production packaging team, planning team, finished goods keeper team, warehouse team, sales & marketing team, logistics team, commercial team, distribution team, finance team and security team will make up the sample frame for this study.

3.4.2 Sampling Design

An established strategy for drawing a sample from a certain population is known as a sample design. It alludes to the method or process the researcher would use while choosing the items for the sample. (2004) Kothari.

Nwana (2008) defines sample size as a portion or segment of the population being examined. According to the company's human resources report, Transsion Manufacturing Plc. had 723 employees as of December 31, 2022. (Source: TMP HR department).

By lowering the number of employees who aren't specifically engaged in outbound logistics tasks to 183 workers, chosen as a population size.

The researcher will use the subsequent condensed formula to compute sample sizes in order to estimate the number of samples for the study. Yamane (1967) said that the equation is considered to have a 95% confidence level and a 0.05 sampling error.

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{183}{1 + 183(0.05)^2} \approx 125$$

Where:

n - Sample size,

N - Population size and

e - The percentage of allowance in accuracy for making sampling errors

The study will use an assumed degree of precision or sampling error of 5%.

Table 3.1 illustrates the overall employ population as well as their sample

Departments	Units	Teams	Target Respondents	Sample Size
Factory		Warehousing Team	40	28
		Distribution Team	4	3
	Inventory Unit	Production Packing team	10	7
		Finished goods keeper Team	8	5
		Planning Team	10	7
		Commercial Team	8	5
Sales & Marketing		Sales & Marketing Team	67	46
Logistics		Logistics Team	10	7
Finance		Sales Team	8	5
Platform		Security Team	18	12
Total			183	125

Source: - (TMP HR Department report of December 31, 2022) and sampled.

3.4.3 Sampling Technique

Sampling is a method for selecting a sample from a population by dividing the total number of participants into manageable portions. The two types of sampling procedures are probability and non-probability sampling approaches. The study's sampling strategy was probability-based. This method enables the researcher to choose the components of the sample and provides a good estimate of the population's characteristics (Malhotra, 2007). Because employees in these departments have a greater level of expertise in the subject topic than other employees, the researcher utilized a purposive or judgmental non-probability sampling strategy for this study.

3.5. Data Source and Type

The data for this study is gathered from both primary and secondary sources. According to Kothari (2004), primary data are new data that are collected for the first moment and hence have a unique nature. According to Louis et al. (2007), original data are those that are unique to the subject under investigation. The study mostly relies on information from primary sources. Primary data were gathered from Transsion Manufacturing plc employees as they answered questionnaires.

Quantitative data were employed in the investigation. The quantitative data consists of information mostly obtained from the questionnaire's purpose items. The study will make use of original sources for its data. the major source was data gathered from a closed-ended survey administered to employees of the company.

3.5.1 Methods and Tools for Data Collection

Primary sources were used to gather the study's data. Questionnaires were the primary instrument utilized to collect the data. The questionnaire is broken up into three sections: the section on demographic characteristics, the section on logistics of outbound, and the section on organizational performance. For the questionnaire on organizational performance and logistics of outbound, a five-point Likert scale will be utilized. The Likert scale has five categories: 1 stands for "Strongly Disagree," 2 for "Disagree," 3 for "Somewhat Agree," 4 for "Agree," and 5 for "Strongly Agree". Primary sources were employed to gather sufficient knowledge on the study topic and primary data are collected from the above-mentioned samples through questionnaire.

3.6. Data Collection Process

The procedures used in gathering data for the study include a briefing on the questioners given to the chosen respondents prior to the distribution of the questionnaire; after that, the surveys would be distributed to the participants, depending on the distribution time; the questioners would then be collected from the respondents after a week; a reminder would then be sent to non-responding

workers and lagging questioners; and finally, the questioners would be coded and analyzed for usability.

3.7. Methods of Data Analysis

Once the information has been gathered from the field, it will be labelled checked for accuracy, and inserted. Before doing the last analysis, all data provided will be checked for errors. The respondent's demographic features were analyzed using descriptive statistics, particularly their occurrences and percentages. This section's questions were analyzed using the average scores and deviations from average to identify the level of outbound logistics practice.

Outbound logistics was used as the independent variable, while organizational performance was used as the dependent variable in correlation and regression studies. The regression will be carried out in order to meet the purpose of determining the impact of outbound logistics on organizational performance. The acquired data could be altered and analyzed to produce valuable information. As a result, the data would be analyzed, refined, and presented in accordance with its character. The coded data was analyzed using the statistical methods of descriptive analysis, correlation, and multiple relation analysis using the Statistical Package for Social Science (SPSS) software. At a 95% level of confidence and a 5% level of significance, an ANOVA was conducted to evaluate the impact of various variables on the variable of interest.

3.7.1 Descriptive Analysis

Tables, frequency distributions, and percentages used to illustrate the descriptive results in order to give a streamlined image of the data. The average value and standard error values that would be determined for each study variable would be included in the summary statistics, which would be used to achieve this.

3.7.2 Analysis of Pearson Correlation

In this study, a Pearson correlation study was performed to evaluate the correlations between the variables being investigated, namely the effect of outbound logistics on organizational performance.

3.7.3 Multiple Regression Analysis

Regress functions

The two sets of variables—dependent and independent variables—were the foundation of the equation for multiple regressions used in this investigation. Making the researcher more proficient at describing, comprehending, predicting, and regulating the stated variables is one of the main goals of employing regression equations.

$$Y = \alpha + \beta x_1 + \beta x_2 + \beta x_3 + \beta x_4 + \beta x_5 + \beta x_6 + e$$

where Y, or organizational performance, is the dependent variable

α is constant

X1 represents order processing management, X2 represents inventory management, X3 represents transportation management, X4 represents information flow, X5 represents warehouse management, and X6 represents packaging practices.

The term "beta" denotes the coefficient of each independent variable, which expresses how much the mean value of Y has changed per unit change.

3.8. Test for Validity and Reliability

3.8.1 Validity

Validity is regularly depicted as the degree to which a tool measures what it guarantees to degree (Blumberg et al., 2005). A inquire about tool's legitimacy is decided by how viably it captures the factors it was outlined to degree (Robson, 2011). It is the level of precision of the comes about. In arrange to absolutely evaluate the subjects being considered, a investigate instrument (a study) is essential (Pallant 2011).

Malhotra (2010) listed three categories of validity in his research: construct validity, predictive validity, and content validity. The validity of the data of this study will address through a review of the literature and the adaptation of instruments used in previous research.

As a result, the researcher is certain that the constructs can assess the impact of outbound logistics practices on Transsion Manufacturing plc's organizational performance.

3.8.2 Pilot Test

Prior to collecting data, a pilot test was conducted. According to Das M. (2009), a pilot study is a test of a questionnaire conducted on a small sample of respondents in order to discover and rule out potential issues. All aspects of the questionnaire, including the questions' phrasing, structure, order, and format, were evaluated for appropriateness.

According to Hazzi and Maldaon (2015), it is reasonable to do a pilot study with 10–20% of the main sample size. Thirteen participants—or 10% of the sample size—participated in the pilot study, and the reliability of the questionnaire was examined using the Cronbach Alpha and confidence interval tests.

3.8.3 Reliability

The next stage after the research tool's validity test is to double-check the reliability and accuracy of the tool. Reliability is defined as the extent to which data collecting methods or analysis processes yield consistent findings (Saunders et al., 2009).

A reliability test was performed to assess the consistency of each thing in measuring that variable or the same basic develop, at whatever point, two or more things are doled out to degree the same variable. Cronbach's alpha is a marker of unwavering quality, agreeing to George and Mallery (2003, as referenced in Joseph and Rosemary, 2003). It is broadly utilized as a degree of a psychometric test score's inner consistency or unwavering quality for a test of examinees. Cronbach's alpha unwavering quality coefficients ordinarily run from 0 to 1.

Table 3.2 Cronbach's Alpha criterion of thumb

No	The Cronbach's Alpha	Interpretation
1	> to 0.9	Excellent
2	> 0.8 but less than 0.9	Good
3	>0.7 but less than 0.8	Acceptable
4	> 0.6 but less than 0.7	Questionable
5	>0.5 but less than 0.6	Poor
6	< 0.5 Unacceptable	Unacceptable

Source: (Zikmund, 2010)

The table below provides an overview of the reliability scores for all study variables:

Table 3. 3 Reliability Statistics Test Results

Variables	Cronbach's Alpha	N of Items	Reliability range
Order Processing practices	0.840	4	Good
Inventory management practices	0.721	6	Acceptable
Transport management practices	0.714	4	Acceptable
Management of information flow practices	0.915	7	Excellent
whole products warehouse management practices	0.855	7	Good
Package-related practices	0.830	5	Good
Competitiveness	0.924	3	Excellent
Market share growth	0.920	3	Excellent
Cost Reduction	0.732	5	Acceptable
Over all	0.828	44	Good

Source: Respondents opinions were analyzed using SPSS version 25

According to the table above, all of the variables that are both dependent and independent have internal uniformity. The independent variable's overall reliability is **.813** whereas the dependent variable's is **.859**.

3.9. Ethical Considerations

The proposal maintains the custom of beginning essential investigation by following to all moral criteria. Favoritism or self-disappointment were thoroughly disallowed within the inquire about. The lawful challenges have not been ignored. With the utilize of data and expository procedures, the guarantees and understandings will be appropriately satisfied. The inquire about think about and overview will create in terms of information security, privacy, and security. Furthermore, the study required the respondents' endorsement, and proactive mentorship will be actualized for the private correspondence, respondent data, and archives. The proficient competence permitted to comply with the approaches and enactment overseeing protection and privacy. An information security law should be taken after when conducting the inquire about. To attain a legitimate, consider result, any modification or translation of respondents' information will be entirely prohibited. Amid the think about, no data from respondents, methods, or correspondence would be shared with anybody, spare for investigate purposes. Also, business owners and other academics will counsel this report as a source of data.

CHAPTER FOUR RESULTS AND DISCUSSION

4.1. Introduction

The survey data collected from respondents was presented, examined, discussed, and interpreted in this chapter. Descriptive statistics for all demographic and employee-related characteristics, outbound logistics practice, and organizational performance were created using frequency distribution, mean, and standard deviation. To illustrate and test the influence of outbound logistics practice on organizational performance, Pearson Correlation and Multiple Regression analysis with modified R square and analysis of variance were utilized.

4.2. Response Rate

In order to complete the study, 125 employees from Transsion Manufacturing plc's production packaging team, planning team, finished goods keeper team, warehouse team, sales & marketing team, logistics team, commercial team, distribution team, finance team, and security team were asked to complete questionnaires. However, the researcher was only able to complete 114 of them.

Two of them were incomplete and were eliminated from the study during the coding phase.

The 112 questionnaires were used to collect the whole valid data.

Table 4.1 Questionnaire Response Rate of Respondents

Response	Total Number of Respondents	percentage (%)
The number of questionnaires distributed	125	100
collected questionnaire	114	91.2
Incomplete questionnaires	2	1.7
Total questionnaires that can be used	112	89.6

Source: own survey, 2023

4.3. Demographic Data

The broad demographic information about the respondents is covered within this part. The demographics covered include the respondent's age, sex, level of education, departments and the jobs held by the respondents of Transsion Manufacturing plc.

4.3.1. Respondents' Ages

In order to determine the respondents' ages, the study examined their responses, as indicated in table 4.2.

Table 4.2 Respondents' Ages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	26	23.2	23.2	23.2
	26-35	76	67.9	67.9	91.1
	36-45	8	7.1	7.1	98.2
	above 45	2	1.8	1.8	100.0
	Total	112	100.0	100.0	

Source: own survey, 2023

The study found that 67.9% of respondents are between the ages of 35 and 26; 32.4% are between the ages of 18 and 25; 7.1% are between the ages of 36 and 45; and 1.8% are over the age of 45.

4.3.2. Gender of respondents

The gender of the respondents was attempted in the study, and the results are shown in Table 4.3.

Table 4.3 Gender of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	73	65.2	65.2	65.2
	Female	39	34.8	34.8	100.0
	Total	112	100.0	100.0	

Source: own survey, 2023

Table 4.3 shows that out of 112 responders, 65.2% were men and 24.8% were women. This suggests that men made up a large number of respondents.

4.3.3. Respondents' work experiences in the Company

The study intended to determine the respondents' year of work experience, and the study's findings are provided in Table 4.4.

Table 4.4 Respondent's work experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 year	12	10.7	10.7	10.7
	1- 2 years	15	13.4	13.4	24.1
	2-5 years	37	33.0	33.0	57.1
	above 5 years	48	42.9	42.9	100.0
	Total	112	100.0	100.0	

Source: own survey, 2023

The survey's results show that the majority of participants (42.9%) had work experience of more than five years, 33% had experience of two to five years, and 13.4% had experience of one to two years. Only 10.7% of respondents had less than a year of work experience, according to table 4.4. This shows that most of the respondents had long-term service, which suggests that they might give reliable knowledge on the subject.

4.3.4. Respondents' Level of Education

In order to determine the respondents' educational background, table 4.5 presents an analysis of their responses.

Table 4.5 Respondent's work level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	15	13.4	13.4	13.4
	Diploma	31	27.7	27.7	41.1
	BA or BSc degree	59	52.7	52.7	93.8
	MA or MSc	7	6.3	6.3	100.0
	Total	112	100.0	100.0	

Source: own survey, 2023

According to the study, the majority of respondents (52.7%) had only a bachelor's degree, followed by 27.7% of respondents with a diploma, 13.4% of respondents with a certificate, and

6.3% of respondents with a master's degree. This demonstrates that the respondents have the degree of education necessary to comprehend and address the study's research questions.

4.3.5. Respondents' Work Unit

The study tried to identify the different work units to which the respondents belonged in order to ascertain whether they had relevant knowledge in their area of specialization. The results of the analysis of the responses are shown in table 4.6.

Table 4.6 Respondent's work unit

	Work Unit	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Warehousing Team	28	25.0	25.0	25.0
	Planning Team	11	9.8	9.8	34.8
	Commercial Team	6	5.4	5.4	40.2
	Distribution Team	3	2.7	2.7	42.9
	Sales and Marketing Team	22	19.6	19.6	62.5
	Finance Team	4	3.6	3.6	66.1
	Inventory Team	19	17.0	17.0	83.0
	Logistics Team	7	6.3	6.3	89.3
	Security Team	12	10.7	10.7	100.0
	Total	112	100.0	100.0	

Source: own survey, 2023

According to the study, 25% of the respondents were from the warehousing team, followed by the sales and marketing team (19.6%) and the inventory team (17%). 10.7% came from the security team, 9.8% from the planning team, 6.3% from the logistics team, 5.4% from the commercial team, 3.6% from the finance team, and 2.7% from the distribution team. This means that the research enabled the respondents to comprehend the various outbound logistics procedures based on the work units to which they belonged.

4.3.6. Respondents' Job Position

Table 4.7 shows the respondents' job positions and the findings.

Table 4.7 shows the respondents' job position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Department manager	13	11.6	11.6	11.6
	Supervisor	28	25.0	25.0	36.6
	Team leader	18	16.1	16.1	52.7
	Officer	13	11.6	11.6	64.3
	Staff	40	35.7	35.7	100.0
	Total	112	100.0	100.0	

Source: own survey, 2023

The study discovered that the majority of respondents, 35.7%, held staff positions, while 25% held supervisor positions. 16.1% of responders were team leaders, while 11.6% were both department managers and officers. The respondents understood the outbound logistics procedures sought by the researcher due to their job titles.

4.4. Descriptive Analysis of TMP Outbound Logistics Practices

In this part, descriptive analysis is presented for the variables taken into account by the model. The two sections that make up the section are put through a descriptive analysis for the variables that are independent and the variable that is dependent. Order processing procedures, inventory management practices, transportation management practices, information flow practices, warehouse management, and package-related practices are among the components that make up the independent variable. The dependent variables include competitiveness, market share expansion, and cost-reduction.

The participants were inquired about to explain the current state of Transsion Manufacturing plc's outbound logistics practices.

Utilizing measurements of central tendency (mean) and dispersion (Standard Deviation), the descriptive statistics for the study's variables were reported. According to Zedatol (2008), a mean

score of 4 or higher is considered to be extremely high, a score between 3 and 3.9 is considered to be moderate (sufficient), and a score below 2.9 is considered to be low or inadequate.

4.4.1 Descriptive Analysis of outbound logistics practices (Independent Variables)

4.4.1.1 Order Processing practices

Table 4.8 presents the study's conclusions about the degree to which Transsion Manufacturing plc manages Order Processing.

Table 4.8 Order Processing Practices: Descriptive Statistics

Order Processing Practices Statistics	N	Mean	Std. Deviation
Effective electronic order processing is used by the company	112	3.71	0.992
Orders are filled promptly	112	3.50	0.940
The company has a good system for monitoring and analyzing order processing errors	112	3.56	1.011
The order processing system of the company allows the customer to track their order in real time	112	3.38	1.050
Over all		3.53	0.998

Source: SPSS output of survey, 2023

According to the above data, the average score for order processing management of the organization with successful automated order processing was **3.71** agreed with maximum score, a mean of **3.56** agreed the company has a good system for monitoring and analyzing order processing.

Order processing receives mean ratings of **3.50** for orders filled quickly and **3.38** for clients who can track their orders in real time. This illustrates that respondents gave their agreed-upon and neutral positions on the dimensions in their responses.

4.4.1.2 Inventory Management practices

The purpose of this research is to investigate the impact of inventory management on TMP organizational performance. On a scale of 1 to 5, participants were asked to rate the extent of agreement.

Table 4.9 Inventory Management practices: Descriptive Statistics

Descriptive Statistics of Inventory Management practices	N	Mean	Std. Deviation
There is always enough inventory on hand to fulfill your customers' orders	112	2.90	1.266
To track its inventory, the company employs an Enterprise Resource Planning System (Barcode)	112	3.68	0.932
Precise stock upgrades on the amount of merchandise delivered	112	3.88	0.898
Inventory management allows the company to avoid inventory bottlenecks in production	112	3.83	0.804
Inventory management practices help to keep costs to a minimum	112	3.72	0.893
To oversee its stock, the company utilizes the suitable stock method (JIT, Kaizen, ABC examination, cross-docking, and so on)	112	3.72	0.830
Over all		3.62	0.937

Source: SPSS output of survey, 2023

According to the descriptive results of the practice of inventory management on organizational performance, a mean of **3.88** agreed that the organization undertake accurate inventory updates on quantity produced, and a mean of **3.83** agreed that the organization's stock management allows to avoid stock bottleneck in production.

The organization has adopted suitable inventory management practices, and these practices serve to keep costs to a minimum, according to the organization's mean score for the other two dimensions, which was **3.72** overall.

The organization used an enterprise resource planning system to track inventory as necessary, according to the results, which showed a mean agreement of **3.68**. In contrast, with a mean of **2.90**, respondents were neutral on the availability of inventory to satisfy customer orders.

4.4.1.3 Transport Management practices

The study intended to determine the current state of transportation management practices in TMP. Table 4.10 displays the outcomes of the analysis.

Table 4.10 Transport Management practice: Descriptive Statistics

Descriptive Statistics of Transport Management practices	N	Mean	Std. Deviation
Timely delivery of goods to clients is made possible by the transportation management practice	112	3.94	0.883
Products are made available to customers at their preferred locations through transportation management techniques	112	3.60	0.972
The appropriate form of transportation is used to deliver the company's goods	112	3.91	1.045
The company just incurs minimal expenses to deliver products to clients	112	3.60	0.963
Over all		3.76	0.965

Source: SPSS output of survey, 2023

As shown in the table above, a mean score of **3.94** respondents agreed that the company transportation management practices possible timely delivery of goods to clients, and a mean score of **3.91** agreed that the organization employed appropriate mode of transportation to deliver the products.

Respondents agreed on a mean score of **3.60** for the remaining practices of transportation management, availability of products to consumer desired locations, and incurring least cost of transportation to deliver products to clients.

4.4.1.4 Management of Information Flow Practices

Additionally, the study aimed to determine the degree to which TMP practices information flow. Table 4.11 displays the findings from the survey.

Table 4.11 Management of Information Flow practices: Descriptive Statistics

Descriptive Statistics of Management of Information Flow Practices	N	Mean	Std. Deviation
Smooth data stream to all outbound logistics capacities	112	3.54	1.064
Satisfactory data stream within the outbound logistics handle	112	3.57	0.946
Solid data stream within the outbound logistics handle	112	3.75	0.895
Data stream arranges the outbound logistics process	112	3.63	1.041
Data stream communicates with each outbound logistics action	112	3.66	0.964
Information flow uses to plan the outbound logistics activities	112	3.71	0.917
Outbound Logistics practices are monitored using information flow via ICT	112	3.76	0.893
Over all		3.66	0.96

Source: SPSS output of survey, 2023

In terms of information flow practices, the assertion that outbound logistics practices are monitored utilizing information flow through ICT and reliable information flow gets a mean score of **3.76** and **3.75**, respectively.

With a third-place rating and a mean score of **3.71**, the statement that outbound logistics practices employ information flow to plan the practices was determined to be at an agreed level.

The additional information flow practices are communication and coordinated information flow, which have agreed scores of **3.66** and **3.63**, respectively, for each outbound logistics transaction.

The outbound logistics process receives appropriate and smooth information flow in the final two practice statements, which received the agreed-upon scores of **3.57** and **3.54**, respectively.

4.4.1.5 Whole products warehouse management practices

The goal of the study was to reveal the state of TMP's warehousing management practices. The results show in table 4.12.

Table 4.12 whole products warehouse management practices: Descriptive Statistics

Statistics of whole products warehouse management practices	N	Mean	Std. Deviation
The customer receives the correct quantity of products	112	2.80	0.919
Using Warehouse Management System software to control inventory	112	2.80	0.957
Loading goods using adequate material handling equipment (conveyors, forklifts,)	112	2.44	1.011
Loading goods onto the truck with enough manpower	112	2.26	0.993
optimal use of storage space / adequate space	112	2.54	1.106
Keeping materials in accordance with recommended storage guidelines	112	2.29	0.955
Implementing warehouse safety regulations	112	2.25	0.925
Over all		2.48	0.98

Source: SPSS output of survey, 2023

The study's survey findings show that respondents disagree with the application of warehouse safety standards, sufficient labor to load the cargo, maintaining products in accordance with approved storage recommendations, adequate material handling equipment, and adequate storage space, with respective means of 2.25, 2.26, 2.29, 2.44, and 2.54.

The final results both had mean ratings of 2.80, although there was disagreement over proper product receipt and the use of an ERP system to regulate product transactions.

4.4.1.6 Package-related practices

The descriptive findings of the study on the degree to which TMP practices packing are provided in Table 4.13.

Table 4.13 Package-related practices: Descriptive Statistics

Descriptive Statistics of Package-related practices	N	Mean	Std. Deviation
Products from the company are packed to prevent damage	112	4.05	0.994
Products from the company are packed to prevent loss	112	3.92	1.006
The company's product can be distinguished from those of its rivals with ease	112	3.95	0.938
The goods are transportable from one place to another without suffering damage	112	3.89	0.853
Information about the company's products is readily distinguishable in accordance with its worth and function	112	3.88	0.937
Over all		3.94	0.94

Source: SPSS output of survey, 2023

Leading among the packaging techniques used by the company to pack its products to prevent damage, with a mean score of **4.05**, it was discovered to be at an agreed level.

With a mean score of **3.95** and **3.92**, respectively, the statements that the company's product is immediately distinguishable from other competitors' products and that it is packaged to prevent loss were rated second and third, suggesting that they are within the agreed range.

The product's easy transportability during transportation and the company's product information are easily identifiable based on their worth and purpose, which were the last practices with mean scores of **3.89** and **3.88**, respectively.

4.4.2 Descriptive Analysis of Organizational Performance (Dependent Variables)

4.4.2.1 Competitiveness

The study's goal in this section was to find out how respondents perceived TMP's competitiveness. As seen in Table 4.14.

Table 4.14 Competitiveness: Descriptive Statistics

Descriptive Statistics of Competitiveness	N	Mean	Std. Deviation
The company's outbound logistics practice ensures the company's market competitiveness	112	3.66	1.062
To improve its market competitiveness, the company is developing a competitive strategy for its outbound logistics practice	112	3.60	1.086
In the current electronics manufacturing industry, the Company is more competitive than its competitor	112	3.64	1.073
Over all		3.63	1.07

Source: SPSS output of survey, 2023

According to the above table, 4.14 respondent replies suggest that the company's outbound logistics practice ensures the company's competitiveness on the market, with a mean score of 3.66 and a standard deviation of 1.062. The statement company is more competitive than its competitor in the current electronics manufacturing business, with a mean value of 3.64 and a standard deviation of 1.073.

The company stated that it is developing a competitive strategy for its outbound logistics practice in order to boost its market competitiveness. The mean score and standard deviation were 3.60 and 1.086, respectively. According to the results of these respondents, all of the constructs indicated under the dependent variable "competitiveness" had an agreed level.

4.4.2.2 Market share growth

The study sought to find out the state of, market share growth of TMP. The response from respondents were analyzed as shown in table 4.15.

Table 4.15 Market share growth: Descriptive Statistics

Statistics of Market share growth	N	Mean	Std. Deviation
Over the past few years, average export market share has increased	112	1.99	0.895
Over the past few years, average export sales have increased in value	112	2.02	0.827
Does the company's outbound logistics practices contribute to the increase in market share for export supply	112	2.47	0.930
Over all		2.16	0.88

Source: SPSS output of survey, 2023

According to the study survey results, respondents don't agree that outbound logistics procedures have grown the market share for export supply or the value of export sales on average over the previous several years, which is a mean of **2.47** and **2.02** correspondingly.

The final list result mean score of **1.99** disagreed that average export market share has enhanced organizational performance market share growth.

4.4.2.3 Cost Reduction

Finally, the study tried to identify descriptive outcomes of cost reduction, as shown in Table 4.16.

Table 4.16 Cost Reduction: Descriptive Statistics

Descriptive Statistics of Cost Reduction	N	Mean	Std. Deviation
The company has prioritized its outbound logistics practice in order to reduce costs	112	3.51	1.022
The organization has effective outbound logistics practices.	112	3.52	0.949
To manage its outbound logistics practice, the company employs a variety of cost-cutting mechanisms.	112	3.53	0.995
Suitable stockroom format with satisfactory capacity space for effective arrange picking and lower distribution center costs	112	3.88	0.888
Does the company use the most cost-effective mode of transportation	112	3.79	0.905
Over all		3.64	0.95

Source: SPSS output of survey, 2023

The outcome demonstrates an optimal warehouse plan with sufficient storage space for effective order picking and lower warehouse costs, with a mean score of **3.88** and a standard deviation of **0.888**. The claim that company utilizes the most economical means of transportation is followed by a scoring mean and standard deviation value of **3.79** and **0.905**, respectively. The company claims that it uses a range of cost-cutting techniques to manage its international logistics practice, and that its outbound logistics practice is effective. The company's mean score and standard deviation were, respectively, **3.53** and **0.995** and **3.52** and **0.949**.

With a mean score of **3.51** and a standard deviation of **1.022**, the organization prioritized its outbound logistics practice in order to cut costs. These survey results imply that the organization has placed a high priority on lowering costs associated with its outbound logistics practice, and that it uses various cost-cutting techniques to manage this practice at agreed-upon level.

4.5. Outbound Logistics Practices and TMP Organizational Performance: A Relationship

The goal of the research was to determine whether outbound logistics practices and organizational performance at Transsion Manufacturing Plc. were related. Multiple linear regression, correlation, and inferential statistical analysis were utilized to analyze the link between the independent variable (Outbound Logistics practices) and the dependent variable (Organizational Performance).

4.5.1. Correlation Analysis

The statistical technique of correlation analysis is used in correlation design, a type of quantitative research, to determine the degree of relationship between two or more variables. If the two variables are connected or if one can predict the other, the degree of association, expressed as a number, tells us that. The correlation coefficient has a value between -1.0 and +1.0, and the closer it is to +1 or -1, the more closely the two variables are related.

Field, A. (2005) claims that correlations have produced interpretation standards for the correlation values between 0.10 and 0.29, which are considered to be small correlations, 0.3 to 0.49, which are considered medium correlations, and 0.5 to 1, which are considered strong correlations. This is accurate if the correlation value falls between the range of 1 and -1 (excluding 0).

Pearson correlation coefficients were calculated and are displayed in table 4.17 to help comprehend the relationships between the dependent and independent variables.

As seen on table 4.17 below, which shows the relationship between outbound logistics practices and organizational performance, inventory management, management of information flow, and packaged related practices of outbound logistics are discovered to have significant correlation with organizational performance since two-tailed significance test value are less than 0.01. More specifically, the Pearson correlation value shows a substantial positive correlation between the practices of managing inventory ($r=.618$), managing information flow ($r=.679$), and managing packaged goods ($r=.671$) and organizational performance.

Since the two-tailed significance test values are less than 0.05, the Pearson correlation results in the table show a correlation between order processing and transportation management practices and organizational performance. Both order processing procedures and transportation management procedures have a strong correlation ($r=.560$ and $.510$, respectively) with organizational success. The Pearson correlation for whole products warehouse management practices have medium correlation with organizational performance with ($r=.477$).

Table 4.17 correlation coefficient between independent and dependent variables

		Order processing practices	Inventory management practices	Transport management practices	Management of information flow practices	whole products warehouse management practices	Package-related practices	Organizational Performance
Order processing practices	Pearson Correlation	1						
Inventory management practices	Pearson Correlation	.640**	1					
Transport management practices	Pearson Correlation	.350**	.456**	1				
Management of information flow practices	Pearson Correlation	.603**	.565**	.596**	1			
whole products warehouse management practices	Pearson Correlation	.454**	.609**	.605**	.663**	1		
Package-related practices	Pearson Correlation	.450**	.587**	.483**	.752**	.702**	1	
Organizational Performance	Pearson Correlation	.560**	.618**	.510**	.679**	.477**	.671**	1
**. Correlation is significant at the 0.01 level Sig. (2-tailed) 0.000 N=112								

Source: SPSS output of survey, 2023

According to the findings, an organization's organizational performance and outbound logistics practices are positively correlated.

4.5.2. Regression Analysis

Regression analysis is a statistical approach used to build mathematical models that illustrate correlations between variables and can be used to forecast the value of the dependent variable given the value of the independent variable or variables, according to Kothari (2004). The overall

model fit (variance explained) and the relative contributions of each predictor to the overall variance explained are both assessed using multiple regressions.

A number of key assumptions must be met in order to use and establish the validity of the multiple regression model correctly. Only when the analysis's underlying assumptions have been validated and met are conclusions and generalizations about the theory valid. The researcher has confirmed the assumptions that the data must meet in order for the multiple regression analysis to be valid and acceptable.

4.5.2.1 Normality Distribution Test

The independent variables must be regularly distributed for multiple regressions. The assumption is satisfied for statistical testing, and the normality test can help identify whether the data being used are normal or not. Frequency distribution can take on a variety of forms and dimensions. As a result, it is crucial to provide a general definition of the most prevalent forms of distributions. The use of a histogram (with a normal curve overlay) and a normal P-P plot are two frequently used techniques to test the normality assumption. It may be argued that normality is assured because the resulting histogram is normally distributed and the P-P plot follows the diagonal reference line as shown in Figures 4.1 and 4.2, respectively.

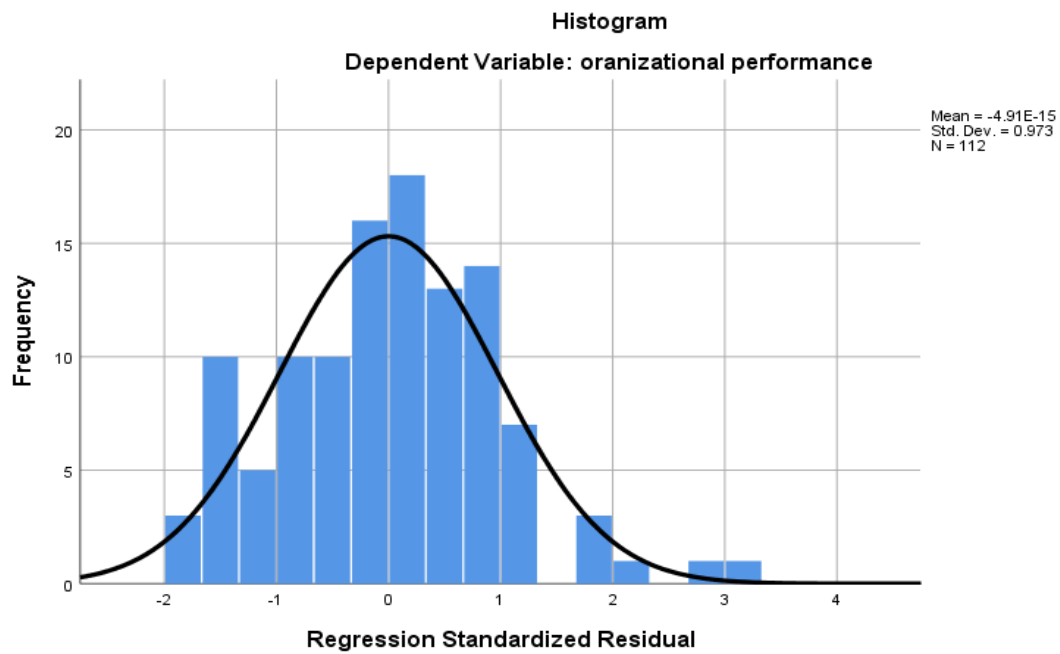


Figure 4.1: Histogram

Source: SPSS output of survey, 2023

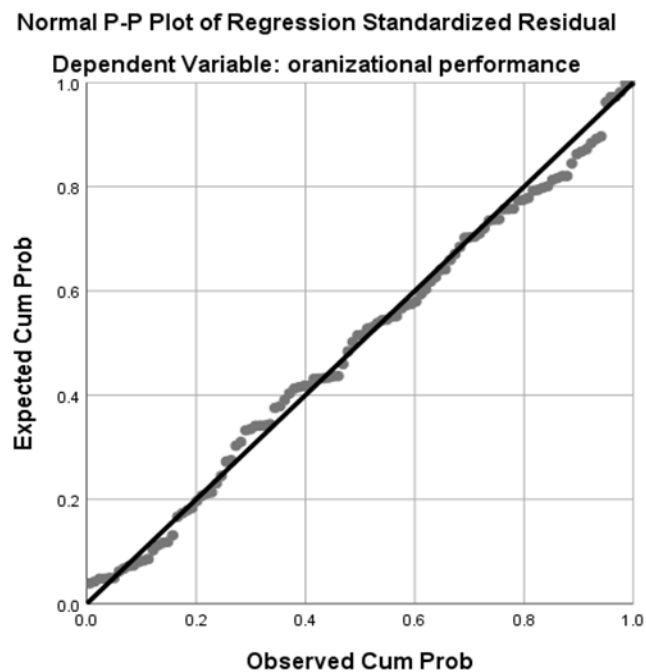


Figure 4.2: P-P Plot

Source: SPSS output of survey, 2023

According to the P-P plot shown above, the distribution is normal since the points lie almost exactly on the diagonal or the slope of the line.

4.5.2.2 Linearity Assumption Test

The second assumption for performing multiple linear regressions is to test the linearity of the relationships between dependent and independent variables. The assumption of linearity was tested by plotting the associations between every variable that is independent and the variable that is dependent on scatterplots.

Visual inspection of the SPSS 23 scatterplot, as shown in Appendix II, revealed that the relationship between each independent variable and the dependent variable was linear.

4.5.2.3 Multicollinearity Assumption Test

Multicollinearity develops when there is a strong relationship between two or more components in a regression model, according to Saunders et al. (2007).

Examine the SPSS analysis output regression table of collinearity statistics value of Tolerance and Variance Inflation Factor/VIF (Field, 2006) to test the multicollinearity assumption. When the tolerance column value is less than 0.2 and the VIF value is more than 10, there is a multicollinearity issue. With this knowledge, the Tolerance and VIF values are shown in the regression standardized coefficients table 4.18 below. The analysis reveals that there is a minimum tolerance value of 0.295, which is larger than 0.2, and a maximum VIF value of 3.394, which is less than 10. Because of this, there is no multicollinearity issue because the predictors do not substantially correlate with one another.

Table 4.18 Collinearity Statistics value

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Order processing practices	0.485	2.061
	Inventory management practices	0.435	2.298
	Transport management practices	0.554	1.807
	Management of information flow practices	0.295	3.394
	Whole products warehouse management practices	0.381	2.628
	Package-related practices	0.339	2.953

Source: SPSS output of survey, 2023

4.5.2.4 Homoscedasticity Assumption Test

The idea that all levels of independent variables have similar variances in terms of errors is known as homoscedasticity. As a result, the errors in the variables are distributed fairly among them. When the variance around the regression line is the same for all predictor variable values, this is visible. To check for homoscedasticity, examine a plot of the standardized residuals by the regression standardized predicted value. The horizontal line, where zero is located, is where residuals should ideally be distributed evenly. When the scatter is uneven, heteroscedasticity is present; typical patterns of violation include the shapes of fans and butterflies. To assess homoscedasticity, the researcher created a scatterplot of standardized residuals versus standardized expected values using SPSS.

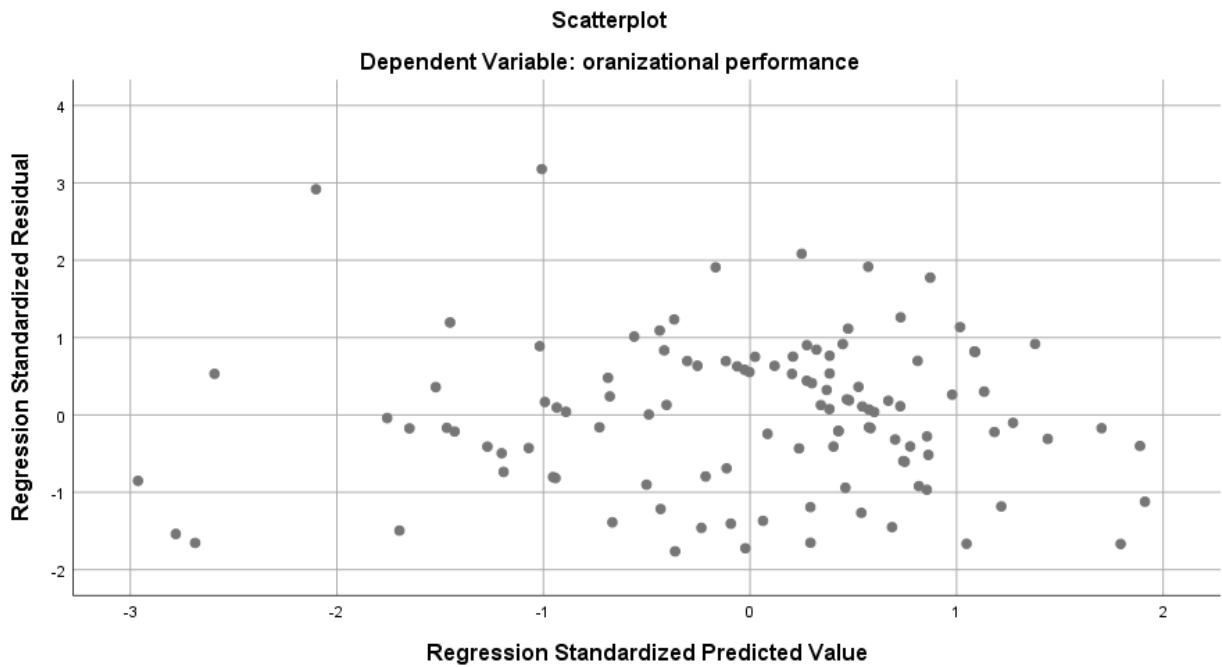


Figure 4.3: Homoscedasticity Assumption

Source: SPSS output of survey, 2023

Given the results of the scatter plot shown above, it can be inferred that the spots are diffused and do not create a distinct pattern, indicating that the regression model is accurate and that the heteroscedasticity issue is not present.

4.5.2.5 Auto Correlation (Independent Test / The residual values are independent)

The acceptable or reasonable test is the presumption of independent error. The serial correlation between errors was tested using the Durbin-Watson method. Between 0 and 4 can be used for the Durbin-Watson statistic test. The residual statistics are uncorrelated if the value is 2, according to Field (2006). When the value is more than 2, there is a negative correlation between the neighboring residuals; when it is lower than 2, there is a positive correlation.

This study's Durbin-Watson value is 1.663, as shown in table 4.19 below, which also includes a model summary. The auto-correlation test has likely been satisfied because it is between 1.5 and 2.5, and we can thus state that our model is serial correlation-free.

Table 4.19 Durbin- Watson Test value

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.786 ^a	0.618	0.596	0.395	1.663

a. Predictors: (Constant), package-related practices, order processing practices, transport management practices, inventory management practices, whole products warehouse management practices, management of information flow practices

b. Dependent Variable: Organizational performance

Source: SPSS output of survey, 2023

4.5.2.6 Model Summary

Table 4.20 Multiple Regression Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.786^a	0.618	0.596	0.395	0.618	28.260	6	105	0.000	1.663

a. Predictors: (Constant), package-related practices, order processing practices, transport management practices, inventory management practices, whole products warehouse management practices, management of information flow practices

b. Dependent Variable: organizational performance

Source: SPSS output of survey, 2023

The multiple regression coefficients **R** in the model summary above (table 4.20), show a very strong correlation of **0.786** between organizational success and the six independent variables. The **Adjusted R Square = 0.596** indicates that the model accounts for **59.6%** of the variation in organizational performance and is explained by the linear combination of all six independent variables of Outbound Logistics practices (i.e., package-related practices, order processing, transportation management, inventory management, whole products warehouse management, and information flow management practices). The remaining **40.4%** is explained by other factors, leaving potential for additional research into other aspects influencing Transsion Manufacturing plc's organizational success.

4.5.2.7 ANOVA Model Fit

ANOVA is a method for verifying that a model has a significant fit for the total set of data, according to Field (2009). The dependent variable has a significant result if the significance value is smaller than .05.

Table 4.21 ANOVA Model Fit result

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.442	6	4.407	28.260	.000 ^b
	Residual	16.374	105	0.156		
	Total	42.816	111			

a. Dependent Variable: Organizational Performance (Competitiveness, market-share growth, Cost reduction)

b. Predictors: (Constant), package-related practices, order processing practices, transport management practices, inventory management practices, whole products warehouse management practices, management of information flow practices

Source: SPSS output of survey, 2023

According to Table 4.21, a result of the researcher's ANOVA test performed using SPSS, the model significantly fits the data for all dependent variables, including competitiveness, market share growth, and cost reduction. This is because the significant value is less than .001.

The total regression model's ability to fit the data is evaluated using the F-ratio. The table demonstrates that the independent factors statistically significantly predict the dependent variable, $F = 28.260$, $p = .001$ (i.e., the data fit the regression model well).

4.5.2.8 Regression Coefficient

Table 4.22 Regression Coefficient Determination

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	0.371	0.251		1.478	0.143	-0.127	0.869
	Order processing practices	0.122	0.072	0.147	1.701	0.092	-0.020	0.264
	Inventory management practices	0.244	0.089	0.250	2.731	0.007	0.067	0.421
	transport management practices	0.156	0.066	0.191	2.351	0.021	0.024	0.287
	Management of information flow practices	0.178	0.087	0.227	2.046	0.043	0.005	0.351
	Whole products warehouse management practices	-0.239	0.082	-0.286	-2.925	0.004	-0.400	-0.077
	Package-related practices	0.319	0.084	0.396	3.815	0.000	0.153	0.484

Source: SPSS output of survey, 2023

As described in chapter three, the research employed the following multiple regression model to establish the statistically significant effect of each of the independent variables on the variable that is dependent.

$$Y = \alpha + \beta x_1 + \beta x_2 + \beta x_3 + \beta x_4 + \beta x_5 + \beta x_6 + e$$

$$Y = .371 + .122x_1 + .244x_2 + .156x_3 + .178x_4 + (-.239x_5) + .319x_6 + e$$

The standardized beta coefficient assesses the magnitude of the association between each independent variable and the dependent variable. The greater the impact, the greater the absolute value of the beta coefficient. The intercept β_0 is the point on the vertical axis where the regression line intersects the Y axis.

A result of β_0 is .371, indicating that the expected value of organizational performance is .371 when each of the six variables that are independent are set to zero.

The unstandardized coefficients of packing practice, which rank from one to five in the above table, have the highest value. They are followed in value by inventory management, information flow management, transportation management, and order processing practice. The proportionate impact of the variables on organizational performance increases with increasing values of the standardized coefficient.

All of the explanatory variables, with the exception of order processing practice, are significant with p-values ($p < 0.01$) for forecasting organizational performance, a significance test of the 5 explanatory factors revealed this.

All five independent variables determined to be statistically significant are package-related practices, whole goods warehouse management practices, inventory management practices, transport management practices, and management of information flow practices. These components' beta coefficients show that a one-unit increase in outbound logistics practices results in an increase in organizational performance.

4.5.3. Interpretation and Discussion of the study

4.5.3.1. Interpretation of the study

This study showed how Outbound Logistics practices and TMP's organizational performance interacted and had an impact on one another. According to the findings, the researcher found from both descriptive and inferential data analysis by employing methods such as scatterplot metric, correlation analysis, and multiple regression analysis that outbound logistics practices (packaging-related practices, whole goods warehouse management practices, inventory management practices, transport management practices, management information flow practices, and order processing practices) have positive effects.

Order Processing Practices

According to Pearson's correlation coefficient, there is a positive and significant relationship between organizational performance and Order Processing Practices, with a correlation coefficient of 0.560, at $P < 0.01$.

According to the regression model, increasing Order Processing Practices by one unit while holding all other independent variables constant will result in a ($\beta = 0.122$, and p-value of 0.092 greater than 0.05) in TMP's ability to fulfil orders. As a result, this implies that TMP's order processing practice has no effect on its organizational performance.

Bowersox et al. (2012) argued that these results suggest that a firm's logistical capacity can only be as good as its order fulfillment capacity, which in turn shapes firm performance, and that this function is one of the firm's core functions.). Product flow to the company and manufacturing from the company.

Inventory Management Practices

Inventory management trends and company performance are positively correlated and significantly associated, according to Pearson's correlation coefficient, which shows a correlation coefficient of 0.618 at a significance level of $P < 0.01$.

According to the regression model, increasing inventory management by one unit while holding the other independent variables constant results in a 0.244 rise in organizational performance at Transsion Manufacturing Plc. This means that inventory management accounts for 24.4% of variances in organizational performance. Inventory management has an impact on organizational success at Transsion Manufacturing Plc. As a result, the findings suggested that inventory management in the organization had a beneficial impact on organizational performance in Transsion Manufacturing Plc.

Transport Management Practices

Pearson's correlation coefficient reveals a positive and significant relationship between organizational performance and transportation management practices, with a correlation coefficient of 0.510 at $P < 0.01$.

According to the regression model, Transsion Manufacturing plc's organizational performance will grow by 0.156 points for every unit increase in transportation management while holding all other independent variables constant. This implies that TMP's transport management practices influenced cost reduction organizational performance measures. It validates the conclusions of Tseng, Y. et al. (2005) that the most significant economic activity among the business logistics system's components was transport management, which also had an impact on company performance.

Management of Information Flow Practices

With a Pearson correlation coefficient of 0.679, at a significance level of $P < 0.01$, organizational performance and management of information flow practices are positively correlated and significantly connected.

From the regression model, a unit increase in Management of information flow practices by keeping other independent variables remain constant will lead to a 0.178 increase in organizational performance at Transsion Manufacturing plc. This means that information flow management practices account for 17.8% of variances in organizational performance.

Whole Products Warehouse Management Practices

According to the Pearson correlation coefficient, there is a positive correlation between organizational performance and Whole Products Warehouse Management Practices, with a Pearson correlation coefficient of 0.477 at $P < 0.01$.

According to the regression model, increasing Whole Products Warehouse Management Practices by one unit while holding other independent variables constant results in a -0.239 decline in organizational performance at Transsion Manufacturing plc. and a p-value of 0.004 less than 0.05. This indicates that warehouse management practices are significant.

Warehouse management and TMP's organizational performance are negatively correlated, with a coefficient value of -0.239. This shows that warehouse management hinders the effectiveness of organizations. This is the result of ineffective warehouse management techniques, such as the application of safety standards for the warehouse, having enough labor to load the cargo, maintaining goods in accordance with approved storage recommendations, having adequate material handling equipment, having enough storage space, properly receiving goods, and using an ERP system to control product transactions. According to significant study (Natasha R. et al, 2017; Mercy M. and John A., 2020), warehouse management practices are a good predictor of organizational success. These conclusions are supported by research by Gudeta C. & Barani K. (2021) and Omoush, M. M. (2022).

Packaging-related Practices

From Pearson's correlation coefficient, there is a positive correlation and significantly related between organizational performance and Package-related practices with Pearson correlation coefficient of 0.671.

Assuming that all other independent variables remain constant, a unit increase in packaging-related practices will lead to a 0.319 increase in organizational performance at Transsion Manufacturing plc.

4.5.3.2. Discussion of the study

The discussion of the literature review and the theoretical framework, as well as the results of the study, are closely related. It was clear that TMP was trying to adopt important outbound logistics procedures. Logistics efficiency is being pursued by enterprises as a tactic to acquire a competitive edge due to the dynamic and competitive business environment (Hoek, 2008). Transsion Manufacturing plc believes that the implementation of essential outbound logistics techniques such as order processing, inventory management, transportation, information flow, warehousing, and packaging has had a substantial impact on the operation of their firm.

The research study focused on analyzing the effect of outbound logistics practices on the organizational performance of TMP. The results obtained from the study revealed interesting

findings regarding the impact of different outbound logistics practices on the company's performance.

The first finding of the study indicated that order processing had no significant effect on the organizational performance of TMP. This suggests that the efficiency and effectiveness of order processing did not directly contribute to improving the overall performance of the company. It is important to note that this finding does not imply that order processing is irrelevant or unimportant. Instead, it suggests that other factors might have a more substantial influence on the company's performance.

On the other hand, the study found that four other variables, namely inventory management, transportation, information flow, and packing practices, had a significant positive effect on the organizational performance of TMP. These findings indicate that efficient management and control of inventory, transportation, information flow, and packing practices can lead to improved overall performance for the company. These logistics practices are crucial in ensuring timely delivery, reducing costs, and enhancing customer satisfaction.

Interestingly, the study also revealed that warehousing, although significant, had a negative effect on the organizational performance of the company. This implies that the way warehousing operations were conducted within the company had a detrimental impact on its overall performance. It could be speculated that issues such as inefficient storage, poor inventory management, or delays in the warehousing process might have contributed to this negative effect. Further investigation is needed to understand the specific reasons behind this finding and identify potential areas for improvement in the company's warehousing practices.

Overall, the findings of this research study emphasize the importance of various outbound logistics practices in influencing the organizational performance of Transsion manufacturing plc. While order processing did not show a significant effect, inventory management, transportation, information flow, and packing practices were found to have a positive impact on performance. Additionally, the negative effect of warehousing highlights the need for further examination and potential improvements in this area.

CHAPTER FIVE

SUMMARY CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter summarized the research's findings, provided study conclusions, recommendations, and contributions based on the literature. It also projected future research and discussed the study's shortcomings.

5.2. Summary of Findings

The goals of this research are to investigate the impact of outbound logistics procedures and to demonstrate the association between these procedures and outbound logistics procedures and Transsion Manufacturing plc's organizational performance. This information was gathered using a questionnaire using data from primary sources. To determine the association between Outbound Logistics practices and company performance, descriptive and a correlation, multivariate linear regression, and statistical inference were performed.

Out of 125 questionnaires were delivered to employee's participants, 114 were completed and returned, yielding a response rate of 89.6%. Two of the completed questionnaires were excluded due to incompleteness at the coding stage, and the remaining 112 were used for analysis. The reliability test of the study yielded a Cronbach's alpha score of ($= 0.828$) for the total of both the variables that are dependent as well as independent.

According to the results, 65.2% (73) of the 112 respondents were men, and 34.8% (39) were women. The majority of the respondents had a BA or BSc and had work experience of five years or more. As a result, the respondent's total employee demographic information demonstrated that they were completed their education and have sufficient employment expertise.

The study aimed to achieve six specific objectives, and research questionnaires were prepared and given to TMP departments involved in the outbound logistics process based on these specific objectives. The received data was then analyzed with SPSS version 25 to yield the following result.

To investigate the effect of order processing procedures on TMP's organizational performance

The descriptive outcome of this research on order processing practices indicates 3.53 mean respondents who agreed with the idea. This study's correlation analysis found a high association between order processing and organizational performance, with a correlation coefficient of 0.560 ($r=0.560$). The outcome of the regression analysis showed that the organization's performance, the dependent variable, is predicted by it with a 0.122 beta coefficient at a significant level of 0.092, which is greater than 0.05. The results showed that TMP's order processing procedures have no impact on the organization's performance.

To assess the effect of inventory management practices on the organizational performance of TMP

According to the descriptive results, the overall mean is 3.62, indicating that respondents agreed with the viewpoint except for one factor listed under inventory management practices, which is there is always enough inventory on hand to fulfil customers' orders, where respondents did not agree with a mean score of 2.90. The correlation analysis conducted in this study discovered a strong relationship between inventory management and organizational performance, with a correlation coefficient of 0.618 ($r=0.618$). According to regression analysis, it is among of the highest indications of the dependent variable, with a beta value of 0.244 at a significant level of 0.007.

Evaluating the effect of transportation management practices on TMP's organizational performance

According to the descriptive findings of this study on transport management, there were 3.76 mean respondents who agreed with the practice concept. This study's correlational evaluation demonstrated that there is an interaction between transport management and company performance, with a correlation coefficient of 0.510 ($r=0.510$). With a 0.156 beta coefficient at a 0.021 significance level, regression analysis revealed that it is a moderate predictor of the dependent variable, company performance.

To determine how information flow practices affected TMP performance

The statistical score 3.66 average that the participants agreed with the point made. This study's correlation analysis found a substantial association between information flow and company performance, with a correlation coefficient of 0.679 ($r=0.679$). The results of regression studies demonstrated that information management practice is significant for organizational performance, with a 0.178 beta coefficient at an importance level of 0.043.

To investigate the effect of warehousing management practices on the performance of TMP

According to the statistics result, the 2.48 mean indicates that respondents disagreed with the practice statement. This study's correlational analysis demonstrated a moderate association between warehouse management and business performance, with a Pearson's correlation rates of 0.477 ($r=0.477$). The Whole Products Warehouse Management Practices regression coefficient was defined as ($= -0.239$, with a p-value less than 0.05). This suggests that Warehouse Management Practices are important.

To examine into how packing practices affect performance of TMP

The statistical result gives a mean value of 3.94, indicating that the respondent agreed with the proposition. This study's correlational study demonstrated a substantial association between package practice and organizational success, with a correlation score of 0.671 ($r=0.671$). Regression analysis found that it is one of the strongest predictors of the dependent variable, which is business performance, with a beta coefficient of 0.319 at a significant level of 0.000.

5.3. Managerial Implications

The overall study findings can give TMP managers a better understanding of OLP practices, which are made up of intricate characteristics. One of the frequent challenges that managers encounter when creating strategies for OL practices in processing the intranational export market is mostly due to a lack of knowledge about OLP that is compatible with their corporate objectives. To achieve the highest levels of competitiveness, market share expansion, and cost reduction while developing OLP plans, businesses must take into account complicated aspects. This study makes an effort to simplify OL practices in accordance with their explanatory

character and suggests that OL practices may be the cornerstone of how to handle business performance difficulties. On the other hand, study findings can inspire businesses to consider how to match their international business capability with proper OL practices.

5.4. Conclusions

The purpose of the study was to determine how Outbound Logistics Practices affected TMP's organizational performance. Utilizing metrics like competitiveness, market share growth, and cost reduction, the performance has been evaluated.

The data lend some support to the assumption that Outbound Logistics Practice can improve organizational performance. This study examined the effect of order processing, inventory management, transportation management, warehouse management, information flow management, and package-related measures on organizational performance, including competitiveness, market share growth, and cost reduction. Based on the findings revealed, the following conclusion is drawn:

- The study concluded that Transsion Manufacturing used outbound logistics practices such as order processing, inventory management, transportation management, whole goods warehouse management, information flow management and package -related practices moderately.
- Based on the findings, the research declares that there is a relationship between outbound logistics practices (independent factors) and organizational performance (dependent variables); the correlation relationship reveals a moderate and positive connection between every one of outbound logistics practices.
- The evaluated independent factors had a significant and positive impact on Transsion Manufacturing plc's organizational performance. Aside from order processing not being significant and whole goods warehouse management having a negative effect, the study's main conclusion is that the other independent factors inventory management, transportation management, information flow management, and package-related procedures all have a positive impact on organizational performance at TMP.

5.5. Recommendations

In accordance with the results and conclusion, the following prospective suggestion is made for strengthening outbound logistics practices to ensure the success of the organization.

- The research investigated suggests that TMP management work to enhance their warehouse management procedures as a means to increase organizational efficiency within their businesses. This can be done by enhancing their warehouse management system, manpower, materials handling tools, and safety measures.
- The company should improve order process practices by implementing an effective and efficient order process platform that allows exporter products buyers to quickly order and track their orders in real time while also assisting the company in monitoring and analyzing order process errors.
- The organization anticipated to maintain appropriate inventory levels to fulfil customers' requests by improving demand forecasts, developing strong partnerships with suppliers, calculating reorder points, and optimizing lead time.
- The organization's sales and marketing departments should collaborate to gain more customers and expand market share through product innovation, customer loyalty, branding and prepare and execute an export marketing plan.
- The company's logistics division looks for opportunities to consolidate shipments, makes timely plans and schedules, and forms partnerships and collaborations with outside logistics companies in order to find most affordable modes of transportation for the export of goods.
- To achieve continuous progress in organizational performance, the company should practice outbound logistics management in a more effective, competitive, and customer-focused manner.
- As a result of the substantial influence outbound logistics practices have on performance, this study recommend that the organization take into account include them in their execution strategy programs.

5.6. Limitation and Future Research Suggestion

There are shortcomings to this study that will need to be taken into account in future research. To begin, the research explored into the effect of outbound logistics practices on organizational performance. Future outbound logistics practices studies will benefit from being longitudinal in this regard. Furthermore, collecting actual performance data, such as financial performance and overseas logistics cost data, may aid in validating the effects of each outbound logistics practice aspect.

Second, comparable research should be carried out on businesses that produce electronics to compare outbound logistics methods in the same sector. Only Transsion Manufacturing plc's outbound logistics procedures were the subject of the investigation.

Finally, a study should be conducted to identify the additional elements that contributed to the 40.4% change in the organizational performance of Transsion Manufacturing plc as the outbound logistics methods utilized in the study were unable to explain the change.

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Appendix- I

Addis Ababa University
Faculty of Business and Economics
School of Commerce
Department of Logistics and Supply Chain Management
Research Questionnaire

Dear Employees:

As part of the requirements for my M.A. in Logistics and Supply Chain Management, I am working on a thesis titled "The Effect of Outbound Logistics Practices on Organizational Performance: A Case of TRANSSION Manufacturing Plc" at the Addis Ababa University School of Commerce.

The aim of this study is to investigate how outbound logistic procedures affected the organizational performance of TRANSSION Manufacturing plc, which is based in ICT Park.

This questionnaire was created to gather information for purely academic purposes and thus would have no bearing on anyone. Please provide your best estimate for all questions. The questionnaire information is kept strictly confidential.

You can get in touch with me at any time using the chosen method of communication listed below if you have any inquiries or comments concerning this survey.

I appreciate your help and cooperation.

Yours faithfully

Wondimagne Lemma

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- wondimagegnlemma@gmail.com

General Instructions

1. It is not necessary for you to write your name.
2. Mark the boxes with an " ✓ " to indicate your response to all closed-ended questions.

Section One - General Inquiries

1. Age

18-25 ☐ 26-35 ☐ 36-45 ☐ >45 ☐

2. Gender

Male ☐ Female ☐

3. How long have you been working in the factory?

Less than 1 Year ☐ 1-2 Years ☐ 2-5 years ☐ >5 years ☐

4. Level of Education

Certificate ☐ Diploma ☐
BA/BSc Degree ☐ MA/MBA/MSc ☐

5. Department/Work Unit

Warehousing Team ☐	Distribution Team ☐	Inventory Team ☐
Planning Team ☐	Sales and Marketing ☐	Logistics ☐
Commercial ☐	Finance ☐	Security ☐

6. Employees Current Position/Job Title

Department Manager ☐	Supervisor ☐	Staff ☐
Team Leader ☐	Officer ☐	

Section 2: Outbound Logistics Practices in Transsion Manufacturing Plc

The following are some of the outbound logistics practices that can be used by the organization; please indicate the extent to which your organization has used the following outbound logistics practices and how they have affected organizational performance.

(Likert Scale)

Note: 1 = Strongly Disagree (St. D)

2 = Disagree (D.)

3 = Somewhat (N.)

4 = Agree (A.)

5 = Strongly Agree (St. A)

Outbound Logistics Practices					
	St.D	D	N	A	SA
7. Order Processing practices	1	2	3	4	5
Effective electronic order processing is used by the company					
Orders are filled promptly					
The company has a good system for monitoring and analyzing order processing errors					
The order processing system of the company allows the customer to track their order in real-time					
8. Inventory Management practices					
There are always enough inventories on hand to fulfill your customers' orders					
To track its inventory, the company employs an Enterprise Resource Planning System (Barcode)					
Accurate stock updates on the quantity of goods produced					
Inventory management allows the company to avoid inventory bottlenecks in production					
Inventory management system keeps cost at a minimum					
To manage its inventory, the company employs the appropriate inventory technique (JIT, Kaizen, ABC analysis, cross-docking, and so on)					

9. Transport Management practices					
Timely delivery of goods to clients is made possible by the transportation management practice					
Products are made available to customers at their preferred locations through transportation management techniques					
The appropriate form of transportation is used to deliver the company's goods					
The company just incurs minimal expenses to deliver products to clients					
10. Management of Information Flow Practices					
Smooth information flow to all outbound logistics functions					
Adequate information flow in the outbound logistics process					
Reliable information flow in the outbound logistics process					
Information flow coordinates the outbound logistics activities					
Information flow communicates with every outbound logistics activities					
Information flow uses to plan the outbound logistics activities					
Outbound Logistics practices are monitored using information flow via ICT					
11. whole products warehouse management practices					
The customer receives the correct quantity of products					
Using Warehouse Management System software to control inventory					
Loading goods using adequate material handling equipment (conveyors, forklifts,)					
Loading goods onto the truck with enough manpower					
Optimal use of storage space / adequate space					
Keeping materials in accordance with recommended storage guidelines					
Implementing warehouse safety regulations					
12. Package-related practices					
Products from the company are packed to prevent damage					
Products from the company are packed to prevent loss					
The company's product is easily distinguished from competitors' products					
The goods are transportable from one place to another without suffering damage					
Information about the company's products is readily distinguishable in accordance with its worth and function					

Section 3: Organizational Performance

The following is a list of Transsion Manufacturing's performance indicators for competitiveness, market share growth, and cost reduction. Please check the extent that each variable, ranging from strongly disagree to strongly agree.

(Likert Scale)

Note: 1 = Strongly Disagree (St. D) 4 = Agree (A.)
2 = Disagree (D.) 5 = Strongly Agree (St. A)
3 = Somewhat (N.)

Organizational performance					
	St.D	D	N	A	SA
13.Competitiveness	1	2	3	4	5
The company's outbound logistics practice ensures the company's market competitiveness					
To improve its market competitiveness, the company is developing a competitive strategy for its outbound logistics practice					
In the current electronics manufacturing industry, the Company is more competitive than its competitor					
14. Market share growth					
Over the past few years, average export market share has increased					
Over the past few years, average export sales have increased in value					
The company's outbound logistics practices contribute to the increase in market share for export supply					
15. Cost Reduction					
The company has prioritized its outbound logistics practice in order to reduce costs					
The organization has effective outbound logistics practices					
To manage its outbound logistics practice, the company employs a variety of cost-cutting mechanisms					
Appropriate warehouse layout with adequate storage space for efficient order picking and lower warehouse costs					
Does the company use the most cost-effective mode of transportation					

Source: Sharon, G. (2017), and Muluaem, D. (2021) with modifications

Thank You for Your Precious Time!!!!

Appendix- II Linearity Assumption Test

All predictor factors and the outcome variable are shown to have a linear relationship in the relationship graph, as can be seen in the graph below, according to the linear relationship assumption.

