ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

SCHOOL OF COMMERCE

DEPARTMENT OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT

THE EFFECTS OF VALUE CHAIN MANAGEMENT PRACTICES ON GARMENT MANUFACTURER'S PERFORMANCE IN THE MEDIATING ROLE OF INFORMATION SHARING: IN THE CASE OF GARMENT EXPORTERS IN ADDIS ABABA - BOLE LEMI INDUSTRY PARK.

BY:

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June, 2024

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

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DECLARATION

This is to certify that the thesis entitled “the effects of value chain management practices on garment manufacturer’s performance in the mediating role of information sharing: in the case of garment exporters in Addis Ababa - Bole Lemi Industry Park.”. submitted in partial fulfillment of the requirements for the degree of masters of art in logistics and supply chain management in college of business and economics school of commerce Addis Ababa University is a record of my original work carried out by me and has never been submitted to this or any other institution to get any other degree or certificates. The assistance and help I received during the course of this investigation have been duly acknowledged.

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APPROVAL OF THESIS FOR DEFENSE

I hereby certify that I have supervised, read, and evaluated this thesis entitled "the effects of value chain management practices on garment manufacturer's performance in the mediating role of information sharing: in the case of garment exporters in Addis Ababa - Bole Lemi Industry Park". By Mebratu Genanew prepared under my guidance. I recommend the thesis be submitted for oral defense.

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ACKNOWLEDGMENT

Firstly, I want to give all the credit and gratitude for almighty GOD, Without the unending direction and assistance of God, this endeavor could not be completed.

I owe a debt of gratitude to my adviser, Dr. Matiwos Ensermu (PHD), whose expertise, direction, and counsel were indispensable to the completion of my thesis.

My deepest gratitude goes out to Mr. Hussien Adem and Mr. Wendwesen Berhanu for their insightful feedback on the thesis, which greatly aided me in finishing this investigation.

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LIST OF ABBREVIATIONS AND ACRONYMS

ETIDI: Ethiopian Textile Industry Development Institute

GVC: Global Value chain

VCA: Value chain analysis

VCMP: Value chain management practice

IVCA: Internal Value Chain Activity

OP: organizational performance

IS: Information Sharing

AMOS: Analysis Of a Moment Structures

SPSS: Statically Package for Social Science

CFA: Confirmatory Factor Analysis

SRM: supplier relationship management

CRM: customer relationship management

ABSTRACT

The purpose of this study is to examine the effects of value chain management practice on garment manufacturers' performance mediated by information sharing. The study employed a quantitative research approach and an explanatory research design and used both primary and secondary data. Measures of the study were of good quality after assuring reliability and validity. Data were collected from garment exporting companies through straight forward simple random technique 363 respondents were selected. the findings were tested using various statistical techniques. The result of the study is supplier relationships, internal value chain activities, and customer relationships have appositive significant impact on the performance of garment manufacturing industries statistical. It also found that information sharing, a mediating variable, directly impacts organizational performance with a beta value of 0.317 and a positive effect with an explained variance of 31.7%. The study also assessed the indirect effects of value chain management methods on organizational performance through mediator variable, and found positive indirect impacts on organizational performance. Ultimately the total impacts of value chain management practices and information sharing on organizational performance were still significant in the presence of information sharing, suggesting that information sharing plays a partial mediation role. Furthermore, it would appear that managers should focus on nurturing information sharing and principles of value chain management practices in addition to monitoring different measures of their performance.

Key words: supplier relationship, customer relationship, internal value chain activities, information sharing, organizational performance

CHAPTER ONE

1. INTRODUCTION

1.1. Back Ground of the Study

The apparel industry is one of the sectors of the economy that has experienced the most globalization in modern times. Millions of people are employed by its worldwide, especially in low-income countries(Yu et al., 2022). Among the necessities of life for humans are products of the clothing business. The apparel sector contributes significantly to the economies of many countries, particularly those in developing nations. This industry is being exploited by many nations in order to boost their economies. Because producing textiles requires a lot of labor, the textile and apparel sectors are looking for places where labor prices are cheaper in order to save costs. Because developing nations' industries have lower labor costs than developed countries', the days of the garment industry being concentrated in the US, EU, and other developed countries' consumer hubs are long gone. Ethiopia has a competitive advantage in this industry as well, being a populous developing nation(Rao et al., 2015).

According Uduwela et al., (2020)the decentralized, globally dispersed manufacturing networks that define the garment industry. These networks are managed by lead companies that oversee "value-added" functions (such branding and design), but they frequently contract out production to a global network of suppliers. In addition Athukorala and Ekanayake, (2018) and Roy et al., (2020)despite not being involved in the manufacturing process directly, buyers have a significant impact on manufacturers since they provide detailed specifications for the product and production. This means that the methods that buyers employ especially their stances on global sourcing have a big influence on the trends in trade and manufacturing. Because the production of clothing requires a lot of effort, the cost of labor varies across different areas, which influences the sourcing decisions(Corvellec and Stål, 2019).

Global value chains involve a series of steps or stages from raw materials to retail to consumption and recycling. The value chain is characterized by asymmetries of power, weak governance and positive and negative externalities(Commission, 2020). Global

value chains, which are increasingly dispersed over several nations, as well as individual systems inside businesses, industrial clusters, and whole sectors, are all subject to value chain analysis (Zamora and Policy, 2016).

Similar to numerous other industries, the garment industry is structured around global value chains (GVCs) that encompass component manufacturing and assembly through inter-firm networks that operate on a global basis of (of Environmental and Health, 2023). The global value chain within the apparel industry serves as an excellent example of a company model that is driven by buyers. Unlike manufacturer chains, which make money by growing in size, quantity, and technological advancement, a buyer-driven global garment value chain makes money via a range of high Research and development, selling, advertising, and financial sectors. Thus, they could act as tactical go-between producers, distributors, and retailers globally and the product segments they cater to in their home markets (Khan et al., 2020). Whitfield et al., (2020b)The EPRDF government's apparel-specific industrial policies have evolved through trial and error as government officials driving the policies learned the importance of GVC dynamics, especially of global buyers who are the chain drivers that provide access to export markets and encourage investment of their core first-tier supplier firms in new countries. Hence, policies switched from a focus on local firms to attracting large global buyers and their transnational producers and then leveraging relations with buyers and foreign firms to create supply chain integration and technology transfer to local firms. However, crucial implementation issues remain with the growth of global value chains (GVCs), there are now more ways to upgrade to higher value-added activities within these chains and participate in international commerce without having to establish complete domestic companies(Whittaker et al., 2010).

The value chain is characterized as collaborative and interdependent, including the internal company's business and external environmental policies(Taylor and Rushton, 2011). This extends the principles of supply chain focusing on promoting materials and downstream products from suppliers and realizing capital flows from the upstream. Value chain management techniques are built upon these relationships and interconnections, namely those between internal value chain activities, suppliers, and customers(Kaplinsky and

Morris, 2001).Relationships are essential in value chain management if a company is to achieve its goals(Corsten et al., 2005).Value chain relationships, namely those between customers and suppliers, are defined by transactions, a broad interchange of data, expertise, and talents, as well as a variety of embedded services, such as after-sale services. For improved performance in organizations, it is therefore essential to comprehend the interactions among individuals(Thuku, 2019). Business value chain management that is both successful and efficient maximizes value for both the customer and the customers. Its main goals are to fortify all strategically important business operations and provide competitive advantages(Scott and Carrington, 2011). Setiawan et al.,(2022)Identifies that manufacturing managers can improve the performance of the company by promoting supplier confidence and exercising partner information sharing.

The garment industry's value chain relies on international standards to synchronize the activities of its suppliers. Most of the top businesses had already created their own internal standards and codes of conduct by the turn of the century. These codes were based on things like cost, quality, timeliness, and corporate responsibility with regard to labor and environmental laws (Hur et al., 2019). By improving suppliers' awareness of consumers' demands and requirements, information is transferred and exchanged along the chain, which benefits distributors. High levels of integration between buyers and suppliers, if they act as ultimate facilitators, are seen to be the main and most important source of information in the supply chain, which will provide efficient channels for communication between parties throughout the chain (Paiva et al., 2008).

According to Brandenburg et al., (2022)the value chains of Ethiopian garment industries are supported by an array of public and private institutions. Chief among them is Ethiopian Textile Industry Development Institute (ETIDI), which formulates and implements strategies and programs aimed at stimulating the cotton, textile and apparel industries. Ethiopian enterprises are actively engaged in nearly all areas of the value chain. As such, the industrial base for further expansion and value addition exists. While some manufacturers are already producing high quality goods for demanding markets, the proliferation of such production will require lagging enterprises to increase skills and technical capacities. Currently few foreign merchants and purchasers in Ethiopia because

the country is not yet well-known as a manufacturing hub. Pioneers in the industry include businesses like Tesco, PVH, H&M, and Primark(Berg et al., 2015).

However, Commission, (2020)Global Textile and Apparel Value Chain is under threat of disruptions owing to five major factors the future of Global Textile and Apparel Value Chain is shorter, faster, more responsive, more flexible and more sustainable than before, those are Scarce natural resources, fourth industrial revolution, new consumption patterns and business models, and new forms of regulation. Kabish and Technology, (2023) the Cycle times could exceed 150 days when imports from overseas are required. This may be cut down to an average of 100 days when businesses utilize locally grown Ethiopian cotton. Cotton from Ethiopia can only meet 40% of the overall demand, leaving 60% unmet. This means cotton must be imported from Turkey or India. which also makes forecasting the future challenging. Production cycle times are, therefore, 45–60 days longer than other nations that sell similar goods. While according to Ioannides, (2017) Achieving the strategic objectives and realizing the future value chain of the Textile Clothing sector in Ethiopia depends heavily on the ability of sector stakeholders to start implementing and coordinating the activities. Therefore, the study evaluated whether manufacturing organizations may enhance their operations and thereby enhance their performance by implementing supplier and customer interaction practices in addition to internal value chain activities. investigating the effect of value chain management practice on performance of garment manufactures in case of Bole Lemi industrial park makes the study appropriate and timely.

1.2. Problem Statement

The global apparel industry has aided in industrialization, but changes in the global economy have lessened the benefits of participating in global supply chains for clothing. As a result, low-income countries have experienced fragile industrialization, forcing suppliers' businesses to choose between low prices and strict standards(Jensen and Whitfield, 2022). Ababa, (2013) stated that Africa used to account for 3.7% of the world's garment exports, but that percentage has dropped to just 2.3% now. That being said, Ethiopia might be able to take advantage of the diminishing advantages of its rivals when

interest in Africa grows again. According to Commission, (2020) the Ethiopian government has made the textile and apparel industry a top priority and plans to export $30 billion worth of textiles and apparel by 2025. In light of these variables as well as Ethiopia's economic and social advantages, the government of Ethiopia has placed a strong emphasis on the textile and clothing industries in an effort to diversify the nation's export potential (Rundassa et al., 2019). But Ethiopia has been exporting a limited amount of clothing to the international market. With only 1% of the overall revenue from the export of produced goods, textile and apparel companies have a relatively small market share. This demonstrates that the nation was unable to take advantage of this important chance. Compared to countries that are competitive, Ethiopia's garment industry is still in its early stages of development. Its incapacity to generate high-quality items prevents it from competing on the international market(Demissie et al., 2017).

Rao et al., (2015)evaluates the financial and non-financial performance of Ethiopia's garment manufacturing industry using a multidimensional performance measuring technique, and the results are extremely discouraging in terms of both financial and non-financial performance. The sector continues to lack competitiveness in both domestic and global markets. Furthermore, garment exports are not even featured in Ethiopia's top 10 export categories.

Tewodros, (2016), Roadmap,(2020) Ethiopian textile and clothing value chain, poor working conditions, a lack of modern IT systems, a lack of a market-driven approach, outdated machinery that reduces productivity, quality, and value, a lack of capacity for local suppliers in terms of both quantity and quality, inadequate infrastructure, poor sector coordination with government bodies, skill gaps, and a shortage of skilled specialists are among the strategic issues and competitiveness constraints identified and main issues influencing Ethiopian garment companies' exports.

Each step of the value chain adds value, and it serves as a tool to visualize a firm's productivity by identifying the thousands of discrete activities that go into producing a valuable good or service for the market. A value chain comprises the activities that occur within a company in order to deliver a good or service to their market (Dubey et al., 2020).

But Still, the nature of business in developing nations such as Ethiopia demonstrates a lack of efficiency and networking within the value chain, as well as a lack of expertise in creating value and identifying the elements that drive up transaction costs and restrict chain efficiency(Shuvo, 2018). In addition, efficiency in textile and garment assembly units is as low as 40–45% in terms of production. The major causes of this are inadequate education and flawed procedures. Even though the Ethiopian government is currently bench marking its garment industry with data from other manufacturing countries to foresee what capacity building is needed and how to improve competitiveness internationally.(Van der Pols and Ethiopia, 2015).

Al-Mudimigh et al., (2004) for companies that produce goods, a value chain comprises all of the steps necessary to create a product from start to finish as well as all of the intermediate steps, such locating raw materials, carrying out production duties, and participating in marketing campaigns. The Ethiopian government officials who are trying to promote the apparel export sector eventually understood this, through trial and error, and adopted GVC-informed industrial policies (Whitfield et al., 2020b) but, the weak upstream capacities are the main obstacle to full value chain integration: local production of other inputs, including clothing accessories, is restricted, and cotton output is not enough to fulfill demand in terms of quantity and quality. It is challenging for clothing firms to develop high value-added items because of the poor quality and narrow variety of local materials that are available(GETACHEW, 2020)..

Manufacturing companies understand that their success is greatly influenced by their relationships with suppliers and customers. In addition, relationship quality is an important consideration in manufacturing and distribution processes in order to efficiently manage the supply chain and meet consumer demands (Hamid et al., 2021). But businesses have recently had to deal with a number of difficulties, including short product life cycles, hypercompetition, and globalization. Additionally, the new business trends have created unprecedented pressure on competitiveness for the manufacturing sector in developing nations. The manufacturing sectors have attempted to improve their operations in response to this demand by utilizing a variety of production techniques (Hamid et al., 2021). Working together facilitated by information lowers costs all across the chain while

improving value and customer service. Regretfully, not many businesses have completely capitalized on information's potential to improve performance. But a misconception about what constitutes a legitimate information sharing capacity is one of the issues businesses faces when attempting to use information as a practical facilitator. However, for a lot of businesses, the desired information-sharing capacities and increased degrees of cross-enterprise collaboration never materialized(Fawcett et al., 2007a)

A customer pays money for the value of something. In order to survive in this competitive economy, any business must provide value. The process of adding value at every stage, including the processing of materials, manufacturing, marketing, distribution, and retailing, is known as value chain management (Kotni, 2011). Effective and efficient value chain management strategies are critical for enhancing organizational success, according to current strategy studies. Thompson et al., (2013)state that an organization has a strong probability of establishing sustained organizational performance if it manages its value chain operations better than its rivals. However, the link between organizational performance and value chain management strategies has not been investigated in previous empirical studies (Setyorini et al., 2016).

Meanwhile most of prior literatures in Ethiopia are focused on value chain analysis of agricultural sectors (Woldesenbet and Agribusiness, 2013, Hailu, 2016) study on value chain analysis of vegetable, (Lemecha and Research, 2018, Yilma and Ensermu, 2020) conducted study on value Chain Analysis of Coffee, and Value Chain Analysis of Coffee Production by (Wana and Lemessa, 2019) in different parts of Ethiopia. And also, they are not inclusive to manufacturing sector value chain analysis specially the impacts of value chain management practices on the performance of garment manufacturing industries in the mediating roles of information sharing identified as a gap to investigate. Hence, the aim of this research is to test value chain management practices and their respective impact on Ethiopian garment manufacturing industries as a piece of convincing evidence to help garment enterprises become confident to participate in the global value chain of garment industry and to improve operational efficiency. These days, a typical value chain could include hundreds or even thousands of organizations, such as production facilities, distribution centers, retail outlets, many supplier levels, and more (Yuthas et al., 2021).

1.3. Objective

1.3.1. General objective

The general objective of this study is to examine the effects of value chain management practice on garment manufacturers' performance mediated by information sharing.

1.3.2. Specific objectives

- To identify the effects of supplier relationship on garment manufacturers performance.
- To identify the effects of internal value chain activities on garment manufacturers performance.
- To examine the effects of customer relationship on garment manufacturers' performance.
- To examine the effects of supplier relationship on information sharing.
- To investigate the effects of internal value chain activities on information sharing.
- To assess the role of customer relationship on information sharing.
- To determine the effect of information sharing on garment manufacturers' performance.
- To assess the mediating effects of information sharing between VCMP &garment manufacturers performance.

1.4. Hypothesis of the study

H1. Supplier relationship has a direct positive significant effect on the garment manufacturers' performance.

H2. Internal value chain activities have a direct positive significant effect on garment manufacturers' performance.

H3. Customer relationship has a direct positive significant effect on garment manufacturers' performance.

H4. Supplier relationship has a positive significant effect information sharing.

H5. Internal value chain activities have a positive significant effect information sharing.

H6. Customer relationship has a positive and significant effect information sharing.

H7. Information sharing has positive significant effect on the garment manufacturers' performance.

H8. Information sharing mediates the relationships between VCMP and garment manufacturers' performance.

1.5. Significance of the Study

The study's findings would be considered valuable for forwarding information on studying the effect of value chain management practices on the performance of garment manufacturing organizations, and its primary concern is to measure the operational performance of garment manufacturer organizations using value chain management practices in the case of BoleLemi Industrial Park through assessing the practice of using value chain management practices in industrial parks. The study would fill a knowledge gap for executives to take into consideration the effect of using value chain management practices on the performance of garment manufacturer organizations mediated by information sharing. Additionally, this research would also give sound recommendations to Ethiopian manufacturing industries in Bole Lemi Industrial Park and for other industries.

Thus, reviewing the impact of value chain management practices on a firm's performance is an essential subject for organizations and for academicians. In turn, this case study would inform the idea of addressing the issue of other garment manufacturer organizations in accordance with their value chain management practices and their industrial performance. This research would assist in maintaining a positive brand image and in projecting a consistent message and image for the companies that are used in this study. Additionally, it would help for those who are going to study in the area of research; it will serve as a basis.

1.6. Scope of the study

The study's focus was garment exporters in Addis Ababa Bole Lemi Industry Park. Employees from these chosen industrial parks were make up the sample respondents in order to collect pertinent data for the research on the effects of value chain management practices on garment manufacturers performance in the mediating role of information sharing. Due to time and budgetary constraints, views of the ultimate customers (consumers)

and raw material suppliers of garment exporters were not be included in this study. In the year 2024, an assessment of this matter was carried out.

1.7. Limitations of the Study

Like many research works, this study was also subjected to some limitations. First and for most, this study was not comprehensively capturing all value chain actors as applicable to value chain management, rather it made emphasis in measuring organizational performance of the company from garment exporters employees, logistics service providers and government offices point of view. To benefit from comprehensive measurement future studies will consider other value chain actors like suppliers, consumers, and brands.

1.8. Operational definitions of the terms

Value chain management: Is the term used to describe methods used to coordinate supplier relationship management, internal value chain activities, customer relationship management, and the connections between these activities in order to improve the performance of the firm.

Organizational performance: Refers to the achievement of organizational goals in garment manufacturers via the effective and efficient use of resources.

Supplier relationship: refers to the strategic planning and management of all relationships with outside companies that provide raw materials, products accessories and services in order to optimize the value of such connections.

Internal Value chain activities: These are the interdependent building elements that clothing manufacturers use to supply their goods to consumers or foreign retailers, make profits and margins, and establish competitive advantages.

Customer relationship: approach to managing customer interactions that aims to identify the most valued clients, strive to tailor internal value chain operations to meet their demands, and then establish and maintain successful long-term relationships.

Garment manufacturers: manufacturers with a proven track record of exporting garments to their target market.

Information Sharing: Information sharing is the process by which different stakeholders in the apparel industry exchange pertinent information, expertise, and insights.

1.9. Structures of the Study

The study is organized into five chapters. The first chapters discuss the background information of the study, statement of the problem, research questions, and the research objectives, significance of the study, scope of the study, limitations of the Study, definition of terms and organization of the study. Chapter two is concerned with the various literatures to be reviewed in order to enhance the knowledge about the area followed by conceptual framework and back ground information of the organization. Chapter three discusses the research design and methodologies adopted for this study. Chapter four discus the result and discussion sessions of the study. Lastly the study discusses about the final summery of the result, conclusion, recommendation and suggesting future study areas.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1. Introduction

This chapter explores previous research that is pertinent to the topic and covers the theoretical and empirical perspectives on the idea of value chain management. Additionally, it provides a thorough examination of the effects of value chain management techniques on organizational performance in relation to information sharing mediation roles. It presents a conceptual framework, talks about the nature of these interactions between variables, and focuses on how value chain management influences organizational performance.

2.2. Theoretical Review

2.3. Concepts of Value Chain Analysis

Florentina, (2009)the term "value chain" refers to the full collection of value-added operations needed to take an item or service from inception to completion and beyond. The following activities are included in a value chain: design, sourcing of raw and intermediate materials, manufacturing, marketing, distribution, and customer support. These operations can be contained inside a single organization (within a single geographic location or disseminated across wider territories), or they can be divided among multiple enterprises and dispersed over huge geographic regions. Al-Mudimigh et al., (2004)enumerate the three recurring themes in value definitions: firstly, Customers define value, not sellers; secondly Use of a product or service determines consumer value; and thirdly typically, obtaining and using a product or service requires a trade-off between the customer's wants and what has to be given up.

Value chain analysis (VCA) offers a logical and methodical framework for characterizing and assessing the function and interrelationship of individuals and organizations (Bolwig et al., 2010). This includes understanding the material flow and added value activities between different parts of the value chain (Rushton, 2009). In order to comprehend people's

roles, motivations, and behaviors in the context of cultural, social, economic, and other forces, value chain analysis also includes people as its primary emphasis(Irvine, 2015). The analysis of value in a business involves a comprehensive process that includes activity analysis, value analysis, and evaluation and planning to maximize customer satisfaction and improve overall performance(Kotni, 2011). Value chain analysis is a framework for analyzing competitive strengths and weaknesses at the organization, industry, and global levels; this enables the discovery of sources of competitive advantage (Appiadu et al., 2022). Porter, (1985) said the value chain concept is one of the most crucial tools for locating the sources of competitive advantage. A value chain analysis dissects the business into its strategically significant operations in order to understand cost patterns and potential sources of differentiation in the future. A business has a competitive edge when it can complete these important strategic activities cheaper or more successfully than its competitors. The analysis process can be carried out regardless of the complexity of the VCA by using the following steps: first, the business process of a company is broken down into distinct activities; second, analysts attempt to charge for each activity, which may incur costs in the form of money or time. Third, analysts transform the expense data into knowledge that might provide benefits or drawbacks in the marketplace (Sutarmin et al., 2016).

Lenning et al., (2013),state that the notion of the value chain is of the opinion of the procedural view of organizations that stresses on perceiving a service system as a structure composed of subsystems each with change process, inputs and outputs. Grandia and Warsen, (2023) by examining the particular procedures involved in each phase of its operations, a company examines its value chain. The purpose of a value chain analysis is to increase manufacturing efficiency so that a company may offer the greatest value for the least amount of money.

2.4. Concepts of Apparel Value Chain Analysis

Three categories of lead firms comprise the garment industry, which is classified as a buyer-driven value chain: branded manufacturers, retailers, and marketers. Since the manufacturing of clothing has become more globalized, there has been more competition among the top companies in the sector since these companies have all built strong global

sourcing capacities. These companies are strengthening their operations in the high-value-added design and marketing parts of the garment chain while "verticalizing" out of production, which is causing a blurring of the lines between them and a realignment of interests within the chain (Gereffi and Memedovic, 2003).

The global apparel value chain is divided into five main sections: (1) supply of raw materials, which includes both natural and synthetic fibers; (2) provision of components, which includes yarns and fabrics produced by textile companies; (3) production networks composed of garment factories and their domestic and foreign subcontractors; (4) trade intermediary-established export channels; and (5) retail marketing networks. Typical value chains only require a few stages to complete. In order for the organization to determine how the product will fit into the customers' value chain, these steps include first analyzing the value chain of the company, then analyzing the value chain of competitors, and lastly identifying the potential value added for the customers through the company's products or services (Gereffi et al., 2010). According to Li et al., (2019)and Staritz and Whitfield, (2019)The six pillars of an organization's clothing global value chain's value-added phases are identified; (1) research and development, (2) design, (3) purchasing, (4) logistics (purchase and distribution), (5) marketing and branding, and (6) services. Due to the fact that intangible services provided both before and after the clothing production process are the most important value-adding phases. Whitfield et al., (2020a)defines research and development involves companies enhancing the physical product or process, while design services provide services related to esthetic design. This helps draw attention, enhance product performance, reduce manufacturing costs, and provide a competitive edge in the target market. Purchasing involves the procedures involved in acquiring and delivering apparel items, including managing technology and equipment for supply chain coordination. Production involves fabric weaving or knitting, with cut-and-sew operations being carried out by independent contractors or tailors. Distribution involves companies like merchants, agents, transportation, and logistics companies, while marketing involves a network of distributors, brokers, and other companies responsible for value-added operations not directly related to the manufacturing system. Services involve any form of activity a company or industry delivers to its suppliers, customers, or workers to

differentiate itself from competitors in the market. These stages help companies create a competitive edge in the market.

Florentina, (2009) added that apparel Value Chain is a buyer –driven value chains. The main actors in the creation of buyer-driven value chains are large buyers with critical marketing and branding competencies. As strategic middlemen, they organize, coordinate, and manage an increasing amount of research, design, production, sales, marketing, and financial services in order to link international manufacturers and merchants with product niches in their main consumer markets. These companies often oversee the most crucial tasks in the garment value chain, like industrial design, sales, and promotion, and they outsource the production process to a large network of suppliers throughout the world (Goworek et al., 2020). Zamora and Policy, (2016) The market map of a typical textile and apparel value chain shows the key players in the chain, supporting actors/service providers, and enabling environment/ecosystem characteristics. Primary chain players include apparel producers, distributors, retailers, and input suppliers (those that supply fibers, yarn, fabric, accessories, and packaging materials). Support actors or service providers are companies or extended services that help the value chain.

The objective of a value chain is, according to Marete, (2010), is to achieve full and seamless stakeholder engagement to provide a win-win situation. Success for a firm depends on its ability to comprehend these relationships and how they impact the value of its products and services. Growing modernity and globalization have altered value chains, and ideas pertaining to development concerns have been merged. Al-Mudimigh et al.,(2004), Identifying core critical activities within organizations that have high leverage abilities, which can enable organizations to define their value propositions. One of them is the importance of having a clearly defined value chain strategy, that is deployable and that can be monitored on a regular basis and that can deliver the wishes and levels of ambitions of any organization concerned. The other aspect that has been highlighted is the importance of focusing on partnerships. Indeed, one of the conditions for the effective application of Value Chain Management is a clear emphasis on cooperation and collaborations to optimize their performance and remain competitive, in a real time economy age and digital age.

2.5. Porter's theory

The Value Chain theory was developed and made popular by Michael Porter, (1985)when he published "Competitive Advantage," (1) a seminal study on the application of competitive strategy to improve company performance. Value chain analysis is a helpful technique for creating competitive strategies, identifying the source of a competitive advantage, and establishing or enhancing the links between the many activities that generate value(Ensign, 2001). Porter defined value as what customers are willing to pay for the products and services offered by a business. Additionally, he defined "value chain" as the collection of nine broad value-added actions that a business performs and that, taken as a whole, provide value for its customers. In the present era of greater outsourcing and collaboration, the connection between the value-creating operations of many organizations is more commonly referred to as a "value chain," even though Porter merged the value chains of numerous companies to create what he called a "value system." As its name implies, value chains are centered on the benefits that customers get, the interdependent processes that create value, and the subsequent demand and financial flows. Value chains that are successful generate profits(Feller et al., 2006).

2.6. Global Value Chain (GVC) theory

As stated by Gereffi and capitalism, (1994), the global commodity chain (GCC) is currently receiving more attention. Later methods have mostly concentrated on Porter's value network that is, the connections and links amongst firms instead of just concentrating on the value-generating activities inside an organization. GVC analysis originates from the commodity chain approach (Gibbon et al., 2008)and investigates relationships between multi-national companies, the "lead firms", and other participants in international value chains.

2.7. Resource based view theory

Wernerfelt, (1984)Resources and goods are two sides of the same coin for the company. Most resources may be employed in several products, and most products require the services of multiple resources. The minimal resource commitments required can be deduced by describing the firm's activity size in various product marketplaces. Conversely, the best product-market activities may be identified by defining a firm's resource profile.

Madhani and practices, (2010)The Resource Based View (RBV) examines why businesses thrive or fail in the marketplace from a firm-specific or "inside-out" standpoint. RBV claims that a company's capabilities also enable certain businesses to grow into new markets, create new products, and add value to the customer value chain. To create long-lasting competitive advantages, the RBV makes use of the organizational resources and competencies. But not every resource a company has will be strategic and provide it a competitive edge. Only in situations of resource heterogeneity and immobility does competitive advantage arise. Clulow et al., (2007)The Resource-Based View (RBV) investigates how intangible assets and talents, or "key resources," contribute to better performance and competitive advantage. The firm's viewpoint on important resources and their worth to the firm have been a major focus of the conceptual analysis and empirical study conducted inside the RBV. Examining the value that essential resources offer to the client is another way to look at them. Whether important resources that are valuable to the company are equally valuable to the client is the matter at hand.

Ferreira et al., (2016)divided the resources of the company into three groups: organizational capital (formally and informally organized relationships and structure), human capital (individual managers and employees), and physical capital (technology, plant and equipment, location, etc.). The relationship-based elements of inter-firm value-creating activities can be related to working with suppliers as an organizational capital resource. In the process of developing new products, supplier collaboration has been proven to be crucial(Shin et al., 2000).

The internal value chain activities and the different buyer-supplier interactions and the links between them through information exchange were hypothesized in this study as fundamental resources that improve performance of organizations, using the resource-based view (RBV) as a model. It was anticipated, as recommended by RBV, that value chain management techniques would be used by apparel manufacturers that export to improve their competitive edge and overall performance.

2.8. Value Chain Management Practices and Organizational Performance

Njuguna, (2013) The actions that a company takes to support efficient management of its value chain are referred to as value chain management practices. Value chain management, is a set of ways used to efficiently link warehouses, manufacturers, stores and suppliers; so that commodities are distributed after production to the right localities, in the right amounts and in a timely manner, in order to satisfy service level necessities while lessen system wide costs(Ganeshan et al., 1999).Value chain management (VCM) involves collaborative allocation of resources, within and between the respective businesses in the chain to provide added value at a lower cost and at a faster rate than competitive supply chains. Collaborative relationships facilitate the flow of information (both inbound and outbound), as well as products and services (Lee et al., 2007).

According to the definitions of Hardacre and Collins, (2008), Gabriel, (2006)Value chain management is the practice of analyzing uncertainties and processes from start to finish in a comprehensive way with the goal of maximizing overall value. The examination of several international pioneering companies shows that the key to their success has always been their ability to recognize good possibilities and take full advantage of them by skillfully using value chain management(Dekker, 2003).

Businesses start to understand that making their entire value chain competitive is more important than just increasing internal efficiency. Value chain analysis becomes a crucial instrument for assessing how well a firm creates value(Porter, 1985). McGuffog, (1997)Value chain management (VCM) looks at every link and process in a methodical way to improve speed, certainty, and cost-effectiveness in order to improve overall performance. This calls for a standardized technique and a consistent approach. A shared knowledge of best practices and how the chain functions benefit all parties involved in the value chain and ensures successful adoption. This shared understanding encourages partners to cooperate more advantageously, which raises overall effectiveness and efficiency in a competitive setting.

Staritz and Whitfield, (2019)cites the following as instances of common value chain management techniques: The comparison of supplier selection and assessment with global best practices, operational policies, connections within supply chain businesses, enhanced performance, information technology systems, strategic partnership, performance measures, goal orientation, and customer relationships were discovered. Whereas Porter, (1985)distinguished different stages of the process of supply (inbound logistics, operations, outbound logistics, marketing and sales, and after-sales service), the transformation of these inputs into outputs (production, logistics, quality and continuous improvement processes), and the support services the firm required to accomplish this task (strategic planning or firm infrastructure, human resource management, technology development and procurement. Value chain management practices are broken down into three main components namely, supplier relationship, internal value chain activities and customer relationship which are found to compare with best practices globally (Kaplinsky and Morris, 2001).

Strategy becomes essentially the art of placing a firm in the right spot on the value chain, which is a beneficial exercise, especially in the "physical" environment characterized by industrial firms. Using a contrasting network approach, organizations concentrate on the value-creating system itself, where various economic actors, including suppliers, partners, allies, and customers, collaborate to co-produce value, rather than the business or the industry. The struggle is being fought amongst networks of interconnected organizations instead of just individual businesses fighting against one another. It is imperative for leaders to prioritize the health and well-being of their network and the individual partners that make it up above the needs of their own organization. Nonetheless, the network's companies' competitive positioning depends on the relationships they have. The network's structure affects both the performance of the company and the direction of the industry(Peppard and Rylander, 2006). Porter's (1985) observations emphasize the variables that affect value chain management activities and organizational effectiveness. They consist of connections, relationships, place, and time. Porter comes to the conclusion that the main strategy for gaining a competitive edge and maintaining performance is not to have a value chain consisting of separate operations but rather one that is linked together through interactions and linkages.

In line with the Porter's (1985), Kaplinsky and Morris and literature, the same items will be adopted to measure the effect of value chain management practices on organizational performance in this study.

2.6.1 Supplier Relationship and Organizational Performance

As Gifford et al., (1998) pointed out: It's becoming more and more clear that the corporation can't rely on its own efforts to secure the required market position. Every business must collaborate since it is but one link in the production chain, having upstream and downstream links. Its competitive position in the market is stronger the more successfully it accomplishes this. Linkages capabilities refer to a firm's ability to leverage linkages with actors and institutions outside the firm in order to access knowledge and resources with which to improve the performance of the firm as well as to create strong linkages to input suppliers. In a value chain different types of relationships or 'linkages' can be distinguished: relationships between activities, relationships between Business Units of the firm, and relationships between the firm and its buyers and suppliers (Porter, 1985). Supplier relationship involves strategically planning for and managing all interactions with third party organizations that supply goods and / or service to an organization to maximize value of those interactions(Chen et al., 2014). Supplier relationship management, or SRM, is an organized method of assessing suppliers of products, materials, and services to a business, figuring out how much each supplier adds to the success of the enterprise, and creating plans to raise performance levels.

Mithas et al., (2011) Being competitive in a volatile climate requires ongoing communication with suppliers, it is claimed. Wang and Ahmed, (2007) noted that the goal of modern company is to obtain a bigger portion of the market by forcing competitors into perpetual competition. Consolidating on current strategies that can enhance the chain's value is necessary to achieve this. Additionally, the belief that businesses in highly competitive environments select strategic partners and form alliances that work. These viewpoints correctly identify strategic supplier partnerships as a trustworthy means of helping businesses position themselves to compete. They believed that controlling suppliers is crucial to gaining a competitive edge since these kinds of strategic alliances allow them to leverage operational resources.

In supplier relationship management, the supplier takes the most of the responsibility. The provider controls the outcome of a buyer-supplier relationship. Organizational performance and supply chain channel efficiency are likely to increase if the supplier is dependable. In supply chain management (SRM), the supplier's closeness to the organization is a critical factor. A company should identify a supplier who can be contacted quickly when needed, as this lowers cycle times and transportation expenses, improving overall organizational performance(Khalfan et al., 2007).

Tangus et al., (2015) argues further that in order to attain and maintain performance, trust and communication are critical components of strategic supplier relationships and should be closely guarded. As the expenses of transactions (verification, inspections, and certifications of their trade partners) increase, a lack of trust among supply chain partners frequently leads to wasteful and ineffective performance. Sengupta et al., (2006)The performance of the manufacturing value chain is influenced by strategic strategies including supplier networks, relationship building, and forecasting.

For a relationship to be successful and persist over time, both the purchasing and supply companies must gain from it. Supply chain management is essential for businesses looking to be productive and achieve their objectives, which include being more profitable, improving customer service, and becoming more competitive (Gunasekaran et al., 2001). By reducing non-value-added activities and the corresponding investment and operating costs, improving customer responsiveness and flexibility in the supply chain, and boosting cost competitiveness and bottom line performance, supplier relationship management seeks to raise the efficiency frontier of the chain (Stewart, 1995).

Maloni and Benton, (2000)Instability stemming from many environmental factors, quick shifts in consumer demand, and unknown market trends has rendered sectors and marketplaces unstable. Establishing adaptable connections with several channel partners is advised for businesses in order to lessen their reliance on a single provider. Manufacturer performance benefits greatly from excellent supplier connections. In contrast to the conventional method, in which the buyer had the power and could manipulate suppliers to reduce costs, the primary goal of the supplier-business relationship is to establish a win-win scenario for both the suppliers and the firm owners. For instance, improved

communication, cooperative attempts to develop, dispute resolution, and cost sharing should all be made possible by the partnership (Mumelo et al., 2017).

The organization's ability to develop alliances with suppliers in order to enhance performance is one characteristic that is typically measured and used to determine a company's level of effectiveness(Setiawan et al., 2022). Improving strategic and operational to achieve corporate goals is the main purpose of supplier relationship strategies(Inuwa et al., 2023). Leading supply strategies are a major prerequisite for successful supplier collaborations (Al-Shboul, 2017).

2.6.1.1 Supplier-manufacturer relationships

Prim et al., (2023)The term "supplier-manufacturer relationships" generally refers to the connections between manufacturers and their suppliers. Jat et al., (2023)In the modern manufacturing environment, suppliers of assemblies or parts can have a significant impact on a manufacturer's performance in terms of new product development, quality, delivery, and cost control. Currently, "arranging the optimal flow of high-quality, value-for-money materials and supplies" is the focus of supplier management. Improving performance is possible for manufacturing organizations through efficient supplier management. A strategic supplier partnership is an association between an organization and its suppliers that lasts over time. Utilizing each member organization's distinct strategic and operational capabilities is meant to support them in maintaining their significant gains(Stuart, 1997). A strategic alliance values direct, long-term partnerships and encourages teamwork in problem-solving and planning (Gunasekaran et al., 2001). These strategic partnerships are created to promote reciprocal benefits and ongoing participation in one or more crucial strategic areas, like goods, markets, and technology(Yoshino and Rangan, 1995). Companies can work more successfully with a small number of important suppliers who are willing to share responsibility for the success of the products by building strategic alliances with them. Early-stage suppliers can help select the best technologies and components, ease the evaluation of designs, and offer more reasonably priced design possibilities. Strategically connected organizations can work closely together and save a lot of time and effort(Choon Tan et al., 2002)..

According to Porter (1985), Links could provide a competitive edge through coordination and optimization. In order to obtain a competitive edge, a company may coordinate and optimize the links reflecting its strategies. A company that competes on price could strengthen its position in the market by collaborating with channels and suppliers to take advantage of opportunities that benefit all parties by coordinating and cooperatively optimizing their own value chains to lower the product's ultimate cost. Businesses looking for a competitive edge have focused their attention on the supply chain, especially the relationship between buyers and suppliers, in order to survive in the fiercely competitive business environment (Omondi, 2015).

One type of commercial relationship, also referred to as a partnership, is that between suppliers and manufacturers. This does not mean that they are based on the same legal principles as an official alliance or corporate partnership(Goffin et al., 2006).

2.6.2. Internal Value Chain Activities and Organizational Performance

An organization's value chain comprises all of the individual acts that lead to the supply of goods or services to the intended market. Internal value chain operations are interconnected building pieces that businesses use to provide goods to customers, generate profit or margins, and gain an advantage over competitors(Porter, 1985).The sequence of various activities that are necessary to take a product from conception to the procurement of basic raw materials, through various stages of production, delivery to the end user, and disposal after use is called a company's value chain. The value chain framework is an integrated system or network of internal operations that has the potential to significantly contribute to high performance if managed well (Dekker, 2003).

According to Kotler (2003), a company can only succeed by creating and delivering superior value in a highly competitive market with an increase in rational consumers. This requires five capabilities: understanding customer value, creating customer value, delivering customer value, capturing customer value, and sustaining customer value. The value chain and value delivery network concepts are essential components for a business looking to boost its performance in the marketplace.

Organizations looking to outperform their rivals in terms of quality must outperform their competitors in terms of value chain activities, while those looking to exceed them in terms of cost performance in the market must work to reduce value chain expenses(Capon, 2008). In response to volatile business marketplaces and the requirement to effectively oversee their company activities, businesses are now working to improve their performance. Porter, (1985)The value chain is a representation of all the internal processes a business uses to make products and services. Primary activities that directly provide value to the finished product and support activities that indirectly add value combine to generate value.

2.6.2.1 Primary Activities

The actions that businesses carry out to manufacture a product, promote it, distribute it to a customer, and carry out various post-sale operations are the primary activities of the value chain. These activities can be further broken down into activities connected to the product and activities linked to the market (Saha, 2011).

Inbound logistics: Receiving, storing, and distributing inputs—such as components and raw materials for manufacturers, completed items and subassemblies for distributors and retailers—are the tasks of inbound logistics. Material handling, inventory control, truck scheduling, and supplier returns are a few examples of inbound logistics tasks (Porter, 1985). Miemczyk and Holweg, (2004)Materials and other commodities are carried into a firm through an inbound logistics process. Ordering, receiving, storing, transporting, and managing incoming goods are all included in this procedure. Supply is the main emphasis of inbound logistics when it comes to the supply-demand balance.

Sandhu and Governance, (2015), shown that inbound logistics has a significant impact on performance. As a result, if the necessary components are available and deployed correctly, inbound logistics can result in a significant improvement in performance. Inbound logistics are the procedures related to managing incoming supplies and inputs.

Operations: Activities in machining, packing, assembling, equipment maintenance, testing, printing, and facility operations are examples of how operations turn inputs into the finished product(Porter, 1985). Operations can performed through different mechanisms, such as inventory management, preventative maintenance, process control,

quality management, facility and capacity planning, utilization predictions, and production planning and scheduling (Malykhina, 2005). As companies mature and go through different stages of their lifespan, they aim to expand by increasing operating margins and asset efficiency to create value, which highlights the necessity of operation excellence(Njuguna, 2013).

Outbound logistics: Outbound logistics encompasses activities related to the ultimate storage of goods from the point of production to the point of customer distribution. These activities include gathering, keeping, and delivering the product to customers in person as well as warehousing, material handling, operating delivery vehicles, processing orders, and scheduling (OMOTAYO, 2023). Operations related to the last storage of items after the final production stage and the delivery of goods to clients are referred to as outbound logistics operations(Porter, 1985), they affect performance. Bawa et al., (2018)While the implementation of outward logistical operations would result in improved performance overall, it would not materially impact the firm's performance.

Marketing and sales: The processes of raising awareness of and closing deals for products and associated advantages are known as marketing and sales, and they have a big impact on output. Better performance is possible for the companies when they establish a stronger interaction between sales and marketing and provide higher customer value (Ebitu, 2016).Market research, product strategies, marketing campaigns, advertising, channels, and lead generation are all handled by the marketing and sales departments of a company. They also deal with activities related to giving customers the means to purchase the product and persuading them to do so; Conversely, sales turn marketing-generated leads into agreements (Chan and Management, 2007).

Service: Services comprise activities that add value to items through the execution of post-purchase tasks including setup, adjustment, upkeep, and repair, as well as warranty and customer support. Predictive analytics may help after-sales services by anticipating issues(Chan and Management, 2007). Services like installs, repairs, after-sales care, and so forth provide items more value by improving the customer experience after the sale and are proven to have a favorable impact on performance. Customer service is becoming a strategically significant differentiator for firms, moving from its previous role as a support

function. If further requirements are found for the consumers, it might be a useful tool for upselling and cross-selling. A wide range of client scenarios are included in customer service, including general product queries, order status checks, invoicing problems, complaints, and technical help. A variety of touch points can be used to deliver services, such as help desks, customer service desks, self-service online, and customer contact or call centers (Abou-Foul, 2018).

2.6.2.2 Support activities

Activities that assist the primary activities in their duties but are not directly involved in the conversion process are called support activities(Saha, 2011).

Strategic planning or firm infrastructure: comprises the organization's management staff and its processes, including planning, finance, accounting, and quality control.

Human resource management: Recruiting new hires, training existing staff, organizing employee assessments, handling permits and safety, managing the environment, providing customer service, doing job analysis, and ongoing improvement are all included in human resource management (Sutarmin et al., 2016). Many of the conventional ideas of human resource management have undergone significant global transformation as a result of the new economy. Opportunistic work has supplanted lifetime employment for both employers and employees. In several industries, outsourcing and technology are replacing jobs, leading to massive layoffs. Employee retooling with the newest technological and managerial abilities is a constant need. The workforce is now often globalized. The difficulty of human resource management tasks is influenced by each of these variables. Human resources departments may create predictive models of employee behavior and performance by utilizing data from sales and customer behavior to inform decisions. A recent study showed that a firm's workers' knowledge, skills, and talents may serve as a strategic resource and have a significant impact on the firm's success using data from over twelve thousand firms (Crook et al., 2011).

Technology development: Technology plays a pivotal role in facilitating corporate plans and upholding an extensive array of value-adding operations throughout many functional domains in the value chain. The administration of databases, telecommunications,

networking, hardware, and software is included in technology management(Shapiro et al., 1993). Technological considerations include things like manufacturing technology flexibility, economies of scale, and the ratio of fixed to variable costs (Bhatnagar and Teo, 2009). The operations in the value chain can be optimized via the use of information technology and mathematical programming. They offer three advantages of optimizing the value chain with a mathematical programming methodology. It can offer the following: the analytical capacity required assessing intricate integrated planning issues; a framework for organizing data in order to support decision-making; and the data required for budgeting and control that will represent resource distribution throughout the company. To fully capitalize on the connections between value-adding activities, information and information flows that facilitate optimization or coordination must be used (Porter, 1985)

Procurement and purchasing: Is the procedure for requesting and acquiring raw materials. Companies should aim to take a strategic approach to procurement, since this improves the efficacy and efficiency of their operations and generates income through efficient sourcing, lower transaction costs, and standardized procurement procedures. The value-added process of choosing suppliers is called sourcing. Market information and sophisticated analytics should be used to help this approach. The process of acquiring commodities or services that a business or individual needs as a raw material (direct procurement) or for operational reasons (indirect procurement) is known as procurement (Njuguna, 2013).The policies in place inside a company must be standardized. Having a clear procurement process in place makes it much simpler for a company to buy supplies. It is better to follow a preset set of rules that were created especially for making the acquisition rather than customizing each process to fit the particulars of the current transaction (Mazikana, 2023). By using this strategy, the company may create and put into effect a policy that simplifies the risk-reduction and decision-making processes related to procurement choices. It was also demonstrated that organizations with carefully placed purchases saw great cost reductions(Lawson et al., 2009).

2.6.3 Customer Relationship and Organizational Performance

Customer relationship management refers to the full range of techniques used to handle customer complaints, establish enduring connections with consumers, and raise customer

satisfaction(Claycomb et al., 1999). Day, (2000)Because committed relationships inherently create obstacles to competition, they are the greatest durable advantage. The rise of mass customization and customized service is ushering in a time when maintaining strong client relationships is essential to a company's ability to survive. Qasim and Asadullah, (2012)It takes a lot of work and resources to bring in new clients in the competitive marketplace of today. Building solid relationships with consumers and paying attention to the things that are necessary for doing so are essential if you want to keep them as clients. (Heinonen et al., (2010)In this globalized, contemporary business period, customers are the primary concern of any organization. They are viewed as assets by companies and participants in creating value and profit. To thrive in business, each firm must be able to handle the roles of seller and buyer.

Sadovska et al., (2020)There are similarities between supplier and customer relationship management. Customers are increasingly essential to every organization because of the fiercely competitive business environment. Buyer-supplier interactions change as they expand. Building relationships with customers is just as important for businesses as doing business with suppliers. The best kind of partnership is one in which both parties' benefit, as this would improve organizational performance. Strong customer relationships enable a business to stand out from the competition, maintain client loyalty, and significantly increase the value it offers to clients. Managing customer contacts with the goal of identifying the most important clients, tailoring initiatives to meet their requirements, and establishing and sustaining lucrative long-term relationships are all part of customer relationship management(Dawes and Swailes, 1999).

The core principles of value chain management are the following: the needs of the customer, the significance of consistently providing value to customers and consumers, the development of relationships through continuous information flow, the ability and agility of organizations to continuously replenish those wants and needs in a timely, efficient, cost-effective, and innovative manner(Al-Mudimigh et al., 2004).

Bhatnagar et al., (2009)Businesses have reacted to the constant strain of competition in an increasingly global marketplace by using a range of business tactics designed to increase the value of their customers. These tactics include, for example, providing customers with

a wider range of products to meet their needs for variety, sourcing parts and components globally and distributing them globally to ensure cost effectiveness through economies of scale, and using time-based competition to improve responsiveness to customer needs. The success story of the world's top companies emphasizes how important customer focus methods are to getting outstanding value chain management results(Anderson et al., 2004). By using customer focus strategies, a company may better understand its customers and give them what they actually want (Steenkamp and Ter Hofstede, 2002).

Completely happy customers make the best advertisements; on the other hand, unsatisfied customers make the worst (Gummesson, 1996).Customer satisfaction leads to long-term relationships, and a high retention and loyalty rate is always advantageous for the business(Taylor and Management, 2005).Value chain management methods that are customer-focused provide firms the best opportunity to be extremely inventive—and, most crucially, innovative from the perspective of the consumer (Gupta et al., 2004). More suitable innovativeness is ensured by this technique. Customer satisfaction is always the primary objective, and consumers participate in the process to increase its viability. Customer relations management is a legitimate marketing technique that helps businesses improve performance by giving them a stronger base on which to deliver services and satisfy consumers(Crozet and Milet, 2017).

(Akintokunbo et al., 2020)A strategic analysis of the customer's position in the value chain is known as customer focus. In order to consistently and sustainably fulfill their delivery quality target, it needs their input and feedback on the product and their expectations. In essence, a customer-focused approach guarantees value increase for the company as well as the client. The degree of customer attention exhibited by the organization guarantees the provision of appropriate skills to foster the development of ability to execute operations that eventually result in goals; based on responsiveness as the end product of the value chain under management. The timely and appropriate supply of items to target markets is highly dependent on the responsiveness of customers. The many contributions have highlighted a common factor. It is widely acknowledged that this is an encompassing strategic organizational activity with the ultimate goal of delivering value to consumers as the primary emphasis and a means of

obtaining competitive advantage. Lambert and Cooper, (2000)Meeting the wants and expectations of customers has become imperative for businesses due to their market-oriented conduct. Businesses' capacity to deliberately design and provide products that please customers is a major factor in their long-term existence. It is well known that there is a wealth of marketing material out there that emphasizes the importance of viewing the customer as the link in the chain that connects manufacturing and service delivery.

2.6.3.1 Manufacturer –retailer outlet relationships

(Luo, 2023)Relationships are frequently rated as being extremely important by producers and retailers for their business, particularly when deciding how to distribute products. The long-standing dominance of prominent manufacturers and the high level of market concentration in consumer-packaged goods (CPG) may be generally attributed to these linkages. Leading manufacturers benefit from a competitive edge in new and adjacent product categories due to their partnerships with retailers, even if their main products endure stagnation. As a result, the connections play a crucial role in helping top producers hold onto their market dominance and long-term concentration of the consumer packaged goods industry. Fernie, (2023)Retailers and manufacturers can offer customers the best value at the lowest cost when they collaborate as partners. Yde, (2023)Even in an environment where regulations are strictly enforced, a positive connection between a store and manufacturer can benefit both businesses by decreasing the availability of items from other producers.

2.6.4 Supplier relationship, information sharing and performance

By facilitating effective and efficient information flows between the two parties, information sharing aims to allow manufacturers to offer their consumers the highest value at the lowest possible cost (Li et al., 2017). The timely and regular information sharing with suppliers would also remove all wasteful and unnecessary processes. This alignment between suppliers and manufacturing companies results in quicker, more precise, and more efficient procedures that improve the performance of suppliers and their clients. Thus, improved development activities, improved production efficiencies, improved logistics decisions, and ultimately the establishment of competitive advantage throughout the

manufacturing supply chain will result from information sharing and integration amongst major suppliers and manufacturers(Musau, 2018).

Partnership with suppliers may be effectively achieved by exchanging information about manufacturing schedules and material purchases from warehouses. Because of this, businesses and suppliers are able to coordinate and communicate about the requirements and availability of goods and materials in the supply chain flow, enabling them to provide clients with higher-quality service and goods when needed at a reasonable price (Chengalur-Smith et al., 2012). Order status, shipment tracking, sales predictions, manufacturing plans, inventory levels, product specifications, product descriptions, and pricing, as well as sales promotions and capacity planning, are among the data that trading partners often communicate(Fawcett et al., 2007). Integrating data to improve the company's operational efficiency and the efficacy of the supply chain flow strategies is the main goal of information sharing with partners(Wong et al., 2021). According to research by Chi et al., (2020)Firms and suppliers of items might gain from each other when information is shared. They are able to reduce the necessary expenses as a consequence, and supplier and company performance can be improved. Chengalur-Smith et al., (2012)supplying suppliers with forecasts, information on production schedules, notifications of potential changes, and permissions for other parties to access inventory data.

Managers looking to manage their organization's information sharing skills in order to foster fruitful partnerships with suppliers must have a thorough understanding of the links within a buyer-supplier relationship, as well as the antecedents (information sharing) and effects (firm performance). Improving connections and enabling greater coordination and responsiveness are among the primary ways information sharing ads value. Through the integration of partners' decision-making, information, and business processes, information sharing strengthens bonds between parties and promotes greater performance(Hsu et al., 2008).

Effective information sharing between trade partners has been demonstrated to increase visibility and decrease uncertainty, highlighting the significance of both formal and informal information exchange(Handfield and Bechtel, 2002). The degree of information sharing can lead to chances for businesses to collaborate in order to eliminate inefficiencies

in the supply chain, which directly affects the buyer-supplier relationship. This enables businesses to attain greater performance, decrease their supplier base, and enhance demand forecasting and delivery capabilities. Suppliers with superior technological capabilities are also more likely to take part in early supplier participation if they have positive working connections with their clients. This so makes it possible to enhance quality and other performance indicators (Skarmeas et al., 2002).

On the other hand, in order for suppliers to react to market developments in an efficient manner, they must comprehend the requirements of customers and how they make decisions. Upstream partners can analyze market activity within a framework provided by retailers exchanging point-of-sale data with manufacturers and other partners, or by utilizing collaborative planning, forecasting, and replenishment systems. This enables businesses to lessen variations in firm-derived demand projections, stock levels, and expenses related to the "bullwhip effect." Enhancing operational performance and responsiveness as a consequence can have a favorable impact on the relationship between buyers and suppliers Chopra and Meindl, (2001).

Hsu et al., (2008)Businesses that appreciate their connections with suppliers and collaborate with them to adapt to market changes might outperform those that don't in terms of customer service and overall performance. The transfer and exchange of information in the chain facilitate the area of distributors by increasing suppliers' ability to know the requirements and needs of customers .The high level of integration between suppliers and buyers, if they are final facilitate intermediaries, is considered the vital and primary source of information in the supply chain, which will create effective communication mechanisms along the chain (Nobrega de Almeida et al., 2018)

2.6.5 Internal value chain activities, information sharing and performance

It is widely acknowledged that in the era of the internet, speed, agility and value creation are the most critical components of modern competitiveness. Indeed, it is the availability

of planned information that distinguishes good competitors from the bad ones. This is because decisions are made quickly, inventories are no longer necessary and the customer is replenished on a regular, continuous and uninterrupted. In other words, information provides real time for communication and real-time transactions there by making the principle of developing relationships with the customers much easier than ever before. The importance of developing relationships through continuous information flow, continuous focus and the ability and agility of organizations to continuously replenish those wants and needs in a timely, quality, cost effectiveness and innovative way.

Having real-time information accessible is essential to building a value chain network. For Shell to generate value for its customers, information has to flow both ways. In order to maximize its delivery strategies, Deere needs to strengthen its cooperation with its supply chain. Both of these advancements would not have been possible without the capacity to exchange current knowledge. Porter and Millar, (1985), Chan, (2007)Employ real-time process management in manufacturing to increase quality, reduce unplanned downtime, and maximize performance. The shop floor can yield valuable information that can be utilized to enhance the production process. Always on link via a high-speed communications network that enables continuous production data monitoring to get industrial insight in real-time. Statistical process control is frequently employed in the quality control process during production. Prompt remedial action may be taken during the manufacturing process thanks to real-time process control.

Information sharing is essential for value chain operations because it increases operational performance, lessens the "bullwhip" effect, and reduces the quantity of finished goods inventory needed (Huang and Gangopadhyay, 2004). Additionally, information exchange results in (1) better decision-making and a closer approach to ideal inventory holding policies; and (2) better coordination of physical movements throughout the value chain. Since information sharing is so important and has so many benefits, the real problem here is not sharing information but rather the accuracy, timeliness, and utility of the information in raising awareness and generating real operational gains (Whipple et al., 2002).

Hsu et al., (2008), Sengupta et al., (2006) A traditional countermeasure created in the manufacturing value chain is information sharing. When inter organizational operations are coordinated within a highly integrated information-sharing environment, value chains function better as a result of strategic information sharing methods. Since upgrading depends on understanding what the market demands and the possible returns on upgrades, information transfer and learning across elements are essential to competitiveness. (Tai et al., 2010)Product category, pricing, specifications, production lead time, and other details are all considered operational information. Information on inventories, manufacturing schedules, capacity planning, and engineering changes is included in managerial information. Promotional strategies, sales data, and demand projections for every product are examples of strategic information. Various functional units are integrated through information sharing support systems such real-time operating data searching, integrative inventory management, and enterprise application integration. They are probably going to make it possible for information to freely move between functions.

When internal units share information, businesses may learn from suppliers and consumers more effectively(Huo et al., 2021b). Furthermore, distinct roles inside the main organization are accountable for executing particular duties. For instance, the market function works with clients, whereas the procurement function usually handles suppliers. Learning from suppliers and customers will be impacted by internal activities exchanging supply and demand data. It is less likely that suppliers and customers would fully comprehend business requirements and be able to learn from them if information exchange is lacking(Huo et al., 2014).

2.6.6 Customer relationship, information sharing and performance

Information sharing may be regarded as an important service strategy to create an ongoing relationship with business customers. Supply chain researchers have found that information sharing is an important means to realize inter-organizational coordination and build cooperative relationships(Ganesh et al., 2008).

In order to obtain a competitive edge, manufacturing companies concentrate on providing packaging services together with physical goods to enhance their perceived value to

consumers(Kowalkowski et al., 2009). In order to build a lasting relationship with company clients, sharing knowledge may be considered an essential service approach. Information sharing may help generate cooperative connections and create interorganizational cooperation, according to supply chain specialists(Ganesh et al., 2014). By offering business clients information-sharing services, you may assist those clients in lowering the uncertainty that comes with interorganizational procedures and activities.

The advantages of information sharing for managing relationships between organizations, with a particular emphasis on how buyers might utilize it when interacting with suppliers Pandey et al., (2010),by providing and disseminating information pertinent to the requirements, interests, and wants of its clients, a business may gain and maintain their loyalty. When a business decides to use information sharing as a means of preserving its connections with customers, it creates an information-sharing program tailored to the needs of a specific client, as long as the client believes the given information is valuable. This approach offers manufacturers considerable benefits including facilitating product sales, creating growth opportunities in mature markets, creating competitive opportunities in volatile markets and strengthening customer loyalty (Brax, 2005). By providing quick and effective responses to customers, relational information processes are likely to enhance customer satisfaction by providing consumption-related fulfillment. Information sharing helps the company register complaints from consumers and provide them feedback, in addition to influencing how the company responds to them by making it simple for them to contact with it. In addition, customers may connect with businesses more successfully thanks to the integration of customer information and its exchange with essential customer contact personnel(Jayachandran et al., 2005). Selnes and Sallis, (2003) stated that by increasing customer happiness and loyalty and giving consumers a better knowledge of how businesses are trying to meet their needs, information sharing may help improve customer relationship learning. Cannon and Homburg, (2001)demonstrate that regular and transparent communication between a supplier and the customer increases the customer's effectiveness in using the company's goods or services, enhancing client happiness and loyalty. Organizations create a central data bank where all information pertaining to customers is kept. Building a database based on market research is essential to a company's efforts to develop long-term connections with customers and produce customer assets.

Sales, customer support, and marketing are just a few of the key operations that should have access to the database. Software is used to combine and analyze the data in order to determine consumer preferences and to calculate customer lifetime value, loyalty, and retention.

There is an increase in information sharing behaviors as the relationship between consumers and businesses moves from one of arm's length to close partnership(Chavez et al., 2017). Information flow is the foundation for both demand management and service descriptions. Because of this, efficient information exchange is crucial(Tang et al., 2023). Information sharing is the practice of sharing sensitive and proprietary data both internally inside the organization and with supply chain partners, such as suppliers and customers (Wang et al., 2014). For businesses to acquire external information and enhance service quality, customer happiness, and innovation capabilities, information exchange with consumers is essential(Tang et al., 2023).

2.6.7 Information sharing and organizational performance

Sharing information is a methodical approach to improving a company's supply chain effectiveness. The financial, marketing, and economic performance of an organization are just a few of the functional units that can be impacted by information sharing. In particular, operating costs, inventory costs, flexibility of the business, order processing and fulfillment, customer responsiveness, improved forecasting, resource utilization, and capacity optimization can all be positively impacted (Gebisa and Ram, 2021).

Through a program that focuses on critical performance gaps, information exchange amongst supply chain partners generates value and aids in identifying new ideas for better decision-making that will propel the business forward. The organization's desired state and current state may be easily distinguished by supply chain partners exchanging information. A gauge of the organization's need for improvement is provided by this gap. The chances of long-term survival will therefore decline if this gap is ignored. Improved operations and higher customer satisfaction are achieved through information exchange across supply chain partners. Because of this, the business will do better than its rivals (Nazifa and Ramachandran, 2018). (Hung et al., 2011)stated that performance measurement is

information about or a reaction to actions that satisfy strategic goals and consumer expectations. It can be applied to enhance underperforming activities.

The benefits of information sharing throughout supply chains are becoming increasingly widely acknowledged as it grows over time(Huo et al., 2021a). Among these include decreased ambiguity regarding the external environment and demand, as well as faster information flow that lessens the bullwhip effect. The long-term competitive advantage is maintained, costs and reaction times are reduced, levels of trust and cooperation are raised, and performance is enhanced(Xu and He, 2022).

Companies and their suppliers should collaborate and share expertise(Kim and Shi, 2012). Hence, through any data sharing that improves an organization's performance, the required information is sent to the relevant business partners at the right time and place Information exchange enhances the performance of businesses(Van der Westhuizen and Ntshingila, 2020). Sharing critical information across supply chain partners may save manufacturing costs and expenses, improve understanding of customer expectations, and speed up response to market changes. Good communication between supply chain actors can affect a company's performance. When exchanging information, business partners should do it in a detailed and timely manner to promote mutual understanding (Panahifar et al., 2018). Regular information exchange promotes cooperative connections, which enhance business performance.

2.7 Organizational Performance

An organization's performance is determined by how it functions, the results of its activities, and the degree to which it meets both its financial and market-oriented objectives (Muazu, 2019). According to Didier and Etienne, (2002),and Profiroiu, (2001)The accomplishment of the goals outlined in the convergence of enterprise orientations is referred to as performance. Performance is the product of comparing the outcome with the target, not just the finding of an outcome. The effectiveness and efficiency of acts should be considered throughout performance. Both qualitative and quantitative methods might be used for this quantification. These definitions hold that efficiency and effectiveness are closely related to performance. Leiblein and Miller,

(2003)Profitability and production are considered in this concept. Numerous methods exist for quantifying operational productivity. To calculate the number of units of output created in a working day or hour, one might utilize labor productivity. The dollar production per labour hour may also be ascertained using it.

According to Regier et al., (2007)The accomplishment of strategic goals that increase a company's competitiveness and market strength, rather than just financial metrics, is what makes it possible for it to obtain or produce superior financial outcomes from its operations. Market status and innovativeness are examples of non-financial metrics. As a result, both financial and non-financial metrics are used to assess performance. Arora et al., (2016), Regier et al., (2007)The performance of an organizational system is a complex connection that involves seven performance requirements that need to be satisfied: profitability, work quality, productivity, effectiveness, efficiency, and quality. Almost every area of the business is subject to performance standards and assessment, and consequently the organization's principal purpose is to measure in order to improve continually. Richard et al., (2009),and Musanzikwa and Sciences, (2013), explains that performance is made up of three specific areas of business results: shareholder returns (economic value added, total shareholder return), financial performance of products and services (profits, return on assets, and return on investment), and product performance in the market (sale and market share).The monetary value affixed to a business's activities and policies is known as financial performance. A statistic called "market performance" shows how well a product or company does in the marketplace. This comprises a product's growing market share and whether or not product updates caused sales to rise (Mazikana, 2023). Greve et al., (2015), Operational performance is a subcategory of financial performance, which looks at financial success measures. Critical success indicators are identified and monitored throughout time in order to assess the effectiveness of departments, initiatives, or strategic choices and shifts. Maximizing shareholder value is the goal of focusing on this statistic, therefore future-oriented metrics like return on investment, internal rate of return, stock price, and dividend price are useful.

In 1992, a research on performance evaluation in businesses where intangible assets were crucial to value development led Kaplan, (2009) to develop the Balanced Scorecard (BSC). The BSC promoted financial indicators as the gold standard for gauging a company's success, but it also included customer, internal business process, and learning and growth views. Profitability metrics including operational income, return on capital used, sales growth, and cash flow creation are included in the accounting or financial perspective. Measures like customer happiness, retention, acquisition of new customers, reaction time, market share, and profitability are all included in the customer viewpoint. From the standpoint of internal business operations, product development, after-sale support, manufacturing efficiency, and product design are among the most important metrics. Therefore, organizational performance directs the business in the direction it is going rather than just where it has been. This can be achieved through performance measurement, which shows organizations a number of benefits, including how well they perform, how far they go towards achieving their goals over time, and how they manage change (Yeo et al., 2009). All of this is summed up in the phrase "if you can't measure it, you can't manage it" by (Kaplan and Norton, 1996).

Spahija et al., (2012) a Performance Indicator or Key Performance Indicator (KPI) is an industry jargon word for a sort of Measure of Performance. KPIs are frequently used by organizations to assess their own performance as well as the performance of a specific activity they are involved in. Success can sometimes be described as moving closer to strategic objectives, but more often than not, success just means consistently achieving a certain operational target (zero defects, 10/10 customer happiness, etc.). As a result, selecting the appropriate KPIs requires having a solid grasp of the organization's priorities. Halimah and Faris, (2023)The manufacturing industry's Performance Management (PM) relies heavily on the use of positive Key Performance Indicators (KPIs) to control operations. In order to attain sustainability, the organizations rely on PM strategies based on traditional KPIs evaluation, notwithstanding the complexity of the contemporary dynamic manufacturing environment. Consistent with the research by Richard et al., Musanzikwa, and Sciences, the same dimensions will be used in this study to assess organizational

performance.

2.8 Empirical Review

The value chain management strategies used in different sectors that are demonstrated by empirical results and provide a concise summary of the data-driven evidence, keeping in mind that the majority of the literature on value chain management practices and organizational performance was theoretical in nature.

Goffin et al., (2006)conduct an exploratory study of 'close' supplier–manufacturer Relationships by using a hybrid research methodology and it has been shown that in-depth interviews are very beneficial for researching supplier relationships. Semi-structured questions and the repertory grid approach were used over 46 hours of on-site interviews to gather background information. The find of the study shows strong ties with well-chosen suppliers may help manufacturers cut expenses, raise the caliber of their output, and accelerate the creation of new products. In order to close this gap, a psychological approach that is particularly useful for revealing relationship features was applied to the interviews of 39 buying managers.

Taengwa Denhere and Choga, (2022) conduct a study its main focus was on how supplier relationship management affected the organizational performance of businesses in Harare that manufactured plastics. The interpretivism concept was followed in this study, and telephone interviews and open-ended questionnaires were used to gather data. The population was drawn from Harare-based plastic manufacturing businesses. A purposive sampling method was employed in order to choose twenty (20) individuals. The results of the study showed that companies in the plastics sector benefited from a number of supplier relationship management practices, such as information exchange and supplier participation in new product development, since they enhanced the performance of the company as a whole. But companies in the plastics manufacturing sector also faced SRM issues that had an impact on how well their business performed. These issues included instances where businesses neglected their responsibilities in the buyer-supplier relationship, which led to suppliers taking offense. And conclude that the complete coordination, cooperation, and information exchange between a company and its suppliers

is known as supplier relationship management, or SRM. Roushdy et al., (2015)Found that developing trusting bonds with suppliers has become critical to maintaining competitiveness. A complete strategy for managing an organization's relationships with companies that provide the products and services it needs is known as supplier relationship management, or SRM. Serving consumers and achieving business objectives depend heavily on SRM programs that successfully coordinate the supply chain with suppliers. Thus, the purpose of this study is to ascertain how widely SRM is used in Egyptian manufacturing companies and how this affects the companies' overall performance. Through the use of several case studies, the research employed an exploratory technique to fully comprehend the practice of SRM and identify areas that may benefit from further improvement. (8) Eight buying managers from various industrial sectors participated in semi-structured interviews to offer a range of perspectives and to allow the researchers to examine variations both within and between instances.

Mumelo et al., (2017)investigate the impact of supplier relationships on Bungoma town's small scale enterprises performance in Kenya. A sample of 287 respondents, selected through stratified random sampling, was surveyed using a semi-structured questionnaire and secondary sources like publications and business records. Regression analysis and Pearson correlation test were used to determine the effect, while descriptive statistics like frequency distribution tables were used to assess quantitative data. The study found that the effectiveness of supply chain entities (SSEs) relies heavily on information exchange between suppliers and small-scale enterprises. A significant positive correlation was found between information sharing and organizational performance. Shorter lead times were crucial for a company's success, as they facilitate supply chain development, eliminate uncertainty, and reduce inventory problems. However, the Pearson Product-Moment correlation coefficient showed a significant negative association between lead time and SSE performance. Szwejczewski et al., (2005) conduct a study focus on manufacturer-supplier relationships an empirical study of German manufacturing companies. The purpose of the study was managing suppliers well is one way manufacturing organizations may raise their performance levels. The best approach was determined to be a telephone survey. The exploratory character of the study led the authors to choose to interview a

representative sample of database users. A stratified random sample of 50 corporations was chosen to be contacted out of the 110 German organizations for this reason. Using a sample from Germany, a country with a sizable manufacturing industry, this study offers research on how manufacturers manage their suppliers. To find out whether buying managers' ties with suppliers were being leveraged, in-depth interviews with them were conducted. According to the data analysis, a sizable percentage of the questioned organizations reported having changed their supplier relationships in the previous few years. Most of the time, partnerships were being used and connections had grown tighter is the finding of the study. Kosgei and Gitau, (2016) study on the effect of supplier relationship management on organizational performance: a case study of Kenya airways limited. This study's primary goal was to assess how supplier relationship management affects organizational performance. The impact of two factors trusts and commitment on supplier relationships and organizational performance was examined in this study. In order to gather relevant data for the cross-sectional study design, 82 respondents were chosen at random from a target group of 272 KQ workers to participate in the research. The population at KQ was thought to be diverse; hence stratified random sampling was utilized to determine the sample size. With the use of the Statistical Package for Social Sciences, quantitative data was examined using regression and descriptive statistics (SPSS 21.0). According to the report, there is a significant chance for firms to enhance their performance by appropriately implementing SRM tactics. Without a doubt, doing this would increase survival prospects in the very competitive industry.

Al-Weshah et al., (2019) conduct a study on Customer relationship management systems and organizational performance: Quantitative evidence from the Jordanian telecommunication industry. The purpose of this study is to look at how customer relationship management systems, or CRMS, affect the performance of Jordanian telecom firms. A conceptual model connecting CRMs and performance in Jordanian telecom firms is developed by the study. A self-administered survey has been developed as a tool for gathering data. 300 workers of Jordanian telecommunication firms who work in customer service received questionnaires based on the easily accessible sample. Only 140 surveys remained valid for analysis after editing. The research has embraced the quantitative approach, which includes techniques for hypothesis testing, regression modeling, and

descriptive analysis. The results indicate that the performance of Jordanian telecommunications firms is significantly impacted by CRMS dimensions. Furthermore, the success of Jordanian telecommunications firms is significantly impacted by each CRM dimension: system quality, information quality, system utilization, and user happiness. The research offers helpful advice on how to use CRMS to enhance organizational performance in telecommunications organizations, based on the study model.

Valmohammadi, (2017)Conduct a study on customer relationship management, innovation and performance. The purpose of this study is to test a theory experimentally that relates the organizational performance, innovation capacity, and customer relationship management (CRM) practices of Iranian manufacturing companies. 211 Iranian industrial enterprises provided a sample of data for the study. Structural equation modeling was used to test the research model. The findings show that CRM practices significantly and favorably, but weakly, impact Iranian manufacturing enterprises' capacity for innovation and organizational performance. CRM-induced improvements in innovation also lead to improved organizational performance.

Birhanu et al., (2022) Conduct a study on the mediating effect of information sharing on pharmaceutical supply chain integration and operational performance in Ethiopia: an analytical cross-sectional study stated that Information is crucial in enhancing partnership, reducing uncertainties and inventory costs, improving order fulfillment, and increasing customer satisfaction. Information sharing partially mediates the relationship between customer integration and operational performance with a significant positive standard beta coefficient.

Marinagi et al., (2015)stated on the mediating roles of information sharing that the primary takeaway for managers from the results is that improved overall performance is facilitated by partners along the supply chain exchanging information. To make supplier-customer relationships easier, supply chain participants share information to coordinate their procedures. Preserving the quality of the transmitted information is vital since secret and proprietary information is typically shared across the supply chain.

Khan and Siddiqui, (2018)The purpose of this study is to better understand the aspects of Information sharing that affect buyer-supplier interactions and, in turn, can improve a firm's efficacy within a value chain (VC). The results of this study demonstrate that information sharing significantly affects buyer-supplier interactions, and they are in line with other studies that have supported the significance of IS in venture capital as a whole. Better performance will result from effective IS management, which will also help to foster positive connections between the supplier and the buyer.

Akenbor and Okoye, (2011)Analyze how Nigerian manufacturing enterprises' competitive advantage is affected by Value-Chain Analysis. His study's population comprises of the manufacturing firms listed in the 2009 Nigerian Stock Exchange Fact Book. One hundred (100) of these businesses were found to exist. The commercial bank of Nigeria Statistical Bulletin of 2009 and annual reports from various firms were among the secondary sources from which the data for his study was gathered. According to his research, a Nigerian manufacturing firm's competitive advantage is somewhat enhanced, but not significantly, by Value-Chain Analysis. A research by Schiebel, (2005)conducted in the United Kingdom on value chain analysis and competitive advantage in telecommunications enterprises found that value chain analysis highlights other areas of differentiated advantage over rivals in addition to cost advantages. It also pinpoints the actions that are essential to both market success and customer pleasure. Because of this, the company is able to attain above-average customer satisfaction, which increases market share, profit margin, and customer loyalty. Urbig and Verlage, (2003), collected information from a sample of companies in Berlin in order to carry out a preliminary study on the value chain's implications for company and industry analysis; Business executives can exert more control over cost drivers with value chain management approaches than they can with competitors, the study claims. This leads to above-average performance in terms of profit, market share, customer satisfaction, operational efficiency, innovation, quality, and asset utilization.

Aguko, (2014)investigated the organizational performance and value chain analysis of Kenyan beer manufacturing enterprises.50 value chain experts were the study's target audience. Value chain management practices, such as timely product and service delivery, waste reduction, cost-effective procurement, utilizations of modern information

technology, efficient human resources management, effective firm infrastructure, and continuous improvement, were found to have an impact on the organizational performance of beer manufacturing companies in Kenya.

Roko et al., (2016)investigated the connection between the performance of small and medium-sized agriculturally oriented businesses in Sokoto, Nigeria, and the value chain. Value chain and the performance of agro-allied SMEs in Sokoto State are significantly correlated, according to findings from the application of Ordinary Least Square (OLS) to point-in-time data obtained from primary sources via a questionnaire. and found that the main value chain activities (inbound logistics, operations, outbound logistics, marketing and sales activities, and customer service) in Sokoto State account for 93% of the variance in performance (PEF) of agro-allied SMEs in the state. The success of agro-SMEs in Sokoto State and Niger State is greatly influenced by the value chain's primary and secondary operations.

Ghonar, (2015) investigate that shows how value chain management techniques affect a company's success. Ghonar came to the conclusion that businesses using value chain management techniques often saw improvements in performance, including increased earnings, greater market responsiveness, sustained market domination, and sustained competitive advantage.

Nyakiongora, (2018)The research has shown the degree to which Kenyan telecommunications companies use value chain management techniques. Finds the outcome of 81.1% of the variance in operational performance is clarified by firm infrastructure, human resource management (HRM), logistics, services, operations, technology, marketing, sales and procurements and 18.9% variation comes from other external factors not in the model. Thuku, (2019)examined the Effect of Value Chain Management Practices on Performance of Medium and Large-Scale Retail Outlets in Nakuru County, Kenya. Data was collected from 43 Retail Outlets and gets the result 77.7% of the increase in performance indicates that value chain management practices have a positive and significant impact on organizational performance, which is supported by the hypothesis. Higher levels of value chain management practices would therefore result in improved organizational performance.

Akintokunbo et al., (2020)In Nigeria's South-South geopolitical zone, the study looked at the connection between value chain management and organizational competitiveness. A cross-sectional survey of 312 senior managers from 46 four-star hotels was conducted for the purpose. Value chain management, which encompasses information exchange, customer focus, strategic supplier alliances, and competitiveness as determined by product quality, innovativeness, and responsiveness, was the main topic of the research. The findings demonstrated a robust positive correlation between organizational competitiveness and the value chain management characteristics. The report suggests putting the needs of all stakeholders including employees first in order to enhance service quality and boost competitiveness. The results indicate that meeting the needs of all stakeholders, including workers, is essential to improving service quality and competitiveness.

2.9. Literature Gap

Within value chain management literatures there is existence of different value chain management practice to drive performance is studied. However, the majority of these studies have been conducted in developing nations, and they may not have taken into account the cultural, social, and economic aspects that affect Ethiopian garment manufacturing industry organizational performance. Most studies the effects of value chain management on organizational performance measures are based on case studies of service provider industries.

Roko et al., (2016) studied the relationship between value chain and performance in agro allied small and medium scale enterprise in Sokoto, Nigeria, focused on internal value chain activity which is primary and support activity without emphasis on supplier relationship and customer relationship.

Aguko, (2014), studied on value chain analysis and organizational performance of beer manufacturing companies in Kenya, with little emphasis on customer relationship and timely delivery times of products and services, waste reduction, well managed procurement costs, use of modern information technology, effective human resources management, efficient firm infrastructure and continuous improvement with limited the other ingredients of the value chain management practices.

Thuku, (2019), studied the effect of value chain management practices on the performance of medium- and large-scale retail outlets in Nakuru County, Kenya. The organizational performance of retail outlets is measured only by two criteria, like sales and market share, and the study of Thuku did not even emphasize the role of information sharing between value chain management practices and organizational performance. whereas the sector itself has differences with the manufacturing sector. Retail outlets concentrate on selling things to customers, whereas manufacturing businesses concentrate on creating goods using a variety of production techniques. Their way of practicing value chain management is different. And also, the author uses a limited conceptualization of the resource-based view theory that may give depth to the study.

Most of prior literatures in Ethiopia are seems focused on value chain analysis of agricultural sectors Misho et al., (2019)Producer to consumers channel was the most important and dominant mango market outlet through which producers and consumers get acceptable prices. Woldesenbet and Agribusiness, (2013), Hailu, (2016) study on value chain analysis of vegetable, (Lemecha and Research, (2018), Yilma and Ensermu, (2020) conducted study on value Chain Analysis of Coffee, and Value Chain Analysis of Coffee Production by Wana and Lemessa, (2019) in different parts of Ethiopia ,and also they are not seems inclusive to manufacturing sector value chain analysis specially the effects of value chain management practices on the performance of garment manufacturing industries in the mediating role of information sharing identified as a research gap in order to assess the direct and indirect effect VCMP. This study will help for those who are going to study in the area of research; it will serve as a basis.

2.10. Conceptual Framework

A conceptual framework is a graphical representation of the theorized interrelationships of the variables of a study (Kothari, 2004). The conceptualization of variables in any academic study is important because it forms the basis for testing hypothesis and coming up with generalizations in the findings of the study (Bougie and Sekaran, 2019).The independent variables of this study included supplier relationship, internal value chain and customer relationship and also information sharing as mediating variable while firm performance of garment exporting companies represented the dependent variable.

Independent Variables **Mediating Variable** **Dependent variable**

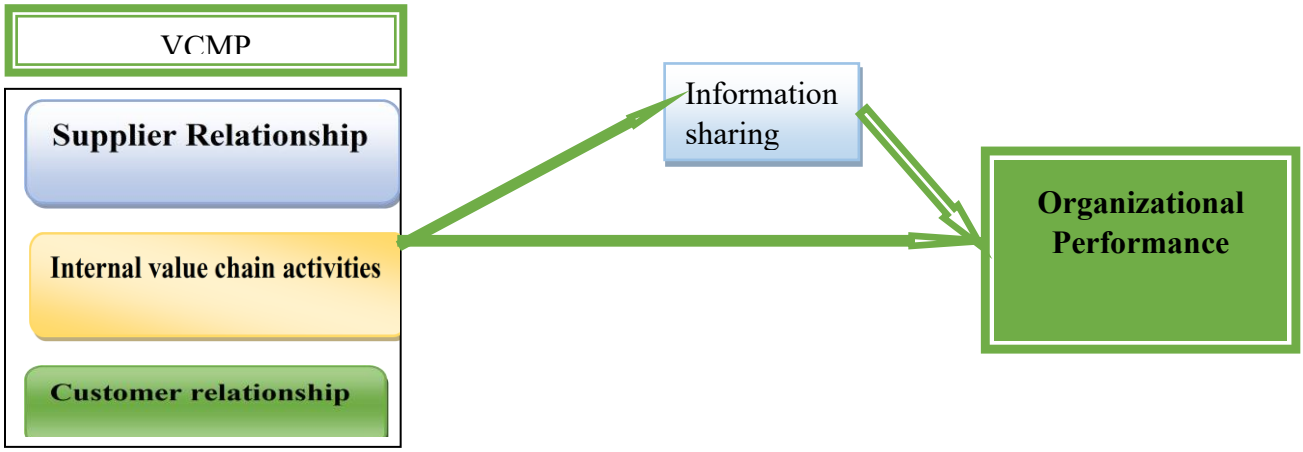

Figure 1: Source: adopted from Thuku, (2016)

CHAPTER -THREE

3. RESEARCH METHODOLOGY

3.1. Introduction

This chapter describes the methods and procedures the researcher employed to conduct the study, including the sampling strategies and data collection procedures. The tools and procedures for processing data are also covered in this chapter. These include the research design, which provides an explanation and justification for the design choice; data collection; data analysis; reliability and validity; and establishment of credibility to describe the steps taken to enhance the quality of the data and the knowledge claim derived from the data; Additionally, methodological assumptions, ethical considerations; and summary.

3.2. Research Approach

Quantitative research is one of the research paradigms; it can entail the development of theories, models, and hypotheses in addition to the gathering, modeling, and assessment of actual data. A quantitative research method uses postpositive mostly to reduce information about certain variables, theories, questions, and theory tests (Kothari, 1990). Furthermore, a quantitative research approach is employed to facilitate the examination of the correlations among variables. Quantitative approaches include the procedures for collecting, evaluating, interpreting, and summarizing research findings (Ivankova and Creswell, 2009). It facilitates the analysis and justification of the interactions between various factors. One of the time elements of the investigation is cross-sectional data. The finding and conclusion of the study depend on the fully utilization of statistical data collection and analysis. To gather statistics, a quantitative research design will be used to address the formulated hypotheses and that has been used before by Szwejczewski et al., (2005) and Thuku, (2019).

3.3. Research Design

A research design is an in-depth plan that outlines the techniques and protocols for gathering and evaluating the necessary data (Asenahabi, 2019). It will ensure that the investigation is relevant to the issue at hand and use cost-effective methods. Since the goal

of this study is to evaluate how value chain management practices affect the performance of clothing manufacturers; in the mediating role of information sharing in Bole Lemi Industrial Park, an explanatory research methodology is used to explore this relationship and identify causal relationships. The fundamental mechanisms will be explored and understood with the aid of the explanatory method. The explanatory research design that will be used for this study is one that has been used before by Thuku, (2019), and is advised by Creswell, (2013).

3.4. Research Population and Sampling Technique

3.4.1. Target Population

The target population is defined as the seven (7) garment exporting companies of Bole Lemi Industrial Park in Addis Ababa, Ethiopia. According to the data which is listed by: Industrial Parks Development Corporation from Bole Lemi industrial park there are seven (7) garments exporting companies that make up Addis Ababa Bole Lemi industrial park at the moment are Ashton Apparel manufacturing PLC, Ever Top Sport Wear, Top New Garment Ethiopia LTD Company, Jay Jay Mills Garment pLC, shin TS ETP Garment PLC, Shangtex Garment Manufacturing Ethiopia PLC, and Vestis Garment production PLC. In this case, workers such as managers, supervisors, specialists, and process proprietors from these garments exporting companies were comprise the sample of respondents in order to get relevant information for the study on how value chain management methods impact the performance of garment manufacturers mediated by information sharing, ensuring that the results are indicative of the exporters of clothing.

3.4.2. Sampling Design

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

In sample surveys, stratified sampling is a probability sampling technique used. The constituents of the target population are separated into discrete groupings, or strata, wherein the constituents of each stratum exhibit certain similarities concerning particular attributes that are significant to the survey. In terms of survey expenses and estimate accuracy, stratification is also utilized to improve sample design efficiency (Singh, Ajay S. and Masuku, Micah B. , 2014). The researcher employed stratified sampling technique Based on the percentage of workers in each industry compared to the overall population; the sample size for each industry was established. According to Singh, Ajay S. and Masuku, Micah B., (2014) this strategy guarantees that the results may be applied to a broader group of workers while permitting insightful comparisons and analyses to be conducted across other industries.

3.4.3. Sample Size

The target sample for the study is determined by a simple random sampling technique. A sample size that is practical for gathering the necessary data for the study were selected and a survey were sent to the manufacturers to find out the target sample. (Noor et al., 2022)claims that random sampling is appropriate because it guarantees that each respondent has an equal chance of being selected for the research, removing bias and making it easier for the results to be generalized.

A research sample is a crucial component in guaranteeing the quality of the study Hair Jr et al., (2021). According to Ajay and Micah, Selecting a portion of a community's members in order to approximate the characteristics of the full population is known as sampling. Three elements The study's objectives and population size should be described, together with the degree of variability in the qualities being assessed, the level of confidence or error risk, and the level of accuracy, also known as sampling error (Miaoulis and Michener, 1976).

According to monthly reports of Industrial Parks Development Corporation (IPDC) a total number employer of Bole Lemi Industrial Park in Addis Ababa is exactly 19,714 workers in April 2024. The study will determine the sample size considering the total population of the study employees who are working in the selected exporters and then using Sam Slovin’s Formula to Calculate Sample Size for Surveys(Williams et al., 2023).

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

Whereas,

n=total sample size,

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

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

Therefore, $n = \frac{19,714}{1+19,714\ (0.05)2}$,

n= 395

This indicates that in order to have a 95% confidence level that the true value is within ±5% of the measured/surveyed values, 395 measurements or more surveys are required.

The sample size, or the number of objects to be included in the sample, may also be determined by the sample design(Singh and Masuku, 2014). The total number of employees who are the respondents of questioners for each company from their total employees were calculated by using simple stratified random sampling technique.

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

Whereas,

nj is the sample size for stratum j

n is total number of sample size

N is the total population size

Nj is the population size for stratum j

Table 1: Manufacturing industries in Bole Lemi I Industrial Park

	AAM	**Shin Ts**	**Ever Top**	**Top New**	**Jay Jay**	**Shangtex**	**Vestis**	**total**
N	1,446	5,778	600	943	8,511	2,050	386	19,714

nj	31	114	14	19	168	41	8	395

Source: Industrial Parks Development Corporation (IPDC)

3.5. Data Collection Method

Both primary and secondary sources was used to gather the necessary information. The primary data were gathered from managers, supervisors, line managers, specialists, process proprietors. Secondary data was also collected from available literatures, journals, and official websites of Bole Lemi industrial park and respective apparel manufacturing companies, and manuals that contain contents of value chain management practices and organizational performance measures that help to understand concepts of the study.

The data for this quantitative investigation were gathered using standard closed-ended questionnaire. The questionnaire was organized in four sections; The respondents' demographic profile such as their sexual orientation and marital state, Age, educational background, employment groups, position, and years of experience were taken into account and cover in part one, value chain management practices in part two, information sharing in part three and organizational performance in part four were covered. The questionnaire was adopted by using validated measurement scales from earlier studies that looked at constructs in a particular inquiry in the current investigation. Each item on the questionnaires, of value chain management practices were adopted from (Thuku, 2019), information sharing(Sezen, 2008) and organizational performance from (Baihaqi and Sohal, 2013). Five-point Likert scales were used ranging from 1 (strongly disagree) to 5 (strongly agree) to measure each component. Before the actual administration of the questionnaire, there was pre-tested and modified or refined for reliability and validity issue. These scales were modified according to the objectives of the study. Respondents were assured the confidentiality to guarantee the fairness of responses and provide with full explanation of the questionnaire.

Survey of conceptual studies and empirical research in related fields served as the foundation for the development of all the elements that made up the scale employed in this investigation. Value chain management practices were measured in terms of supplier relationship management, internal value chain activities and customer relationship

management as conceptualized by(Porter et al., 1985, Kaplinsky and Morris, 2001). Information sharing was measured with value chain management practices and organizational performance to find direct and indirect effects of mediating variable which was adopted from(Sezen, 2008). The performance of an organization was measured in terms in three precise areas of firm using eight dimensions; through measurements of market and financial performance, cost performance and delivery performance which was conceptualized by (Baihaqi and Sohal, 2013).

3.6. Methods of Data Analysis

Following the same preset guidelines, the necessary data will be collected, revised, coded, and categorized. Analytical methods for numerical data will be applied. Data collection and analysis will be conducted using closed-ended questions and quantitative methods analysis.

Results will be evaluated in accordance with the empirical data gathered. In this regard, the study's primary objective is to investigate the effects of value chain management practice on garment manufacturers' performance in the mediating role of information sharing. In order to evaluate the connection that exists between variables, regression and correlation analysis will be used. A regression model will be utilized to investigate the correlation between the success of an organization and its supplier relationships, internal value chain activities, and customer relationship in the mediating role of information sharing. The research model, a type of inquiry within research techniques or approaches, provides a specified direction for actions in a research process. What they call the inquiry tactics are (Kothary, 2004).

Moreover, data processing and analysis will be done using SPSS version 21. The descriptive statistics or the fundamental demographic profile of the research area's respondents will be assessed using SPSS. In addition to SPSS the study also used AMOS (analysis of a moment structures) version 21 to examine the indirect effects of variables.

3.7. Scale of Reliability and Validity

3.7.1. Reliability

When a measurement is made again on the same item, reliability is the degree of confidence we may have in the measuring device to provide us with the same numerical number. If a

measurement can be made again on the same subject with the same equipment and yield similar findings, it is considered stable. They recommend that, in order to increase dependability, the time between tests be extended(Gaur and Gaur, 2006). It is necessary to assess the scale's internal consistency and determine whether it will measure the objectives. An indication of the scale's internal consistency that was employed is the Cronbach alpha coefficient. The components that make up the scale "hang together" and assess the same underlying construct, according to a strong Cronbach alpha coefficient. A appropriate test of scale dependability was one with a Cronbach alpha value greater than 0.70 (Gaur and Gaur, 2006).

As previously stated, the three qualities of stability, equivalency, and consistency emphasize the idea of dependability. dependability is defined as the degree to which a measurement is dependable in producing consistent results (Kothary, 2004).

Table 2: Reliability coefficient (Cronbach alpha)

Variables	No of items or statements or Likert scale items	Reliability coefficient (Cronbach alpha)	Name of the scholar/s who developed the scale, year)
Value chain management practice			
Supplier relationship	6	0.796	(Thuku, 2019),
Internal value chain activities	4	0.769	
Customer relationship	5	0.899	
Information sharing	12	.918	(Sezen, 2008)
Organizational performance	5	0.884	(Baihaqi and Sohal, 2013)

3.7.2. Validity

The instrument used in the study has been assessed for appropriateness. The questionnaires were derived directly from the analysis of relevant literature to ensure topic validity; in addition, to guarantee that the final products align with the goals of the research. The validity and reliability of the measurement instrument was ensured by adopting elements

from the current measuring instrument that have been shown to be valid and reliable in earlier research projects.

Hair Jr et al., (2021)The answer can be arranged based on measurement-relevant kinds to determine validity; recognized hierarchy dividing validity into three main categories: (1) construct validity, (2) criterion-related validity, and (3) content validity. By computing the construct's average variance extracted (AVE) value, convergent validity will be ascertained and implies that this number is more than 0.50, meaning that the construct of the indicators explains more than half of the variability in the indicators.

3.8. Ethical Considerations

The moral precepts or ideals that direct officials in every facet of their work are known as ethics. The principles of honesty, integrity, probity, diligence, fairness, trust, respect, and consistency are all included in ethical behavior(Wee, 2002). This is to explain about the ways in which the participants are not at risk in this study and the steps that was taken to protect their rights. To efficiently accomplish data gathering task, some arrangements was made in advance through contacting concerned officials of the sampled company. The researcher discussed with the research participants to arrange programs convenient to them. The data gathering process was carry out with the presence of the researcher being supported by volunteers in the sampled company. In the data collection processes, all ethical considerations were carefully be taken. All participants were provided with sufficient information by which the researcher took all ethical considerations into account, maintain confidential cooperation and win their willingness.

CHAPTER FOUR

4. Result and Discussion

4.1. Demographic Characteristics of Respondents

Primarily, the study aims to distribute and collect 395 questionnaires from Bole Lemi Industrial Park garment exporting companies. From the 395 questionnaires that were distributed, 363 respondents returned successfully with a response rate of 92%, while the remaining 10 questionnaires were incomplete and 22 questionnaires were not returned.

Table 3:Demographic profile the respondent

		Frequency	Percent
Gender	Male	224	61.7
	Female	140	38.3
	Total	363	100.0
Age	25-35	292	80.4
	35-45	65	17.9
	45-55	4	1.1
	above 55	2	.6
	Total	363	100.0
Educational level	diploma or less	39	10.7
	Bachelor	257	70.8
	Master's Degree	63	17.4
	Doctorate degree	4	1.1
	Total	363	100.0
Position	High level	14	3.9
	Middle level	66	18.2
	Officers	200	55.1
	Logisticians	43	11.8
	support staff	12	3.3
	Other	28	7.7

	Total	363	100.0
Years of experience	Less or equal 5	234	64.5
	Between 5 – 10	121	33.3
	Between 10 – 15	4	1.1
	Above 15	4	1.1
	Total	363	100.0

Depending on the survey results of the respondent characteristics from the above table 224(61.7 %) were males and 13(38.3 %) were female. It shows that, male employee constitutes more than one and halves of all the sampled participants in the study area. And majority of the study respondents participated in providing information to the study were males.

From the total completing survey, the majority respondents 292 (80.4%) were aged between 25and 35 and the remaining were 65(17.9%) aged between 35, 4(1.1%) aged between 45 between 55 and 2(0.6%) were aged above 55 years.

Whereas 39 (10.7 %) those completing the survey were Diploma or Certificate, 257 (70.8%) had first Degree or Bachelor, 63 (17.4%) of the respondent had second Degree (Master), awhile the remaining were 4(1.1%) who had doctorate degree. Depending on the results of the survey, most of the sample respondents were first Degree or Bachelor.

Depending on the request to indicate their working experience in the sector and organization; the percentage of respondents having been working as an employee in the study area for less than or equals to five year is 234(64.5%), between 50-10 years is 121(33.3%), Between 10 – 15 years 4(1.1%) and while the remaining have been working in the organization for more than 15 years 4(1.1%).

The occupational positions of the respondent in their organizations of the respondents of the survey which is showed below in the bar chart indicates 51 % of the respondent were officers which is majority respondent, middle level 18.2% of the total respondent and next one is logisticians with 11.8% while the rest were support staff and others with 3.35 and

7.7% respectively.

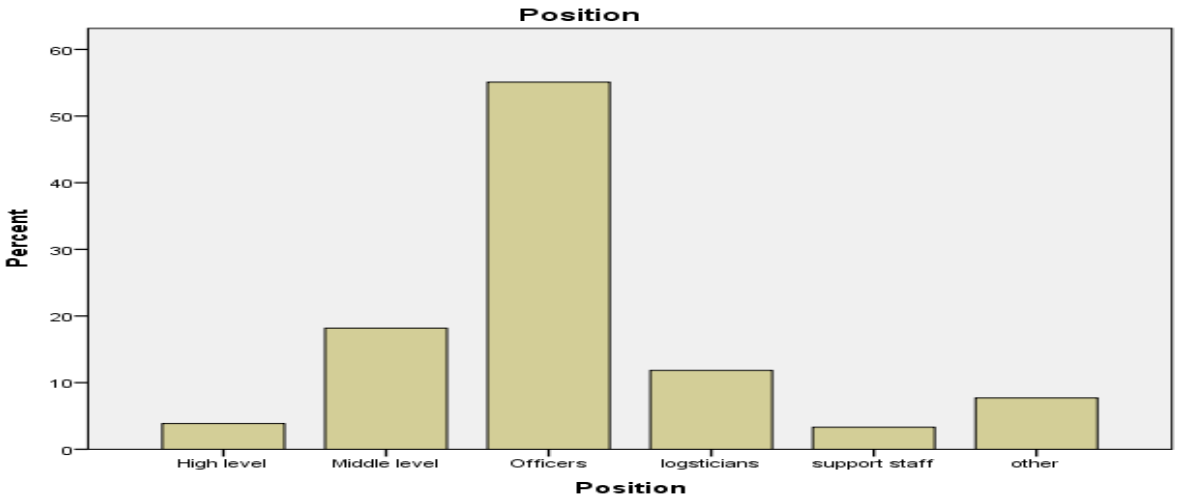

Figure 2:occupational positions of the respondent

Table 4:descriptive statistical data of the study

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
supplier relationship	363	2.50	5.00	4.0234	.53063
Internal value chain activity	363	2.50	5.00	3.9360	.54354
Customer relationship	363	2.50	5.00	3.9581	.52439
Information sharing	363	2.33	5.00	3.9291	.51175
Performance	363	2.63	5.00	3.9353	.48637
Valid N (list wise)	363				

Table 1 shows the mean and standard deviation for the research variables. It could be observed that the mean and the frequencies of most responses are in the agreement zone, as the mean values for the research variables; Supplier Relationship, Internal value chain activity, customer relationship, Information Sharing, and Organizational Performance are, 4.0234, 3.958, 3.9291, 3.9353and 3.9455 respectively. The standard deviation results also .53063, .54354, .52439 & .48637 respectively.

4.2. Normality of the data

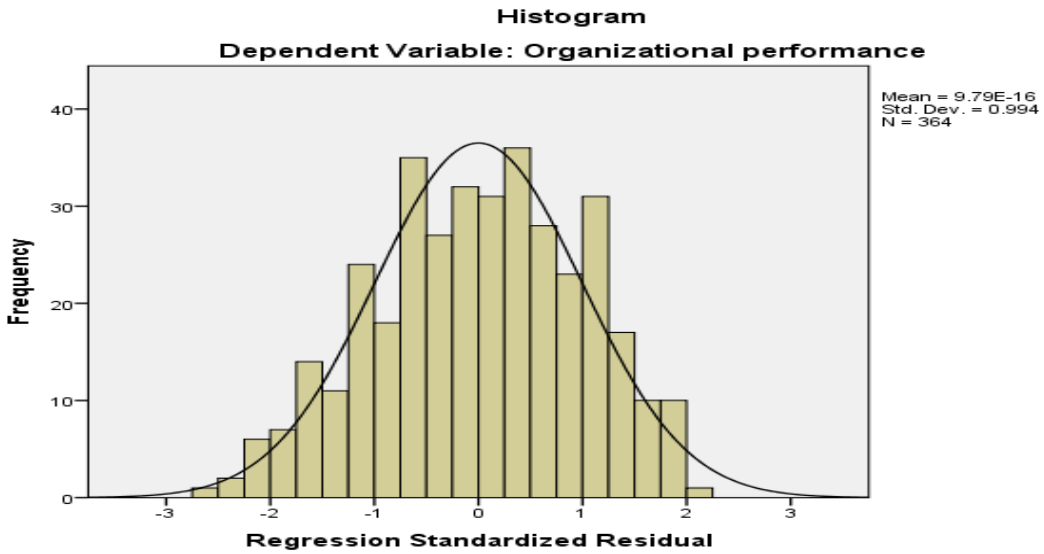

Figure 3: Normality histogram

The histogram presented compares the distribution of the residuals to normal distribution curve. From the figure it can be seen that, the frequencies of the residuals are close to the normal curve. This indicated that, the distribution of the residuals is to the normal and thus the assumption of normality was not violated extremely. This can be also verified via the p-plot presented below

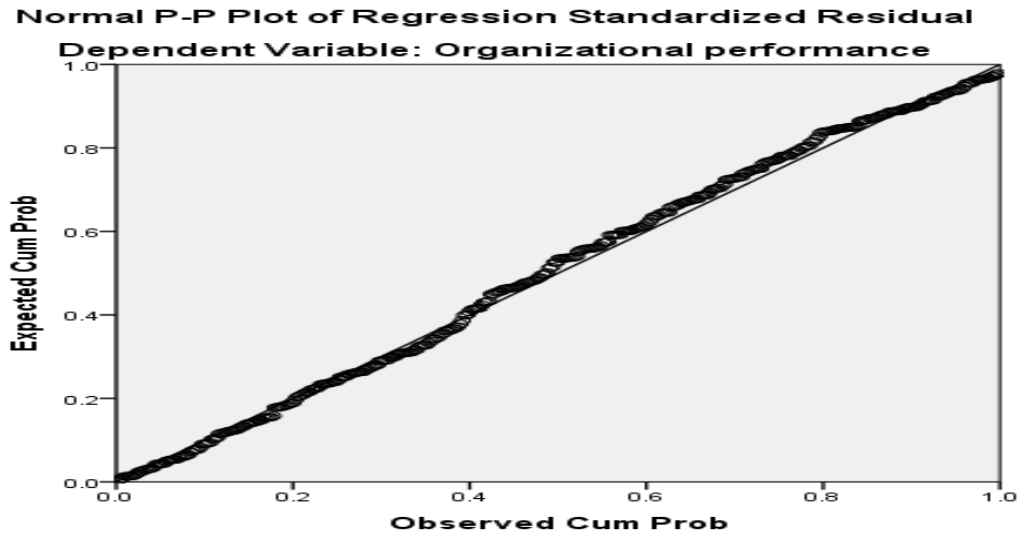

Figure 4:Normality p-p plot

Again, from the p-p plot result from the chart above, it can be seen that, the observed cumulative probabilities of the residuals are close to the line. This indicated that the distribution of the residuals is close to the normal distribution. From this it can be inferred that the data has not violated the assumption of normality extremely.

4.3. Linearity of the data

If the value chain management practice on organizational performance is linear then there should be no relationship between the predicted values of VCP and their corresponding residuals. Thus, a useful diagnostic is to plot the standardized residuals against the standardized predicted values. The results of the standardized residual and predicted value are presented with the figure below.

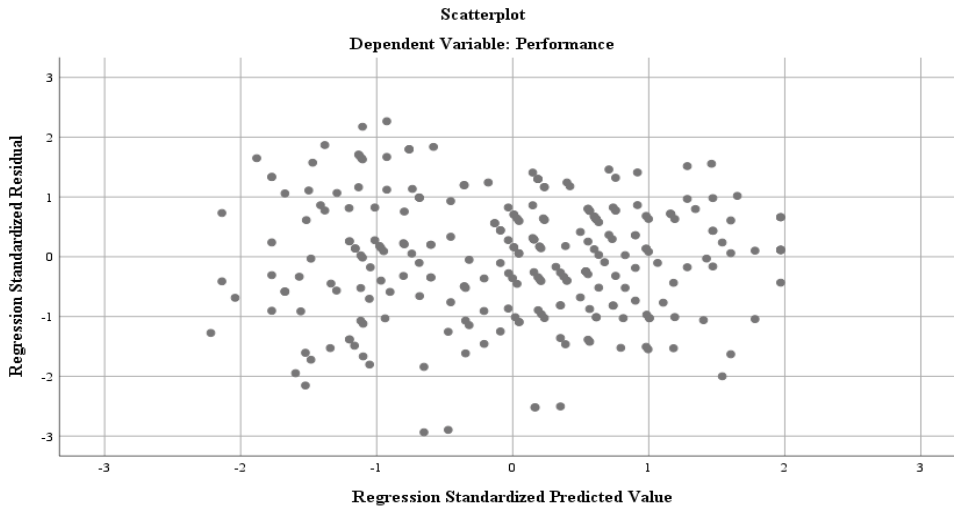

Figure 5: Linearity of the data

According to the above-described figure, there were no discernible trends and all values were fluctuating around zero in terms of projected values and standardized residuals. This indicates that the assumption of linearity was maintained. Consequently, the dependent variable of organizational performance and the independent variable of value chain management methods had a linear relationship.

4.4. Multi-Collinearity issues to the data

In a multivariate regression model, multi collinearity is the presence of strong inter correlations between two or more independent variables. When a researcher or analyst tries to figure out how well each independent variable can be used most effectively to predict or understand the dependent variable in a statistical model, multi collinearity can result in skewed or misleading conclusions.

Table 5: Multi-collinearity issue of the data

Variables	Collinearity Statistics	
	Tolerance	VIF
Supplier relationship	0.264	3.782
internal value chain activities	0.282	3.544
Customer relationship	0.305	3.283
Information sharing	0.333	3.002

According to Sarstedt et al., (2019) VIF values above ten(10) suggest collinearity concerns since the VIF is just the reciprocal value of the tolerance, and a tolerance of less than 0.10 implies that (multi)collinearity is an issue. This shows the results of the data doesn't have multi-collinearity issue.

4.5. Confirmatory factor analysis

A complex statistical method called confirmatory factor analysis (CFA) is used to validate the factor structure of a collection of observed data. It enables scientists to investigate the theory that there is a connection between the variables that are seen and the latent constructs that underlie them. CFA differs from Exploratory Factor Analysis (EFA), in which the analysis determines the data's structure rather than a predetermined framework.

The validity and reliability of the numerous construct (scale) measures utilized in this study were evaluated. Confirmatory Factor Analysis (CFA) was used in this initial stage of statistically evaluating the scale measurements in order to evaluate model fit.

Model fit thresholds

The thresholds below are simply a guideline. For more contextualized thresholds, listed in the table below are from (Hu and Bentler, 1999). The acceptable thresholds are presented below.

Table 6:Model fit thresholds are utilized as a reference.

Measure	**Thresholds**
Chi-square/DF (CMIN/DF)	<3 good; < sometimes permissible
p- value for the model	>0.05
CFI	>0.95 great; >0.9 traditional; >0.8 sometimes permissible
GFI	>0.95
AGFI	>0.8
SRMR	<0.09
RMSEA	<0.05
PCLOSE	>0.05

Based on the aforementioned criterion, the study looked at the validity and reliability of the questionnaire, the model fit, and the CFA for each construct—such as organizational performance, information sharing, and value chain management practices before presenting the overall model fit for all of the components.

4.5.1. Confirmatory Analysis for Each Factor

In order to assess if the measurement model appropriately matched the data collection under consideration, it was critical to ascertain whether the pre-specified structure of constructs influenced answers in an expected way. The CFA generates useful information on the measurement characteristics of instruments by permitting independent correlations between analytic methods and differing degrees of effect on construct measures. The CFA employs various tests, including RMSEA (Root Mean Square Error of Approximation), GFI (Goodness of Fit), CFI (Comparative Fit Index), CMIN (normed Chi-Squared/df), and the size of the loading of factors presenting the constructs to more precisely estimate convergent and discriminatory validity. Because of this, the study's use of CFA was appropriate for confirming the validity of the measurements used.

4.5.1.1. Constructs of Organizational Performance

The study looked into the constructs of organizational performance. Consequently, this model fit made use of eight different parameters. Furthermore, the CFA Analysis is displayed below with the loadings.

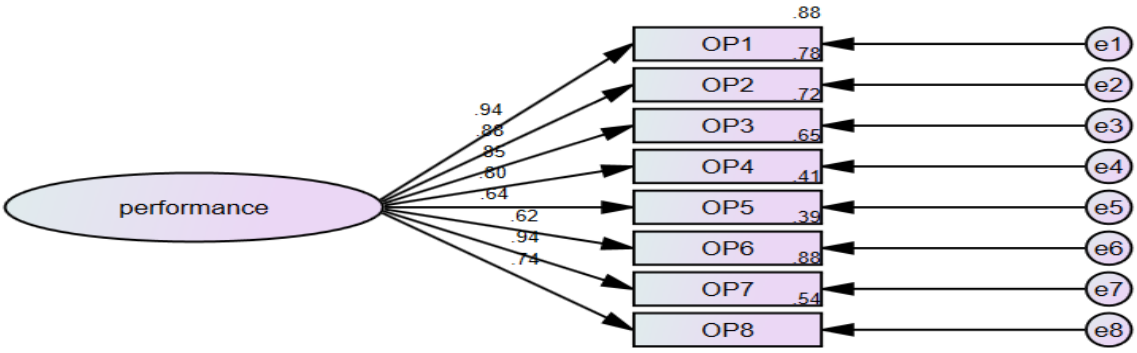

Figure 6:Construct models of organizational performance

Table 7:Model fit index of organizational performance

SN	Model	Default model
1.	Chi-square (CMN/DF)	2.346
2.	GFI	0.978
3.	AGFI	0.943
4	CFI	0.947
5.	RMSEA	0.0035
6.	PCLOSE	0.208

Source: own survey (2024)

At this point, a number of criteria were taken into account to evaluate the structural model and ensure that it provided a good fit for the data. The model fit indices results, as shown in the above table, were CMN/DF=1.346, GFI = 0.978, AGFI = 0.943, CFI = 0.947, RMSEA = 0.045, and PCLOSE=0.208, suggesting that the structural model obtained a sufficient fit for the data and that the data meet the model fit assumptions. The fit criterion for the structural model reached the suggested values as given by (Ho and So, 2016)as illustrated in the above image.

4.5.2. Convergent Validity and Discriminant Validity

Convergent validity was also investigated using the covariances and the estimates from the Amos regression. Once these variables were acquired, Excel was used in the study to calculate the average variance (AVE) values. And the results are shown in the table below.

Table 8:Convergent validity and discriminant validity of organizational performance

Sin	**variable**	**AVE**	**ASV**	**MSV**
1	**performance**	0.655	0.55	0.44

The above table shows that the AVE estimate for organizational performance was found to be greater than 0.5, indicating that over half of the observable components explained their corresponding structures. Comparing the AVEs with the MSV and ASV values of each construct allowed for a discriminant validity check. The AVE value was larger than the

Average Shared Variance (ASV) and Maximum Shared Variance (MSV) coefficients, indicating that the shared variation between components was less than the AVEs of individual factors. The construct reliability coefficients (CR) were used to assess the reliability of the questionnaire items, with a CR value greater than 0.7 indicating reliability.

4.5.3. Constructs of information sharing

The study examined the constructs of information sharing. As a result, to conduct this model fit, 12 numbers of distinct parameters were used. And the CFA Analysis with the loadings are presented below.

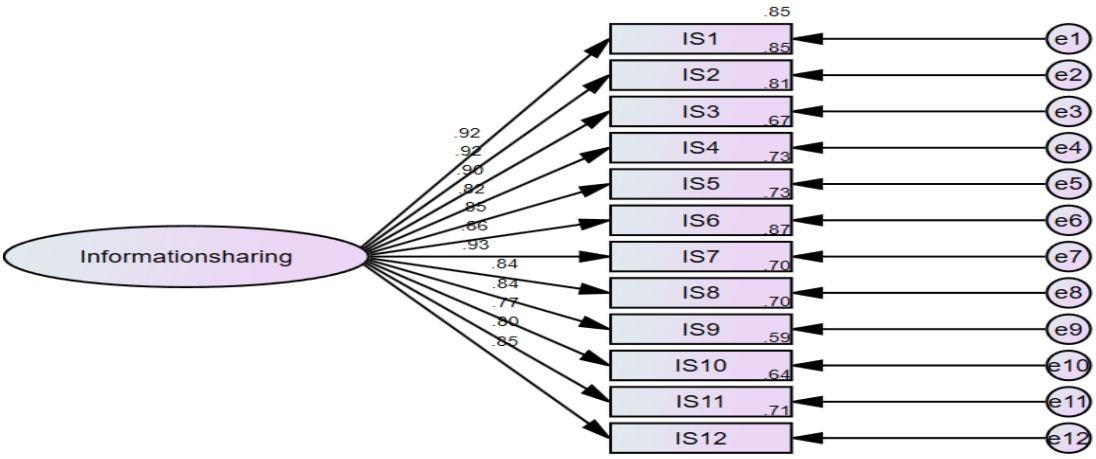

Figure 7:Construct models of information sharing

Figure 8:Model fit index of information sharing

SN	Model	Default model
1.	Chi-square/df (CMN/DF)	1.805
2.	GFI	.924
3.	AGFI	.898
4	CFI	.937
5.	RMSEA	.048
6.	PCLOSE	.620

After doing this computation, the study assessed the model fit parameters used in the information sharing methods. As a result, it was determined whether the GFI, AGFI, and X2 values all satisfied the suggested minimum standards. The outcome is shown above on the table.

4.5.4. Convergent and Discriminant Validity and Reliability

Table 9:Convergent And Discriminant Validity and Reliability results of Information Sharing

variable	CR	AVE	ASV	MSV
IS	0.74	0.74	0.46	0.44

Convergent validity can be evaluated by looking at information sharing, which has an estimated 0.74 AVE in column AVE of the previous table. The preceding result shows that the estimate of AVE for the information construct is more than 0.5, indicating that more than half of the previously reported observable components were able to explain their respective categories.

By comparing each construct's Variance of Variance (AVE), Maximum Shared Variance (MSV), and Average Shared Variance (ASV) values, the study examined discriminant validity. Discriminant validity was confirmed by the observation that the AVE value was larger than the MSV and ASV coefficients. The construct reliability coefficients and CR value were used to assess the internal consistency of the questionnaire items, hence demonstrating their reliability.

4.5.5. Constructs of Value Chain Management Practices

The study examined the constructs of value chain management practices. As a result, to conduct this model fit, 20 numbers of distinct parameters were used. And the CFA Analysis with the loadings are presented below.

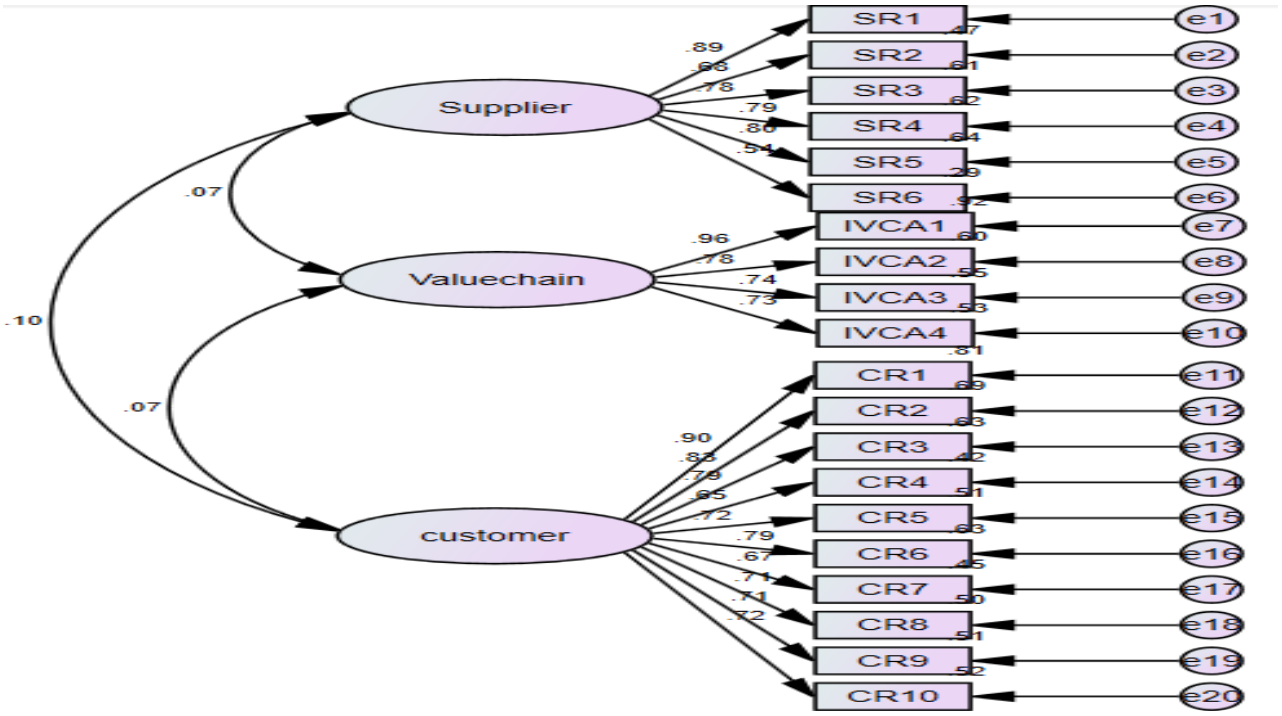

Figure 9:Constructs modelsof Value Chain Management Practice

Table 10:Model fit index of value chain management practices

SN	Model	Default model
1.	Chi-square (CMN/DF)	2.857
2.	GFI	0.945
3.	AGFI	0.860
4	CFI	0.954
5.	RMSEA	0.0083
6.	PCLOSE	0.113

With this computation in hand, the study evaluated the model fit parameters for the VCM techniques. Consequently, the question of whether the GFI, AGFI, and X2 values all met the recommended minimal requirements was answered. The result is displayed above on the table.

4.5.6. Convergent and Discriminant Validity and Reliability

Table 11:Convergent and discriminant validity and reliability results of constructs of VCMP

SN	Variables	CR	AVE	ASV
1	Supplier Relationship	0.7	0.73	0.47
2	Internal value chain activity	0.76	0.81	0.36
3	Customer Relationship	0.71	0.749	0.46

4.5.7. Overall Confirmatory Analysis of the Model

The study looked into the constructs of overall confirmatory analysis of the model. Consequently, this model fit made use of fourthly different parameters. Furthermore, the CFA Analysis is displayed below with the loadings.

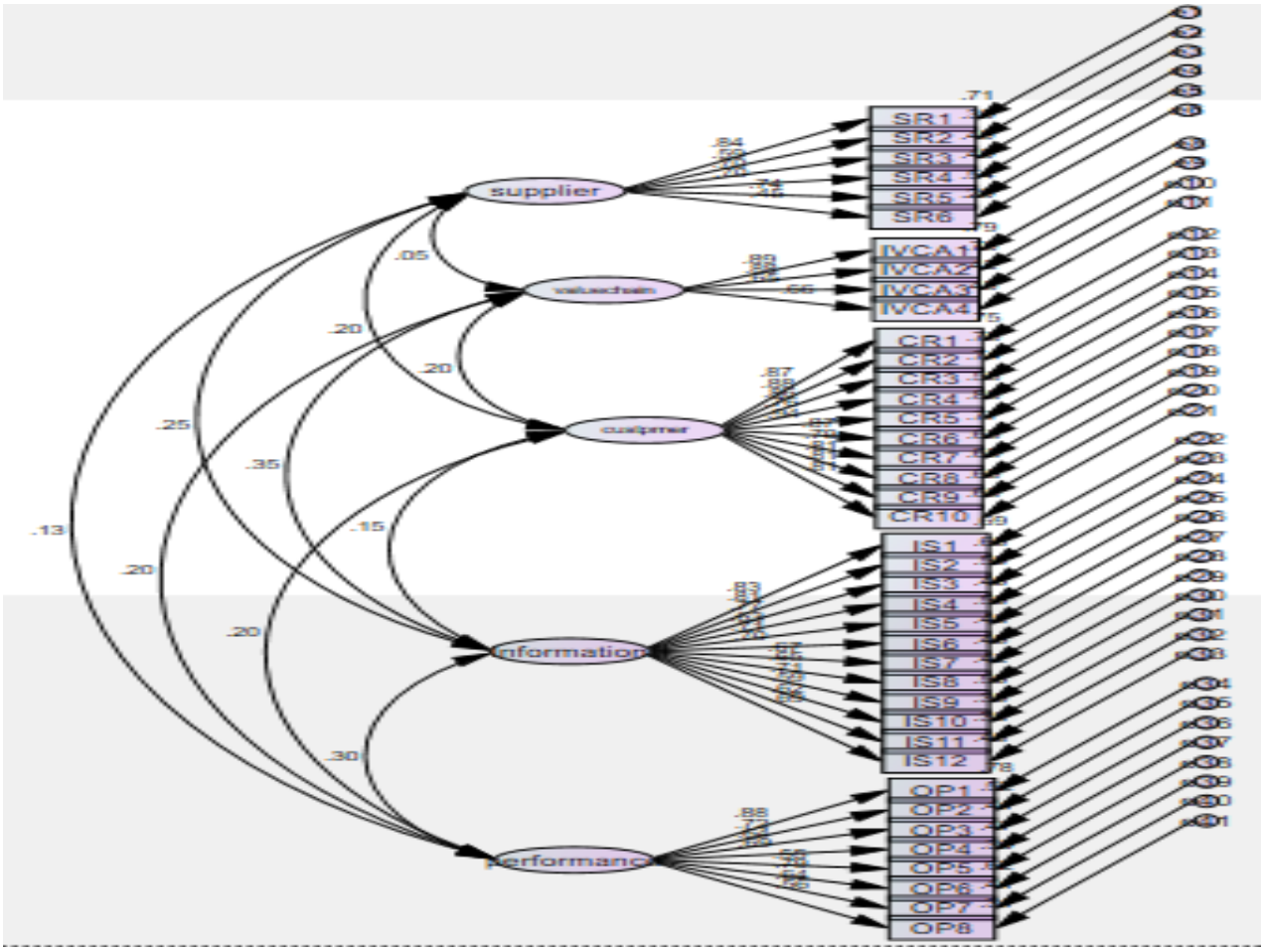

Figure 10:.Overall Confirmatory Analysis of The Model

Based on the above computation the study evaluated the model fit parameters for the overall model of this study. Accordingly, whether or not the values of GFI, AGFI, and X^2, all met the recommended minimum thresholds was examined and the result is presented below.

Table 12:model fitindex of overall variables

SN	Model	Default model
1.	Chi-square (CMN/DF)	2.857
2.	GFI	0.945
3.	AGFI	0.860
4	CFI	0.954
5.	RMSEA	0.0083
6.	PCLOSE	0.113

Based on the above computation the study evaluated the model fit parameters for the overall model of this study. Accordingly, whether or not the values of GFI, AGFI, and X^2, all met the recommended minimum thresholds was examined and the result is presented.

4.5.8. Convergent validity and discriminant validity

Using the covariance's and the estimates from the Amos regression, the convergent validity was also examined. Excel was utilized in the study to determine the average variance (AVE) values once these values were obtained. And the table below presents the outcomes.

Figure 11:Convergent Validity, Discriminant Validity and Reliability of the model

Sn	Variables	CR	AVE	ASV	MSV
1	Supplier relationship	0.9	0.61	0.41	0.063
2	Internal value chain activities	0.76	0.76	0.66	0.123
3	Customer relationship	0.93	0.844	0.721	0.41
4	Information sharing	0.71	0.776	0.49	0.123
5	Organizational performance	0.859	0.55	0.51	0.4

Source: own survey (2024)

By figuring out the construct's average variance extracted (AVE) value, convergent validity was established. According to Hair et al. (2000), this number should be more than 0.50, meaning that the construct accounts for more than half of the indicators' variance. The AVE result for Supplier relation (0.65), internal value chain activities (0.76), Customer relationship (0.84), Information sharing (0.776), and Organizational performance (0.0.55) were obtained from the above table. It is evident from the above result that all of the AVE coefficients were greater than 0.5, indicating that more than half of the factors discussed above were able to explain their respective constructs.

Comparing the AVEs with the MSV and ASV values of each construct allows for the discriminant validity check to be performed. In order to assess the discriminant validity of the datasets, it was also determined whether the construct is genuinely distinct from other constructs. All of the AVE values are bigger than the Average Shared Variance (ASV) and Maximum Shared Variance (MSV) coefficients, according to the results shown in the above table. Discriminant validity was thus supported by this analysis, which revealed that the shared variation between the components was less than the AVEs of the individual factors. Furthermore, Hair et al. (2006) suggested using construct reliability (CR) in conjunction with structural equation modelling models rather than the conventional coefficient alpha to assess the reliability of the questionnaire questions. As a result, CR values were employed in the investigation, and construct reliability coefficients showed that all of the variables had reliability coefficients over 0.7.

4.6. Mediation Analysis and Discussion of the Research

Mediation analysis looks at the relationships between a third intermediate variable, the mediator, and the processes that underlie an observed association between an exposure variable and an outcome variable. The hypothesis of a mediational model posits that there exists a causal link between the independent and dependent variables, with the exposure variable causing the mediator variable, which then causes the outcome variable. Next, the mediator variable helps to elucidate the nature of the association between the outcome and exposure variables (Valeri and VanderWeele, 2013). In order to conduct mediation analysis a precondition and an analytical technique for evaluating mediation hypotheses which is set by (Baron and Kenny, 1986) are presented as follow.

Pre-condition tests of baron and Kenny, (1986)

Precondition One

The predictor variable (X) is significantly associated with the outcome variable (Y);

In order to test this assumption, the study generated Pearson correlation matrix involving predictors or VCMP and one dependent variable (organizational performance) the result is presented in Table (Table 12) below.

Table 13:correlation results of VCMP and OP

Correlations					
		SR	IVCA	CR	OP
SR	Pearson Correlation	1	.843**	.837**	.852**
IVCA	Pearson Correlation	.843**	1	.820**	.807**
CR	Pearson Correlation	.837**	.820**	1	.817**
IS	Pearson Correlation	.820**	.787**	.835**	.844**
OP	Pearson Correlation	.852**	.807**	.817**	1
	**. Correlation is significant at the 0.01 level (2-tailed).				

Source: own survey 2024

As a consequence of the study, we can see that there was a statistically significant correlation between the dependent variable of organizational performance and all of the independent variables, or VCMP, such as supplier relations and internal value chain customer relations.

It is evident from the aforementioned findings and their interpretations that, at the 0.01 error level, there was a substantial correlation between VCMP and performance. Consequently, the first requirement outlined by Baron and Kenny (1986) concerning the presence of a substantial correlation between the dependent variable (organizational performance) and the predictor variable (VCMP) was satisfied.

Precondition Two

The predictor variable (X) is significantly associated with the mediating variable (M)

Using a correlation test, the correlations between the VCMP and the mediator variable information sharing were assessed; the results are shown in the table below.

Table 14:correlation results of VCMP and IS

Correlations					
		SR	IVCA	CR	IS
SR	Pearson Correlation	1	.843**	.837**	.820**
IVCA	Pearson Correlation	.843**	1	.820**	.787**
CR	Pearson Correlation	.837**	.820**	1	.835**
IS	Pearson Correlation	.820**	.787**	.835**	1
OP	Pearson Correlation	.852**	.807**	.817**	.844**
	**. Correlation is significant at the 0.01 level (2-tailed).				

Source: own survey (20204)

The associations between VCMP and the mediator information sharing are displayed in the above table. Information exchange, or the mediator variable, and the job VCMP (predictor) have a statistically significant positive link ($p<0.01$), according to the correlation test. This suggests that there was a positive and substantial correlation between the mediator variable and all of the independent variables.

Based on the aforementioned findings, it can be concluded that the second prerequisite, which concerned the presence of a strong correlation between the mediator and predictor variables, was satisfied by (Baron and Kenny, 1986)). This suggests that VCMP, including supplier relationships, internal value chain activities, and customer relationships, substantially correlated with the mediating variable information sharing at the 0.01 error level. This is evident from the above data and the relevant interpretations.

Precondition Three

M is significantly associated with Y when X is also included

Once more, the study looked at whether there was a relationship between the mediator variable, information sharing, and the dependent variable, Y's performance when the independent variables, or VCMP, were added. The findings are shown below.

Table 15:Over all Correlation results of the research

Correlations						
		SR	IVCA	CR	IS	OP
SR	Pearson Correlation	1	.843**	.837**	.820**	.852**
IVCA	Pearson Correlation	.843**	1	.820**	.787**	.807**
CR	Pearson Correlation	.837**	.820**	1	.835**	.817**
IS	Pearson Correlation	.820**	.787**	.835**	1	.844**
OP	Pearson Correlation	.852**	.807**	.817**	.844**	1
	**. Correlation is significant at the 0.01 level (2-tailed).					

Source: own survey (2024)

At the 0.01 error level, the study's findings also demonstrated a substantial correlation between information sharing and the dependent variable, organizational performance. The outcome also showed that, when mediating variable information sharing is additionally incorporated into the model, there is a statistically significant positive link between VCMP and organizational performance. Furthermore, when X or VCMP are included to the model, it becomes evident from the results and accompanying interpretations above that information sharing, the mediator variable, is strongly correlated with the dependent variable, organizational performance.

Therefore, when the independent variable, or VCMP, was also included in the model, the third criterion established by (Baron and Kenny, 1986)regarding the existence of a substantial link between the mediator variable and the dependent variable (organizational performance) was met. Overall, the correlation coefficient study results showed that all three correlations proved to be significant. Additionally, the data satisfied the first three preconditions.

Precondition Four

A Variable has mediated the relationship between other variables when the basic relationship is reduced when the mediating variable is included in the regression equation was also tested

Two regressions were performed by the study in order to evaluate this crucial issue. The regression route for the relationships between organizational and value chain management practice can see in the Amos graphics output.

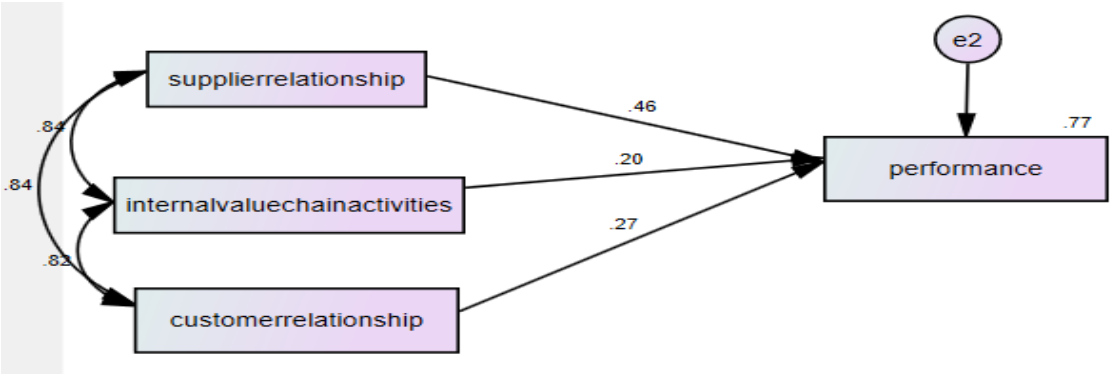

Figure 12:Direct effects of VCMP and performance

Organizational performance was used as the outcome variable in the first regression below on (Table:15) which shows the fundamental relationship between the predictor VCMP (such as supplier relationship, internal value chain activities, and customer relationship) and the outcome variable. And the table below displays the outcome of each regression output.

Table 16:Regression Weights of value chain management practice and organizational performance

			standardized Estimate	Un standardized Estimate	S.E.	C.R.	P	R^2	Label
OP	<---	SR	.456	.428	.050	8.595	***	.772	par_4
OP	<---	IVCA	.198	.166	.042	3.901	***		par_5
OP	<---	CR	.274	.243	.044	5.503	***		par_6

***<.001, **<.01, *<.05

Source: own survey (20204)

The Amos output shows that the VCMP such as: supplier relation, internal value chain activities and customer relation significantly predicted organizational performance in this multiple regression. The result shows us that the unstandardized regression coefficient for supplier relation, internal value chain activities and customer relation, were 0428, 0.166, and 0.243 respectively. This step merely demonstrates in regression formats that have a significant basic relationship.

The next step is to perform a simultaneous inclusion regression in which the predictor value chain management practice and the mediating variable mediating variable are both included in the analytical model as predictors of organizational performance. The figure shows that the paths for value chain management practice and organizational performance when the mediator information sharing is added in the model.

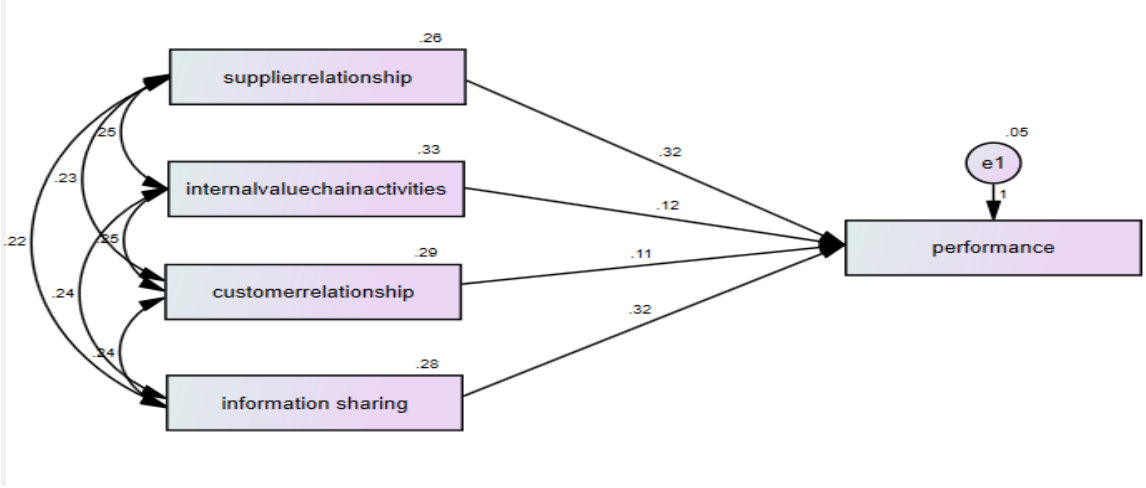

Figure 13:direct relationships of VCMP, information sharing and performance

To put it simply, the study expanded the regression equation above by include the mediating variable. However, the coefficients decreased and the following result was obtained when the mediator variable was added in addition to the independent variable.

Table 17:Regression weights of independent variables including mediating variable on organizational performance

			standardized	Unstandardized Estimate	S.E.	C.R.	P	R^2	Label
OP	<---	SR	.344	.323	.049	6.660	***	.802	par_1
OP	<---	IVCA	.142	.119	.040	2.967	.003		par_2
OP	<---	CR	.123	.109	.045	2.418	.016		par_3
OP	<---	Is	.348	.317	0.43	7.390	***		par_4

***<.001, **<.01, *<.05

Source: own survey (20204)

The result shows that information sharing is a significant predictor of performance and that VCMP such as supplier relation, internal value chain activities and customer relation, which previously had higher prediction power, are now reduced in their strength as predictors when information sharing is included in the model.

The supplier relationship, internal value chain activities, and customer relationship beta weights in Table 17 were initially 0.428, 0.166, and 0.243, respectively. However, when these beta weights were compared to those in (Table 18): which also included internal value chain activities, supplier relation, and customer relationship, they were 0.323, 0.119, and 0.109, respectively. This indicates that the beta weights obtained in the first (Table 15) were higher than those gained when the mediator variable, information sharing, was included in the model in addition to the predictor variables. Based on the results, it appears that mediation took place; that is, the addition of the mediator variable to the model diminished the fundamental link between the predictor and the outcome.

Consequently, the prior preconditions of Baron and Kenny (1986) were satisfied, according to which mediation happens when the mediating variable is added and the fundamental link is weakened.

4.7. SEM Analysis of Dimensions of Value Chain Management Practices on Organizational Performance

The table 17 and figure 12 above, respectively, describe the relationships between the predictor value chain management practices, such as supplier relationships, internal value chain activities, and customer relationships, and the predictors of organizational performance. These relationships allow for the statistical determination of the direct effects

of value chain management practices on organizational performance in the study area. This is an explanation of the analytical results showing an immediate relationship between organizational performance and value chain management practices based on the output of Amos regression.

With supportive values of the supplier relationship coefficient, such as B=0.428, CR=8.595, and p value less than 0.05, the direct effect of the supplier relationship dimension has a major and positive effect on the dependent variable, (organizational performance). Thus, in the study's research area, a one-level improvement in a value chain management practice's supplier relationship also boosts organizational performance by 42.8%.

The hypothesis that supplier relationship has a positive and significant effect on organizational performance is accepted.

The next one is the statical results of the independent variable which is internal value chain activities dimensions and dependent variable organizational performance in the research area, the results of the study showed that the dependent variable (organizational performance) is significantly impacted by the internal value chain activities dimensions with the value of B= .166, CR=3.901 and p value less than 0.05. The study's findings showed that internal value chain activities have a statistically significant impact on the dependent variable of organizational performance. Indicating that a one-level increase in internal value chain activity of a value chain management practice also raises organizational performance by 16.6% in the research area.

The hypothesis that internal value chain activity has a positive and significant effect on organizational performance is accepted.

Finally, the statically model of the study revealed that the customer relationship dimension has significant effect on organizational performance in the study area with acceptable value of B=.243, CR=5.503 and $p < 0.05$. Implying that customer relationship as a value chain management dimension has statistically significant effect on organizational performance in the study area. The result variance level is 24.3% in the independent variable of organizational performance statically.

From the model analytical result, the hypothesis customer relationship as value chain management dimension has appositive and significant effect on organizational performance is accepted

4.8. SEM Analysis of value chain management practices on information sharing

The following regression model represents the relationship between the predictor value chain management practice such as supplier relationship, internal value chain activities and customer relationship and predictors of information sharing in the analytical model.

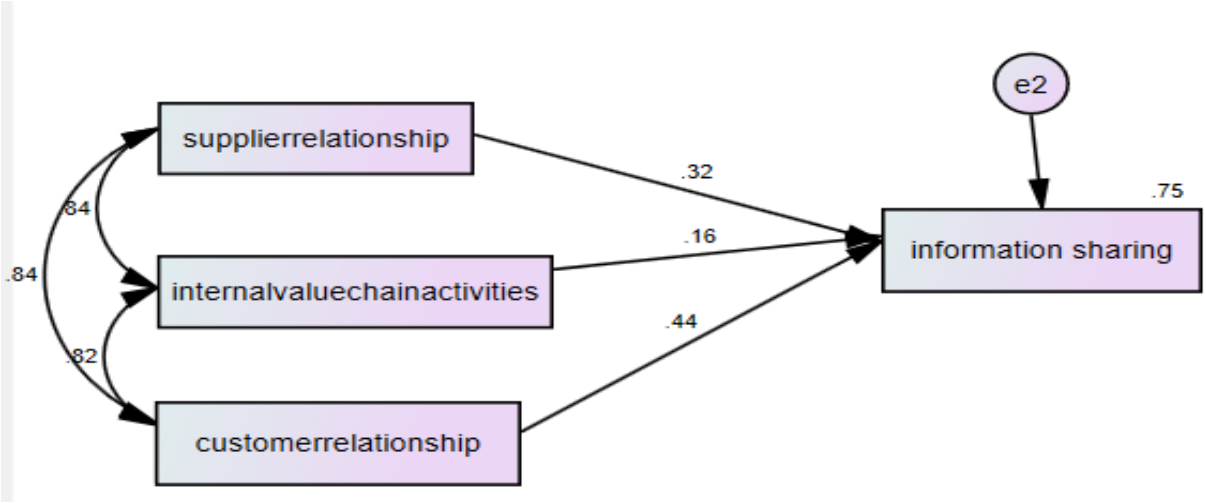

Figure 14: direct relationships of VCMP and information sharing

Table 18:Regression Weights of value chain management practice, and information sharing

			Estimate	S.E.	C.R.	P	R^2	Label
IS	<---	SR	.331	.057	5.812	***	.753	par_4
IS	<---	IVCA	.148	.049	3.040	.002		par_5
IS	<---	CR	.424	.051	8.395	***		par_6

Source own survey (2024)

The result's regression models showed that information sharing, is significantly impacted by the supplier relationship. The results of this study showed that the degree of information sharing in the study area was considerably ($p < 0.05$) impacted by supplier relationship. Whereas the results of the coefficient analysis indicate that the supplier relationship

dimension significantly and favorably influences information sharing (Beta = .331, CR = 5.812 and, $p < 0.001$). According to the statical results of the model, a one-level increase in supplier relationship of a value chain management practice also raises information sharing by 33.1% in the research area. Implies that there is a significant impact of supplier relationship on information sharing and it is agreed upon the hypothesis that a VCMPs supplier relationship positively and significantly affects information sharing.

The next one is the estimate result of internal value chain activities and information sharing, the result shows that there is a significant impact of internal value chain activities on information sharing, as the corresponding P-value is less than 0.05 Beta = .148, CR = 3.040. Furthermore, there is variation in a one-level increase in internal value chain activities of a value chain management practice also raises information sharing by 14.8% in the research area explained by the model.

Depending on the results of analytical model the hypothesis which is sated by the researcher information sharing is impacted by internal value chain activities positively and significantly is accepted.

Finally, the stoical model of the result also revealed that the customer relationship dimension has significant effect on the mediating variable of information sharing in the study area with acceptable value of B=.424, CR=8.395 and $p < 0.05$. Implying that customer relationship as a value chain management dimension has statistically significant effect on the information sharing in the study area. The result variance level is 42.4% in the mediating variable of information sharing statically.

From the model analytical result, the hypothesis customer relationship as value chain management dimension has appositive and significant effect on information sharing is accepted.

4.9. SEM Analysis of Mediating Roles of Information Sharing In Between Dimensions of Value Chain Management Practices and Organizational Performance

The examination of indirect effects used in the mediation is based on the Baron and Kenny (1986) traditional approach guidelines. Using the direct and indirect effects based on bootstrap techniques (500 samples) and bias-corrected bootstrap confidence interval (95%), it was conducted mediation analysis. Information sharing serves as the mediator in this mediation analysis, with organizational performance serving as the dependent variable and value chain management practice fit as the independent factors. The indirect effect, entails the causal relationship between dimensions of VSMP and information sharing and the outcome variable organizational performance. Below is the overall model outcome using the graphic input.

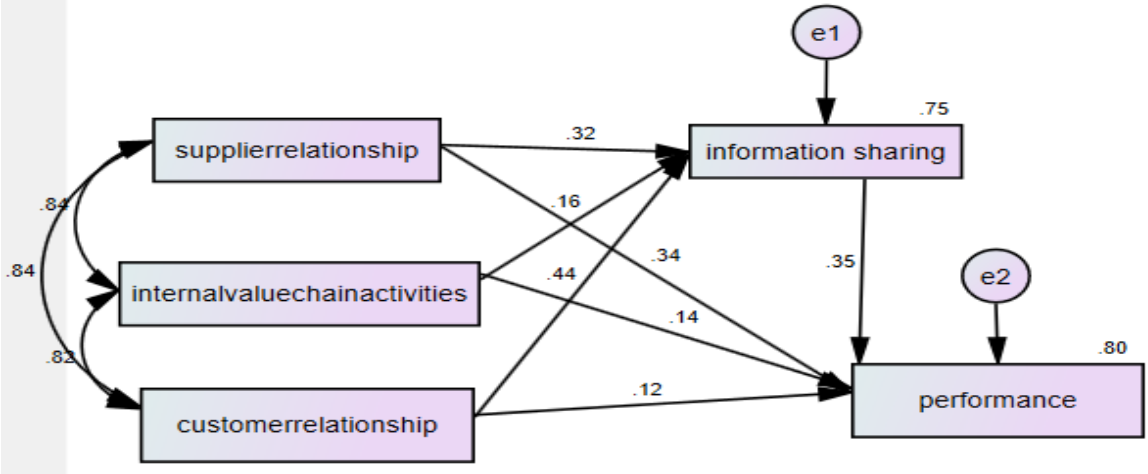

Figure 15:SEM analysis model

4.9.1. Total Effect of VCMP and Information Sharing on Organizational Performance

The total effects are the sum of all direct effects and indirect effects of one variable on another variable. The total effect of supplier relationship and information sharing on organizational performance was 0.428 and the result confirmed that, the total (direct and indirect) effect of supplier relationship dimension on organizational performance is significantly different from zero at the 0.001 level (p=.005). Again, the upper and lower

bounds of the boot strap estimate do not include zero. Thus, the bootstrap approximation obtained by constructing two-sided percentile- based confidence intervals was found significant with results of 0.454 and 0.185 upper and lower bounds of the boot strap estimate respectively.

This implies that there was significant total effect or supplier relationship and information sharing on organizational performance.

Table 19:Total Effect of VCMP and Information Sharing on Organizational Performance

	Customer relationship	**Internal value chain activities**	**Supplier relationship**	**Information sharing**
Total effect Estimates	.243	.166	.428	.317
Upper Bounds (BC)	.206	.219	.454	.453
Lower Bounds (BC)	.009	.020	.185	.178
Two Tailed Significance (BC)	.033	.007	.005	.003

Source: own survey, (2024)

Once more, the study's findings showed that internal value chain activities had a total impact of 0.166 on organizational performance. Additionally, the results verified that, at the 0.001 level, the combined direct and indirect effects of internal value chain activities and information sharing on organizational performance are statistically significant from zero (p=0.007). Once more, zero is not included in the bootstrap estimates' upper or lower bounds. The cumulative effects of information sharing and internal value chain activities on organizational performance were found to be substantial based on a bootstrap approximation that was created by building two-sided percentile-based confidence intervals. This implies that there was significant total effect or internal value chain activities and information sharing on organizational performance.

The study's findings also showed that the customer relationship overall impact on organizational performance was 0.243. Furthermore, the results verified that, at the 0.05 level, the combined direct and indirect effects of information sharing and customer

relationships on organizational performance are statistically significant from zero (p=0.033). Once more, zero is not included in the bootstrap estimates' upper or lower bounds. After creating two-sided confidence intervals based on the percentiles, a bootstrap approximation revealed that the overall impact of customer relationship and information exchange on organizational performance was noteworthy. This implies that there was significant total effect or customer relationship and information sharing on organizational performance.

According to the final result of the table above with supportive values of the information sharing coefficient, such as total estimate result =0.317, and p value=.003, information sharing has a direct impact on organizational performance without include zero in the bootstrap estimates' upper or lower bounds. After creating two-sided confidence intervals based on the percentiles, a bootstrap approximation revealed that the overall impact of information sharing on organizational performance was noteworthy. This implies that there was significant direct effect of information sharing on organizational performance.

4.10. Indirect Effects of Value Chain Management on Organizational Performance

The specific indirect effect of independent variables value chain management dimensions on organizational performance through information sharing was found positive and the following table shows the results of the indirect effects with the corresponding boot strap estimates.

Table 20.Indirect Effects valu results of Value Chain Management on Organizational Performance

	Customer relationship	**Internal value chain activities**	**Supplier relationship**
Indirect effect Estimates	**.134**	**.047**	**.105**
Upper Bounds (BC)	.213	.103	.182

Lower Bounds (BC)	.076	.009	.048
Two Tailed Significance (BC)	.002	.019	.001

Source: own survey, (2024)

The Indirect effect Estimates results of the mediated effect of supplier relationship information sharing is equal to = 0.105 and the results of dimensions on organizational was not zero. The Amos estimate of the upper and lower 95% bias-corrected bootstrap confidence interval based on 500 bootstrap samples was 0.182 and 0.048. The result showed that the bootstrap estimate of the upper and lower bound of the bootstrap estimates does not include zero. This implies that the indirect effect of supplier relationship as a components of value chain management practice dimension on organizational performance is significant and different from zero at the 0.001 level (p=0.002).

From (Table: 17) regression weight of direct effects of there was a significant impact of supplier relationship on organizational Performance, as the corresponding P-value is at levels of 0.001. In addition, Moreover, Table 21 (the results of total effects of value chain management practices and information sharing on organizational performance) shows that the impact of customer relationship on Organizational Performance is still significant in the presence of information sharing, as the corresponding P-value is less than 0.05 (P-value = 0.003). Therefore, it could be claimed that information sharing plays a partial mediation role between supplier relationship and Organizational Performance.

As far as the effect size of mediation of information sharing is concerned, we can calculate the amount how much does the effects of independent variable through mediating variable on organizational performance by dividing the indirect estimate results of supplier relationship (independent variable) to the total effect estimate results of supplier relationship (independent variable), i.e. 0.105/0.428 = 0.245. This implies a mediated effect of information sharing explains about 24.5% of the total effect of supplier relationship on organizational performance.

the other results of the study were the indirect effect Estimates results of the mediated effect internal value chain activities dimension through information sharing is equal to 0.047 the result revealed that 0.103 and 0.009 is the upper and lower endpoints of a two-sided bias-

corrected bootstrap confidence interval for the standardized indirect (mediated) effect of task identity and employee performance. From the above result the upper and lower bound of the bootstrap estimates does not include zero. This implies that the indirect (mediated) effect of effect internal value chain activities and organizational performance is significantly different from zero at the 0.05 level (p=0.019).

From (Table: 17) regression weight of direct effects of there was a significant impact of internal value chain activities on Organizational Performance, as the corresponding P-value is at levels of 0.001. In addition, Table 21 (the results of total effects of vale chain management practices and information sharing on organizational performance) shows that there is a significant impact of internal value chain activity on Organizational Performance, as the corresponding P-value is less than 0.05 (P-value = .007). Therefore, it could be claimed that information sharing plays a partial mediation role between internal value chain activities and Organizational Performance.

In order to calculate the effect size of information sharing mediation on organizational performance, we can divide the indirect estimate results of internal value chain activities (an independent variable) by the total effect estimate results of internal value chain activities (an independent variable), which equals 0.047/0.166 = 0.283. It may be inferred that the impact of internal value chain activities on organizational performance is mostly explained by a mediated effect of information exchange, accounting for around 28.3%.

Ultimately, the mediated impact of customer relationship resulted in an Amos estimate of 0.134. The outcome showed that the lower and higher ends of a two-sided bootstrap confidence interval for the standardized indirect (mediated) association between customer relationship and organizational performance are, respectively, 0.076 and 0.213. Based on the aforementioned outcome, zero is not included in the bootstrap estimates' upper or lower bound. This suggests that, at the 0.001 level, there is a significant difference (p=0.001) between the indirect (mediated) influence of customer relationships on organizational performance and zero.

Based on from (Table: 17) the regression weight of the direct effects indicates that the customer relationship had a substantial impact on organizational performance, with a

matching P-value of less than 0.001. Furthermore, as demonstrated by Table 21 (which presents the combined effects of information sharing and VCMP on organizational performance), the influence of customer relationships on organizational performance remains significant even in the presence of these relationships, with a corresponding P-value of less than 0.05 (P-value = 0.033). Information sharing could therefore be said to partially mediate the link between organizational performance and customer relationships. Regarding the effect size of information sharing mediation, we can determine the extent to which the independent variable's effects on organizational performance are mediated through the mediating variable by dividing the indirect estimate results of the independent variable's customer relationship by the total effect estimate results of the independent variable's internal value chain activities, or 0.134/0.243 = 0.55. This suggests that about 55% of the overall impact of customer relationships on organizational performance is explained by the mediated effect of information sharing.

4.11. Discussion of the research

According to the objective of the research the researcher used a questionnaire, and the study found that the direct effects of supplier relationships, internal value chain activities, and customer relationships significantly impact the performance of garment manufacturing industries. It also found that information sharing, a mediating variable, directly impacts organizational performance with an estimate value of 0.317 and a positive effect with an explained variance of 31.7%. The study also assessed the indirect effects of value chain management methods on organizational performance through mediator variable, and finding positive indirect impacts on organizational performance. The total impacts of value chain management practices and information sharing on organizational performance were still significant in the presence of information sharing, suggesting that information sharing plays a partial mediation role. and this result confirmed with several previous studies as Jat et al., (2023), Taengwa Denhere and Choga, (2022) Roushdy et al., (2015), Mumelo et al., (2017) supported the first hypothesis (H1) supplier relationships has positive and significant effect on organizational performance of garment manufacturing companies. In the modern manufacturing environment, suppliers of assemblies or parts can have a significant impact on a manufacturer's performance in terms of new product development,

quality, delivery, and cost control. These results supported and matched with first objectives of the research.

In addition, second hypothesis (H2) is achieved internal value chain activities have positive significant effect on the organizational performance garment manufacturing companies which his supported by different prior literatures Roko et al., (2016), Aguko, (2014) founds that internal value chain activities have positive and significant impact on organizational performance; This finding is matched with (Dekker, 2003)The network of internal operations that has the potential to significantly contribute to high performance. But Akenbor and Okoye, (2011)Analyze how Nigerian manufacturing enterprises' competitive advantage is affected by Value-Chain Analysis and founds Nigerian manufacturing firm's competitive advantage is somewhat enhanced, but not significantly, by Value-Chain Analysis. While other researcher Urbig and Verlage, (2003), study on the value chain's implications for company and industry analysis; and claims Business executives can exert more control over cost drivers with value chain management approaches than they can with competitors.

Whereas the third hypothesis(H3) customer relationship has significant effect on the performance of garment manufacturing, the study result is achieved and the finding is in line with Jones et al., (2002), Kosgei and Gitau, (2016), Al-Weshah et al., (2019)using the customer relationship process will increase the efficacy and efficiency of the sales team. According to (Ullah and Al-Mudimigh, 2009) businesses may boost shareholder income and profit if they pay attention to the customer relationship process. Because one of the key components of the customer relationship process is compiling information about both existing and potential clients and building a database, employees can enhance their service in response to clients' demands, this result is matched and achieved objective six which is customer relationship has significant effect on information sharing.

Whereas the fourth hypothesis(H4) supplier relationship has significant and positive impact on the information sharing, the study result is a one-level increase in supplier relationship of a value chain management practice also raises information sharing by 33.1% in the research area; supported with prior studies Mumelo et al., (2017), Osoro, (2023) The

relationships of suppliers and manufactures is necessary for effective information exchange methods to enable the implementation of sophisticated purchasing strategies, including just-in-time principles. By integrating with their business systems and generating a more cooperative decision-making process, IT solutions may be used to facilitate this integration and allow both parties to synchronize their data. Accordingly, Lii and Kuo, (2016) assert that increased cooperation in production planning choices, more accurate demand forecasting, and efficient inventory level management within the company are all ways that important suppliers may improve the performance of manufacturing companies. The relationship with the primary supplier should guarantee a precise and prompt information flow about the organizing, coordinating, and managing of all data that might assist manufacturing companies in setting up effective procedures. By aligning supplier information and facilitating information sharing, these enterprises will be able to outperform their competitors and make better judgements.

The fifth hypothesis (H5) is internal value chain activities have positive and significant impact on information sharing; the premise of the study is accepted and the study result is indicated that there is variation in a one-level increase in internal value chain activities of a value chain management practice also raises information sharing by 14.8% in the research area explained by the model. Though the result of the study is supported by Porter and Millar, (1985), and Chan,(2007) Having real-time information accessible is essential to building a value chain network. For Shell to generate value for its customers, information has to flow both ways. In order to maximize its delivery strategies.

The sixth hypothesis(H6) customer relationship has significant and positive impact on the information sharing, the study result is achieved and matched with prior studies Information sharing by a service provider fosters a favorable customer attitude by empowering and boosting client confidence. (Ouschan et al., (2006) Over time, information-sharing can also strengthen and foster the relationship and loyalty between customers and service providers (Tai and Ho, 2010). Information-sharing services can form an especially important component of a manufacturing firm's competitive strategy in that companies in a supply chain environment often need to deal with complicated inter-organizational processes (Chan and Chan, 2010). Providing information-sharing services

to business customers can help those customers reduce uncertainties inherent in inter-organizational processes and activities. Similarly, Cachon and Fisher, (2000) an analysis comparing customer demand and inventory information sharing versus no information sharing between a retailer and supplier finds that there is a significant improvement when sharing customer demand and inventory information versus no information sharing. Operational and inventory costs are shown to be lower, when production schedule and customer demand information are shared compared to no information sharing(Gaonkar and Viswanadham, 2001).

Hypothesis seven (H7) information sharing has a direct positive and significant effect on the performance of garment manufacturing companies. The study hypothesis is accepted and supported by prior studies Lotfi et al., (2013) Information sharing enhances company effectiveness by promoting knowledge exchange on supply chain logistics, business, strategic, and tactical issues. It aids manufacturers in inventory management, visibility, production, organizational efficiency, early problem detection, faster response times, and shorter lead times. Integrating data to improve the company's operational efficiency and the efficacy of the supply chain flow strategies is the main goal of information sharing with partners(Wong et al., 2021). Sharing accurate and up-to-date information helps businesses become more competitive and builds their capacity for sustainability(Ramakrishna, 2016, Ciccullo et al., 2018).

The last and final hypothesis (H8) of the study information sharing completely mediates the relationship between value chain management practice and organizational performance while the results of the study showed that statically information sharing is partially mediating the relationships between value chain management practices and organizational performance. Information sharing partially mediates the relationship between customer integration and operational performance with a significant positive standard beta coefficient. Birhanu et al.,(2022). Hence Working together facilitated by information lowers costs all across the chain while improving value and customer service (Fawcett et al., 2007a).

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

5.1. Summary of Findings

In relation to direct relationships between value chain management practices and organizational performance, the study summarized that supplier relationships, internal value chain activities, and customer relationships have statistically significant effects on the organizational performance of garment manufacturing industries and on mediating variable information sharing. Which is supported by the hypothesis that value chain management practices such as supplier relationships, internal value chain activities, and customer relationships have a significant positive effect on organizational performance and mediate variable information sharing, is accepted.

The study found that information sharing, a mediating variable, directly impacts organizational performance. It had a significant direct effect with a beta value of 0.317 and a positive and significant effect with an explained variance of 31.7%. Therefore, the hypothesis that information sharing has a positive and significant effect on organizational performance is accepted.

Additionally, the study assessed the indirect effects of the dimensions of value chain management methods on organizational performance. The study came to the conclusion that there were positive indirect impacts of the independent factors on the dependent variable, or organizational performance, based on the regression data.

According to the regression weight of direct effects of value chain management components there was significant impact of supplier relationship, internal value chain activities and customer relationship on organizational Performance, as their corresponding P-value is at levels of 0.001. While, the total impacts of total effects of value chain management practices and information sharing on Organizational Performance is still significant in the presence of information sharing, with their corresponding P-value is less than 0.05. Therefore, it could be claimed that information sharing plays a partial mediation role between value chain management practices and Organizational Performance.

5.2. Conclusion

This research aims to identify the effects of value chain management practice on garment manufacturers' organizational performance on the mediating roles of information sharing. Based on SEM analysis statistical results of the research, the study found that value chain management practices such as supplier relationship, internal value chain activity and customer relationships have positive and significant effect of on garment manufacturers organizational performance and information sharing. In addition, all components of value chain management practices and mediating variable information sharing are significant predictors of all performance measures of the study. While the mediating variable information sharing is partially mediating between value chain management practices and garment manufacturers organizational performance statically.

Therefore, by incorporating new value chain management practices through information sharing, concepts, and policies into their organizations, managers of garment manufacturing industries should ensure that the favorable link between value chain management practices and performance is maintained. Which implies an increase in the application of these value chain management techniques would enhance the organization's performance by considering all the numerous variables that are tracked in supplier relationships, internal value chain operations, and customer connections.

In light of these results, it may be useful for managers, officials and specialists keep track of changes in the value chain management practices process and information sharing in addition to monitoring different measures of their performance.

Rigorous statistical procedures were used to the instrument, including validation of second-order components, discriminant validity, convergent validity, and reliability. This study provides empirical evidence in support of the conceptual and prescriptive claims made in the literature on the benefits of value chain management systems.

5.3. Recommendations

In light of the findings of the study, I advise the following main points.

- Garment Manufacturers may assess their level of supplier and customer relationships, and promote relationship quality, and develop staff attitudes and competencies to encourage a more favorable relationship orientation.
- The supplier's relationship with the organization is crucial for performance, and trust and communication are key components. Garment manufacturing Companies may choose and develop strong relationship with suppliers who can be contacted quickly, as this reduces cycle times and transportation expenses, enhancing overall organizational performance.
- To gain a competitive advantage and continuously improve performance, garment manufacturers may focus on their internal value chain activities and manage the links between them.
- In today's global business environment, customer satisfaction is paramount. Building strong relationships with consumers is crucial for maintaining their loyalty. Companies may view them as assets, contributing to value and profit. Garment manufacturers must effectively manage their relationship with their customers in order to thrive in the business.

- As the study result confirmed the increase in organizational performance are related to both increases information sharing and organizational performance the organization shall try to build an information flows and upgrading their information-sharing capabilities that facilitate optimization of value chain management practices.
- Furthermore, it would appear that managers may focus on nurturing information sharing and principles of value chain management practices in addition to monitoring different measures of their performance.

5.4. Limitations and suggestion for future study

This study was subject to a number of limitations. One limitation of this research is, targeting garment manufacturer consists of private and only exporters of garment to the internal market, which the result may be much different if this study noticed these inclusively addressing another industrial park. To benefit from comprehensive

measurement future studies will consider other value chain actors like suppliers, consumers, and brands retailers. Additionally, it is recommended that future researchers will consider compare the results of the private and governmental manufacturing industries, domestic manufacturers' performance, small and medium enterprises, and other manufacturing sectors and express the differences.

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ANNEX-I

Questionnaire

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

Department of Logistics & Supply Chain Management

Dear Sir/ Madam,

This questionnaire is designed to collect the necessary information for the research title "effects of value chain management practices on performance of Garment manufacturers in the mediating roles of information sharing" as a partial fulfillment of Master of Art Degree in Logistics and Supply Chain Management. Your participation is very important for the success of the study. The information you provide will be used only for academic purpose and will be kept strictly confidential. The following questions have no right or wrong answers. Please don't hesitate to provide important information to the best of your knowledge. You are not required to write your name. Completing this questionnaire will take you few minutes.

The questioner is organized in four parts with 2 pages, part I demographic information of respondent's part II Value chain management operational questions, part III information and part IV organizational performance statements.

Thank you in advance for spending your precious time to answer the questions and please do not hesitate to contact the undersigned with any questions.

Mebratu Genanew Yismaw

Email: mebre01genenew@gmail.com

Part I: Demographic Information

Please tick (√) the boxes to indicate the appropriate answers of yours for the following demographic questions.

1. Gender: ☐Male ☐Female
2. Age (years): ☐25 – 35 ☐Between 35 – 45 ☐Between 45 - 55 ☐above 55
3. Education: ☐Diploma or less ☐Bachelor ☐Master's Degree ☐Doctorate
4. Position: ☐High level ☐Middle level ☐officer ☐Logistics ☐Marketing ☐ Support staff □ Other (please specify) _____
5. Years of experience: ☐Less or equal 5 ☐Between 5 – 10☐Between 10 – 15

   ☐Above 15

Part II-Value chain management practices

Notice: ***Please thick (√) the appropriate place to indicate your perspectives the extent to which you agree or disagree on each statement based on your organization how you feel about the statement.***

[1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree]

No.	**Supplier Relationships**	**1**	**2**	**3**	**4**	**5**
1.	We regularly solve problems jointly with our suppliers.					
2.	We consider quality as our number one criterion in selecting suppliers.					
3.	We have continuous improvement program that include our key suppliers.					
4.	We actively involve our key suppliers in new product development.					
5.	We include our key suppliers in our planning and goal setting activities.					
6.	We regularly measure our suppliers' contributions to our profitability.					
Internal value chain activities		**1**	**2**	**3**	**4**	**5**
1.	We strive to differentiate our value chain activities.					

2.	We explore opportunities of employing new technologies in our value chain activities.					
3.	We strive to minimize cost in our value chain activities.					
4.	Our Value Chain Activities are linked.					
	Customer Relationships	**1**	**2**	**3**	**4**	**5**
1.	We frequently measure and evaluate customers' satisfaction.					
2.	We promptly respond to customers' problems, suggestions and complaints.					
3.	We have different marketing patterns for target customers.					
4.	We offer after sale service to our customers.					
5.	We actively provide discount for loyal customers.					
6.	We have formalized procedures for up-selling to valuable customers.					
7.	We attempt to build long-term relationships with our high-value customers.					
8.	We try to actively manage the customer referral process.					
9.	We attempt to customize products/services based on the value of the customer.					
10	We frequently interact with customers to set reliability responsiveness, and other standards for us					
	Part -III : Information Sharing	**1**	**2**	**3**	**4**	**5**
1.	We have adequate information systems linkages exist with our partners.					
2.	Our firm provides suppliers the demand Forecast information.					
3.	Our customers provide us the demand forecast information.					
4.	Our firm and its partners share their capacity planning information.					
5.	Our firm and its partners can easily monitor the status of their orders.					
6.	Our firm shares its production plans with its partners.					
7.	Our trading partners keep us fully informed about issues that affect our business.					
8.	Our trading partners share business knowledge of core business processes with us.					
9.	Current information systems satisfy value chain communication requirements.					
10	Information applications are highly integrated within the firm.					
11	Information systems are highly integrated throughout the value chain.					
12	We have frequent and regular communication among value chain members.					

Part IV

	ORGANISATIONAL PERFORMANCE	**1**	**2**	**3**	**4**	**5**
1	Our company experiences growth in return on assets.					
2	There is growth in sales in the company.					
3	The company achieves growth in market share.					
4	There is increment in Profits margin on sales					
5	Cost of total production is significantly decreased.					
6	Cost of total logistics is significantly decreased.					
7	Order fulfillment rate of the company is improved.					
8	Our company improved on time delivery rate of products.					