

Impact of the Supply Chain Management Practices Over the Organizational Performance

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ABSTRACT

Our study aims to identify the effects of Supply Chain Management practices on organizational performance in textile firms located in Karachi. Our questionnaire is survey-based; in which we are using the distribution technique to identify the findings of our study. In the sampling technique, the researcher used the simple random technique with a sample size of 240. Statistical method, the researcher applied Cronbach's alpha by testing the reliability using reliability analysis and the analysis using multiple linear regression to determine the supply chain practices that affect organizational performance in the textile sector. The analysis of the study measured how the supply chain practices (customer relationship, quality of information sharing, strategic supplier partnership, postponement) impart a role in organizational performance in textile firms in Karachi, Pakistan. Results: This study found a significant relationship between (the quality of information sharing and strategic supplier partnership) on organizational performance in textile firms. Furthermore, customer relationship and postponement has an insignificant role in organizational performance. However, results show that the quality of information sharing and strategic supplier partnership impact organizational performance in the textile sector. Conclusion: This study is based on and covers the region of Pakistan. So the findings of our study can differ if we compare the current study in the context of implications in other regions of the country.

Keywords: *Customer Relationship, Quality of Information Sharing, Supplier partnership, Postponement, Organizational Performance, Pakistan, Developing economy*

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1. Introduction

It is identified with various resources that Oliver and Weber, two consultants in the field of logistics, introduced the concept of Supply Chain Management (SCM) in literature at the beginning of the 1980s (Felea & Albăstroi, 2013). In this chapter, we will discuss the background of the study, the problem statement, research questions, the study's purpose, significance, the study the outline of the study, and the definition of terms. Supply chain management has gained significant importance for more than the previous two decades. Nowadays, this field emphasizes the importance of the buyer and the suppliers working as partners, which ultimately adds more value to the entire supply chain activities. This field has gained the attention of academics and the communities of practitioners (Narasimhan & Kim, 2002; Rashid et al., 2023). The SCM provides an integrated approach that deals with several domains like logistics, services, planning regarding control materials, and the information channels, including the supplier's manufacturers onwards to the end consumers; It will be the most effective way for the organizations to improve their performance and achieve sustainable competitive advantage (Ou et al., 2010; Rashid & Rasheed, 2023).

Now the scope of SCM has gained the attention of concerned authorities like consultants, academic researchers, and business organizations simultaneously. Since the organizations have realized that the significance of the SCM should not be ignored, moreover, they want to achieve a sustainable competitive advantage while competing with their competitors regarding the products and the services they are providing in such crowded competition (Jones, 1998; Rasheed & Rashid, 2023). Business Organizations try to achieve competitive advantage and continuously improve the capabilities that enable them to perform beyond the customer's expectations and achieve excellence regarding the financial and strategic objectives in the market (Hayes & Pisano, 1994; Rasheed et al., 2023). Organizations aim to adopt supply chain management practices helpless they achieve efficiency and effectiveness over a more extended period (Talluri & Narasimhan, 2009). Supply chain management is a core component of any organization's success (Vanichchinchai & Igel, 2009). Understanding the supply chain management implementations is necessary to compete globally and achieve financial and strategic objectives. Now with the growing importance of the practices of SCM, researchers are trying to analyze the relationship between SCM practices and the organizations' performance. However, the studies are giving various results because of the operationalization of the measures of the performance of organizations (Karmimi & Rafiee, 2014). These days' the significance of the supply chain activities like transportation and warehousing helps to control the overall cost. However, the SCM needs to be addressed, which is the only way to achieve sustainability and competitive advantage in the longer run (Rashid et al., 2022a b).

1.1 Problem Statement

Customer relationship has become crucial for the survival of firms in today's competitive business environment (Moberg et al., 2002). During the last few decades, to cope with the highly dynamic environmental changes, the way of doing business has changed supply chain management practices. On one side, it is adding more value in enhancing the performances of firms, while on the other side, it is imposing several threats and affecting the organizational performances of firms which requires effective customer relationships, which ultimately improves the organizational performance of firms (Gawankar et al., 2017). Maintaining close customer relationships has become a big hurdle for newcomers; on the other hand, it provides a strategic competitive advantage for well-established firms; using this advantage, they provide more value to their customers, which makes small firms hard to match (Magretta, 1998).

As the environment is highly dynamic, which pushes the organization to adopt flexibility

regarding the increased volume and the ever-changing and diverse information, which ultimately increases the manager's involvement and the concerns for the improvement in the quality of information based on which they are bound to make plans and take decision accordingly. Many companies have serious concerns and think deeply about the needs and wants of their customers. The dynamicity of the environment but variations and disturbances of any kind have the potential to damage the production and its process. Similarly, the demand pattern, human error, machines faults, financial issues, political, economic, environmental, and many other issues also influence the organization's performance and its effectiveness in achieving competitive advantage; therefore, the uncertainty factor is always there and cannot be ignored (Sagawa & Nagano, 2015).

There is a high demand for clothes from suppliers and buyers in the market, both nationally and internationally. Pakistan is suffering due to a shortage of yarn. The reason is the low availability of raw materials and increased yarn export to China. Pakistan's political and economic conditions are also the main reason causing the shortage of suppliers and customer presence, especially in the textile industry. The energy crisis cannot be ignored, which is the most significant hurdle to the survivability of the medium size industries. The shutdown of the production units, changes in prices, and ever-changing terms of taxes are also affecting the suppliers to provide raw materials; taking advantage of the situation and due to high demand, those suppliers that can provide raw material charge more. Further, taking advantage of the situation, they sell yarn to open markets despite fulfilling the actual demand from their buyers. To avoid risk, companies are integrating with their suppliers to avoid disruptions in production to fulfil the demand of their customers. To enhance performance and avoid inconsistencies and disruptions, the role of supply chain practices has great significance (Khan & Qianli, 2017). To achieve significant results, the experts believe that the supply chain is a complex network of processing, manufacturing, and resource delivery processes, for which operational management needs to enhance network-based optimization. A sequence must be found in the Supply Chain Network management, and that is the real cause of failure in a textile sector if not followed. It helps organizations to manage multiple tasks effectively and efficiently, like allocation of the serial, processes, and information (Ke et al., 2018).

In today's time, most themes are adopting the strategy of the (strategic supplier partnership) to promote collaboration in inter-organizational supply chain management activities. So, they face issues and challenges; meanwhile, coping with those challenges and their success directly depends on how efficiently and effectively they maintain or handle their inventory level. Another critical area is to what extent they successfully satisfy their customers. The critical issue is to identify to what extent companies' partnership with suppliers and various marketers affects the supply chain and performance of the organizations (Tindi & Kibet, 2018). Business organization are open to sharing information while keeping in mind the uncertainty of fulfilling the supply and demand, including the cost and benefits of the firms; the shared information is not exact with some changes, which ultimately bring the barrier in the way of achieving the sustainable competitive advantage in business that based on the information sharing (Fraccascia & Yazan, 2018). Nowadays, this issue is faced by organizations to select a strategy for rescheduling (Postponement) to avoid risks regarding the uncertainty of information. Until now, a depth study has not been conducted on information-sharing relationships. It could be more problematic to analyze the actual influence of these elements (Dong et al., 2019). However, in today's highly dynamic environment, it becomes a big challenge for the decision makers to make such strategic decisions regarding the organizational practices that help in enhancing organizational performance in achieving sustainable competitive advantage. More research needs to be done, especially in the textile sector in the past in Pakistan. The gap we consider here is of the time, and critical situation, as Pakistan is facing a severe crisis, and the concerns of default are lingering. Because of this, many small and medium-sized firms have been totally or partially closed, and those operating have been facing a crisis. Furthermore, hurdles in import, LC's issue, unavailability of dollars, and increased rates of fuel and gas are seriously damaging the production capability and market share in exports in international markets. So, in such a situation, those who are surviving and trying to cope with the hurdles are a great source of knowledge and information for all concerned firms that can beneficiate and learn such organizational practices, positively enhancing organizational performance. Hence, this study will answer the following research question:

- *How do Supply Chain Management practices affect the organization's performance?*

2. Literature Review

2.1 Customer Relationship

Customer relationship management is the set of activities managed through administering customer engagement and enhancing the customer experience that will ultimately establish long-term relationships, retained through client service and maintaining connections with the consumers (Chen & Wu, 2016). It not only helps to increase the retention of customers and connections to enhance the organization's efficiency but also provides information regarding the customers' needs. By maintaining a solid relationship with clients, the company can differentiate its products or services from rival competitors, enhance more attractive offers, and protect the interest of consumers (Banerjee & Mishrab, 2017).

CRM can benefit decision-making if it is correctly aligned with SCM practices (Yadollahinia et al., 2018). Maintaining links with the consumers proved essential for any organization to achieve sustainability and move towards highly personalized and customized services (Banerjee & Mishrab, 2017). Maintaining a close partnership with the client can be very beneficial to achieve a strategic advantage for any business, but it is nearly impossible. That is why business organizations and investors prefer to achieve efficiency (Okongwu et al., 2015). Simply put, CRM is operational in business organizations to identify the majority's desired needs and reasons behind brand loyalty and then set standards to satisfy their customers (Gawankar et al., 2017). An investigation of the relationship between supply chain management practices (SCMP) on supply chain performance measurement (SCPM) of Indian retail chains using SEM. To achieve a sustainable competitive advantage, a firm must be flexible enough to adapt according to their consumer demands and timely comes up with new products and unique ideas (Hamister, 2012).

Al-Weshah et al. (2019) study the role of CRM systems on organizational performance in the telecommunication sector, for which data from 140 questionnaires were analyzed. Results show no significant impact of CRMS on Telecommunication firms. Haislip and Richardson (2017) study customer and organization relationships. The concept was to study how improving relationships with customers enhances the satisfaction of customers, sales and overall performance of the organizations, for which 87 firms have been examined. The results show the significant impact of CRM on sales and the performance of organizations. Furthermore, findings reveal that by implementing CRM strategies, organizations can significantly improve sales and development of products and be cost-efficient in their operational expenses. When the relationship with the customer is strong, organizations will always ensure the availability of the best products for the consumers (Sundram et al., 2016). That is why CRM have a significant impact on the performance of organizations.

2.2 Quality of Information Sharing

The feature of information quality (IQ) is an indispensable element in the manufacturing industry. The ultimate concept is to deliver the customers the appropriate and differentiated information, which can be helpful for the customers that give customers more access and deep insights into their products (Sagawa & Nagano, 2015). Moreover, IQ is supposed to enhance the performance of firms by providing detailed demonstrations of the exact services (Fauver & Loureiro, 2017). In addition, IQ is also referred to the firm's level of merit in the context of information, and it has also been proven to be a motivating factor for customers to buy a particular product because it helps in achieving their level of satisfaction through valid information (McKnight et al., 2017). The concept of information quality is proved to be essential in manufacturing. The primary purpose is to enhance customers with more valid and diversified information, which enables customers to have more information regarding the products they are interested in (Sagawa & Nagano, 2015). Information sharing is a critical process, and the actual value of information can only be estimated with good-quality information. The actual worth of quality information could be evident only when it helps to make such supply chain decisions that help not only

to save major blunders at any level but also enables it to achieve a competitive advantage over its rivals (Jones & Towill, 1997). Information quality depends on the degree to which the given information fulfils organizational needs (Peterson, 1999). The importance of information quality can be estimated with the empirical evidence provided by several studies. Past studies proved that delayed and inaccurate information in the supply chain creates severe problems (Forrester, 1958). Kulp (2002) studied the effect of the information on buyer-supplier relationships. The results proved that the benefits of shared information depend on reliability, accuracy and precision. Larson and Kulchitsky (2006) tested empirically that accurate information over time makes a stronger buyer-supplier relationship. Li and Lin's (2006) findings of the study prove that the degree of information shared between business organizations depends on the quality of information shared between them in the past.

2.3 Strategic Supplier Partnership

It is the need of the time for business organizations to move on from the traditional methods of strategy formulation and implementation to seek partnerships with those who are directly or indirectly connected with other organizations, suppliers or even customers that ultimately increases their competitive advantage over rivals in the existing market (Huang & Liu, 2014). With time, firms have realized that integration with suppliers, customers and internal functions is the best way to achieve sustainable competitive advantage (Frohlich & Westbrook, 2001). Supply chain integration is a concept adopted and practised by business organizations that want to enhance their organizational performance by developing and maintaining deeper and closer relationships with other links in the supply chain network. Organizations nowadays shift their strategy of vertical integration towards integration with other firms with more expertise and adding value, whether procurement, manufacturing, or delivering products and services to end consumers more efficiently and effectively in terms of time or cost (Chen et al., 2011). Supply chain integration improves the performance of all the activities performed in the supply chain. According to Sezen (2008), with the results of the study of 125 manufacturing firms in the UK, supply chain integration and the sharing of information helps to improve the performance of the supply chain. Results from another study prove that integrating a firm's competitive strategy and integrating firms with its suppliers and customers will improve its operational performance (Zailani & Rajagopal, 2005).

2.4 Postponement

Postponement can be defined as the methods firms use during manufacturing processes to cope with hurdles in the supply chain to avoid risks and, in the meantime, enhance organizational performance (Simão et al., 2016). There are several strategies regarding the postponement, one of which is to shut down all the services or decision-making unless the issuance of further notice (Dong et al., 2019). Postponement provides flexibility to make changes in the products and make them according to the needs and desires of customers. Furthermore, it differentiates the products from rivals and modifies the demand function (Waller et al., 2000; Hashmi et al., 2021a, b).

2.5 Organizational Performance

Organizational performance is defined as the capability of business organizations to achieve their strategic and financial objectives (Tzokas et al., 2015; Hashmi et al., 2020a, b). The organizational performance's essential function is to improve productivity, reduce operational costs, enhancing profit margins (Hussain et al., 2018; Rashid et al., 2020). Nowadays, the role of organizational performance has gained much importance. Firms push to bring innovation in their operational capabilities to increase their overall organizational performance. It is the demand of time to develop and adopt such capabilities that help organizations to be highly efficient in their supply chain activities (Al-Weshah et al., 2019; Rashid et al., 2020; Rashid & Rasheed, 2022). Hussain et al. (2018) studied the influence of the supply chain on the performance of textile firms; data from 30 managers having specialized in the supply chain was collected. The study's results prove that SCM practices profoundly impact organizations' performance and help them achieve competitive advantage (Hashmi, 2023; Baloch & Rashid, 2022). Figure 1 shows the conceptual framework, and based on the literature and theoretical background, the

following hypothesis was developed:

H1: Customer Relationship has a significant relationship with organizational performance.

H2: Quality of information sharing has a significant relationship with organizational performance.

H3: Strategic Supplier partnership has a significant relationship with organizational performance.

H4: Postponement has a significant relationship with organizational performance.

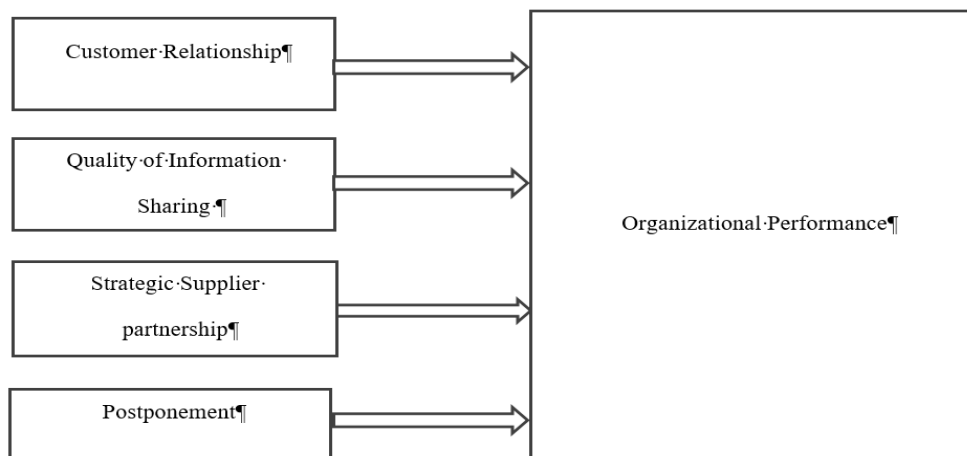


Figure 1: Conceptual framework
Source: Literature

3. Research Methodology

3.1 Research Approach

Qualitative and quantitative research are the two main research approaches. In the quantitative research approach, data collection and analysis are done using numbers. With quantitative data, results have been generalized using large data samples (Rashid et al., 2021). The primary purpose of analyzing data is to determine the correlation between variables. Based on the results, either the hypothesis is confirmed or rejected. The size of data can vary to maintain impartiality (Blessing & Chakrabarti, 2009; Rashid et al., 2020). As the study is collecting and analyzing a large data sample, the method of research we use is quantitative.

Explanatory and exploratory research are two types of research. Exploratory research has great significance as it involves confirmation or eliminating theory, which the study has comprehensively represented (Kothari, 2004; Hashmi & Mohd, 2020). Between these types, explanatory research helps identify the results in depth while providing a detailed explanation of the phenomenon the study has been analyzing. Furthermore, this evaluates the variables representing the people's behaviour and actions and offers details about the circumstances they can impact (Li et al., 2006). As our study conforms to the theory, we are using explanatory research as the type of research.

Correlation and casual research designs are the main types of research design (Cooper & Schindler, 2003; Rashid & Amirah, 2017). Correlation research design evaluates the association between study variables in theory, while casual research design helps to find out the cause and effect between study variables (Rashid et al., 2019). The correlation research design helps us confirm the theory that which study is presenting (Koul, 2009). So we are using correlation research design in our

study as we assess the association between constructs of the study.

3.2 Sampling Design, Procedure of Data Collection, and Statistical Techniques

For our study, we will collect data from professionals in the supply chain field. The study collected data from 240 respondents in textile firms operating in Karachi, Pakistan. We will collect data from professional experts in supply chain leading textile firms. We aim to collect 240 sample responses from the textile firms operating in Karachi, Pakistan. We are using non-probability sampling. Further, to collect data from the sample population, a convenience sampling technique has been used. The self-administered questionnaire has been developed and used to collect data for which a five-point (Likert scale) quantitative questionnaire has been used. For the reliability of measurements, our survey has been tested through Cronbach's alpha (α) (Alrazehi et al., 2021). For data collection in our study, we are collecting responses through a questionnaire provided to respondents through a Google form. We have variables for organizational performance, strategic supplier partnership, postponement, quality of information sharing, and customer relationship. We aim to collect 240 sample responses for our study from the supply chain professionals in textile firms operating in Karachi, Pakistan. Data has been collected through primary (first-hand responses) from supply chain professionals of textile firms located in Karachi. In data analysis, our study has employed (Cronbach's alpha) from the reliability and multiple regression analyses. The main reason behind using the multiple linear regression analysis is to enable the testing of the hypothesis between one dependent variable and two or multiple independent variables. So to analyze primary data for inferential statistics, we used the method of multiple regression (Rashid, 2016).

4. Data Analysis and Findings

4.1 Demographic Profiles

The demographic profile of the respondents includes the age of the respondent. Around 46 falls in the category of 19-25 years of age, 97 fall in the category of 25-30 years of age, and 97 respondents are in the category of 30-50. The status of education respondents, 76 fall under the graduate category, 161 falls in the category of masters, and three respondents have other education. The information about the job experience of the respondents, according to which 15 respondents have 0 to 1 years of experience, 79 have around 4 to 5 years of experience, 100 have about 5-10 years, and 46 have more than ten years of job experience.

4.2 Validation of Model

Ensuring that each constructor of variables used in research is dependent or independent and holds reliability. So in the given research, reliability analysis is essential. The value of Cronbach's alpha should be above 0.7, then the construct is reliable (Khan et al., 2022a, b). The independent variables used in the study are customer relationship, quality of information sharing, strategic supplier partnership, and postponement, while the dependent variable is organizational performance. The value of Cronbach's alpha is 0.789, which is above the minimum acceptable value of 0.70. The test analyzed the relationship between the independent and dependent variables. As shown in Table 1, the Pearson Correlation matrix expresses the moderate to high correlation among each variable, with values ranging between 0.080 and 0.473 with significant p values. Values show that each variable correlates with the other and validates our developed hypothesis.

Table 1: Correlations

		Customer-Relationship	Strategic-Supplier_Patrnership	Quality-Of-Information-Sharing	Postponem ent	Organizational-Performance
Customer Relationship	Pearson Correlation	1	.389**	.263**	.132*	.164*
	Sig. (2-tailed)		.000	.000	.041	.011
	N	240	240	240	240	240
	Pearson Correlation	.389**	1	.434**	.218**	.080

Strategic-Supplier Partnership	Sig. (2-tailed) N	.000 240		.000 240	.000 240	.000 240
Quality_Of_Information_Sharing	Pearson Correlation Sig. (2-tailed) N	.263** .041 240	.434** .000 240	1 .000 240	.383** .000 240	.474** .000 240
Postponement	Pearson Correlation Sig. (2-tailed) N	.132* .041 240	.218** .001 240	.383** .000 240	1 .000 240	.183** .005 240
Organizational_Performance	Pearson Correlation Sig. (2-tailed) N	.164* .011 240	.080 .220 240	.473** .000 240	.183** .005 240	1 240

Source: SPSS Output

Now in Table 2, the model summary shows three components to prove the model fit for the independent and dependent variables: R, R-square, and Std-Error of Estimates. The R-square value in the regression model determines the proportion of the variance among the dependent variables, which the independent variable can explain. While adjusted, R^2 implicates the adjustment of the error and the external factors and shows the variance or effects accordingly. Table 2 shows that independent variables (customer relationship, quality of information sharing, strategic supplier partnership, postponement) predict the dependent variable (Organizational Performance) by 24%. The values of adjusted R^2 values are adequate and fulfil the test assumptions.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.501 ^a	.251	.239	.30212

a. Predictors: (Constant), Postponement, Customer Relationship, Strategic_Supplier_Partnership, Quality_Of_Information Sharing

b. Dependent Variable: Organizational_Performance

Source: SPSS Output

After regression, table 3 shows the results of ANOVA, which is used to ensure the reliability of the relationship among the independent and dependent variables for which we observe the value of F. While the value of sig is used to represent whether the relationship between the independent and dependent variables is significant. The results show that the value of F is 19.738, which shows that the relationship between the independent variables (customer relationship, quality of information sharing, strategic supplier partnership, postponement) and the dependent variable (Organizational Performance) is reliable. The significance of the p-value is $0.00 < 0.001$.

Table 3: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.202	4	1.802	19.738	.000 ^b
	Residual	21.450	235	.091		
	Total	28.656	239			

a. Dependent Variable: Organizational_Performance

b. Predictors: (Constant), Postponement, Customer Relationship, Strategic_Supplier_Partnership, Quality_Of_Information Sharing

Source: SPSS Output

4.3 Hypothesis Testing

Table 4 shows that the coefficient values with p values and expressing that QIS (quality of information sharing) and SSP (strategic supplier partnership) have a significant effect ($p\text{-value} < 0.05$) on OP (organizational performance), whereas the CS (customer relationship), PP (postponement) have an insignificant effect ($p\text{-value} > 0.05$) on OP (organizational performance) (Khan et al., 2023). Table 4 summarize the hypothesis and express that the results accepted hypothesis H2 and H3 but rejected

hypothesis H1 and H4. H1 is not supported as the p-value is more significant than 0.05. H2 is supported as the p-value is less than 0.05. H3 is also supported as the p-value equals 0.005, less than 0.05. H4 is not supported as the p-value equals 0.881, more excellent than 0.05 (Khan et al., 2021; Haque et al., 2021; Das et al., 2021).

Table 4: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.183	.151		7.842	0.000
Customer_Relationship	0.090	.057	0.098	1.581	0.115
Strategic_Supplier_Partnership	-0.187	0.066	-0.189	-2.852	.005
Quality_Of_Information_Sharing	.497	.063	0.526	7.88	0.00
Postponement	.006	0.043	0.009	.149	.881

Source: SPSS Output

5. Conclusion and Discussion

The ultimate objective of the study is to determine the impact of SCM practices on how organizations perform in contrast to the textile industry in Karachi, Pakistan. Multiple variables have been used to determine the relationship, which includes customer relationship, quality of information sharing, strategic supplier partnership and postponement, which help to determine the organizational performance. The quantitative approach has been used for explanatory purposes for the collection of data. Data has been collected from professionals serving in textile firms' supply chain departments. The sample size is 240, and respondents were selected using convenience sampling. Multiple regression analysis has been conducted to analyze data. Studying results, we find out that the relationship between the customer relationship and organizational performance is insignificant. The second relationship, quality of information sharing and organizational performance, is significant. Third, relationships, strategic supplier partnerships and organizational performance are significant. The fourth relationship between postponement and organizational performance is insignificant. Considering the hypothesis obtained from the general framework, as shown in Fig 2. As indicated in the four hypotheses, four disruptive factors were used in this study to test: customer relationship, quality of information sharing, strategic supplier partnership, and postponement. The study found that organizational performance in the textile industries during the last six months, from June 2022 to December, has been influenced by two disruptive factors - the quality of information sharing and strategic supplier partnership. However, the two disruptive factors: customer relationship and postponement, were rejected. There was no significant relationship between these two factors with organizational performance in the textile industry in Karachi, Pakistan.

Hypothesis 1 proposed that customer relationship has a significant relationship with organizational performance. The analysis of multiple regression shows that the hypothesis was not supported, which means that the customer relationship has an insignificant relationship with organizational performance. However, previous studies prove a significant relationship (Wang & Feng, 2012). Keramati et al. (2010) show that customer relationship has a significant relationship with organizational performance and reveals that customer relationship management activities help enhance organizational performance while improving competitive position. The contradiction of results in this study might be because of Pakistan's current political and economic situation, which deeply affected this textile. The economic crisis deeply affected this sector, resulting in the closure of many small and medium-sized textile firms. This can be the ultimate cause of the differences in responses regarding the failure of strategies in the current scenario. Hypothesis 2 proposed that the quality of information sharing has a significant relationship with organizational performance. The analysis of multiple regression shows that the hypothesis was supported, which means that the quality of information sharing will have a significant relationship with organizational performance. The result was supported by a previous study that revealed that the high quality of information sharing would affect organizational performance significantly (Marinagi et al., 2014). It was found that several partners in the supply chain

with additional knowledge (information) helped them in achieving a competitive edge in achieving various goals. So it is constructive in enhancing organizational performance.

Hypothesis 3 proposed that strategic supplier partnership has a significant relationship with organizational performance. The analysis of multiple regression shows that the hypothesis was supported, which means that the strategic supplier partnership will have a significant relationship with organizational performance. The result was supported by previous studies (Khan & Siddiqui, 2018) and (Magutu et al., 2018), which found that participants of the study showed that partnerships with suppliers enhance their organizational performance. This result was accomplished because when the supply chain has reliable partnerships with specific or concerned suppliers, it clearly shows that both parties share similar goals, which are to achieve a competitive edge in the existing business environment. Such a strategy ultimately enhances organizational performance. Hypothesis 4 proposed that postponement has a significant relationship with organizational performance. From the analysis of multiple regression, this result displays that the hypothesis was not supported, which means that the postponement will have an insignificant relationship with organizational performance as a result is supported by previous studies by Saghiri and Barnes (2016) and Dong et al. (2019), which show that postponement has no significant relationship with organizational performance. However, in contrast to the obtained result, the idea of postponement, which is to halt activities to manage different risks and problems, does not affect organizational performance. We must recognize that when organizations experience some fluctuations and strategies not providing the desired results, postponement in which semi-developed products only transformed into finished form after receiving customer orders, but this strategy did not affect organizational performance.

5.2 Research Implications and Limitations

The study was designed to contribute to the impact of SCM practices (customer relationship, quality of information sharing, strategic supplier partnership and postponement) on the organizational performance of textile firms. So, the findings of the study be helpful for managers serving in the field of the supply chain in designing and making strategic decisions that help them to achieve sustainable competitive advantage in today's competitive business environment. Few limitations in our study, the limited observations of 240 responses, so in our study, the revalidation of variables has yet to be conducted. Second, the SCM concept is so comprehensive that the overall domain cannot be studied in one research. Responses have been taken from multiple organizations. Analysis based on results has been interpreted focusing on limitations. Furthermore, the geographical location is limited to Karachi, Pakistan. Because of this limitation, this study might contribute findings weakly supporting the theory due to changing demand and preferences, economic conditions, political uncertainty, taxes, and fuel and electricity charges.

5.4 Recommendations

It is recommended that the current situation in Pakistan regarding political uncertainty and high operational cost deeply affected the SCM practices have severe effects on the organizational performance. The sample size is small, so findings may differ when a large sample of data has been utilized, and geographical limitations have been increased by adding textile firms of various regions of Pakistan in studying the impact of SCM practices on organizational performance in the textile industry. This study has great significance in the field of supply chain management as it provides valuable information that is helpful for business organizations in the field of supply chain management. It helps us understand the relationship between supply chain practices and organizational performance. In light of the results of our research, we have recommendations for improvements, As the relationship between the customer relationship has an insignificant relationship with organizational performance. Also, postponement has an insignificant relationship with organizational performance. So we move on and discuss those having significant and positive relationships.

The quality of information sharing and organizational performance is positive and significant. So, the managers are advised to share helpful information with all concerned authorities with potential

interest at the right time. This can significantly impact and ultimately enhance performance, but it also helps achieve sustainable competitive advantage. The given process is helpful in the reduction of inventory levels and operational costs of doing business. Now, the strategic supplier partnership and organizational performance are positive and significant. So, the managers are advised to improve the supplier relationship to achieve sustainable competitive advantage in the existing business environment. The ultimate aim is to design shared goals or visions and develop mutually shared strategies while building relationships with suppliers with similar values. Contribute to financial risk and maintain well-established and accessible communication channels so there will be no delay in making significant strategic decisions from both ends.

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Questionnaire

Customer Relationship

We frequently interact with customers to set reliability, responsiveness, and other standards for us.

We frequently measure and evaluate customer satisfaction.

We frequently determine future customer expectations.

We periodically evaluate the importance of our relationship with our customers.

Strategic Supplier Partnership

Our suppliers support us in the development of our products, services, or processes and provide technical support.

We have long-term relationships with our suppliers

We consider quality as our number one criterion in selecting suppliers

We regularly solve problems jointly With our suppliers.

Quality of Information Sharing

Information exchange between our trading partners and us is timely.

Information exchange between our trading partners and us is accurate.

Information exchange between our trading partners and us is complete.

Information exchange between our trading partners and us is reliable.

Postponement

Our products are designed for modular assembly.

We delay final product assembly activities until customer orders have actually been received.

We delay final product assembly activities until the last possible position (or nearest to customers) in the supply chain.

Organizational Performance

Our organization has increased its overall competitive position in the market.

Our organization has increased its return on investment as compared to competitors.

Our organization has increased its market share growth as compared to competitors.

Our organization has increased its profit margin as compared

Our organization has increased its growth in return on investment as compared to competitors.

Source: Literature