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Evaluating the Factors to Improve the Organizational Performance

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ABSTRACT

This study aimed to develop a theoretical framework to identify and evaluate the factors that improve organizational performance as several ways to increase operational performance have been introduced. The survey in this paper comprised 111 respondents who were drawn from various organizations across Pakistan. The deductive approach followed by the quantitative research method was used to test the study hypotheses through IBM SPSS version 22.0 as a statistical tool. Data analysis was performed by evaluating the regression model. The findings demonstrate that all the hypotheses were supported and significantly contributed to organizational performance. Further, this study will help practitioners to identify and shape their businesses for enhanced organizational performance. Future research can be done on the other factors that could influence organizational performance and can be tested using other research techniques.

Keywords: *Supplier chain, Integration, Quality management, sustainability, organizational performance, green supply chain*

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1. Introduction

SCM applies the integrated management concept to all firms involved in the process, from raw material suppliers to final customers. Supply chain management and organization have faced new opportunities and problems due to increased competition, economic globalization, and the need to improve organizational competitiveness through operational efficiency. The understanding of how quality management and SCM are related in a given organization and the influence that integration has on organizational performance is currently restricted. (Hunaid et al., 2022). As a result, SCM appears to be a vital tool for gaining a low-cost competitive advantage in the market. As it allows for the establishment of a link between the market, the distribution network, the manufacturing process, and procurement activities, allowing customers to receive high-quality service at a low cost. Quality management (QM) promotes an organization's competitiveness similarly. Customers are growing more demanding, and as a result, they are becoming more demanding. As a result, QM impacts company performance, customer happiness, and other stakeholders. Organizations that pursue quality and supply chain goals gain a competitive edge (Bozarth et al., 2009). Other researchers reported conflicting results regarding the impact of QM on supply chain performance.

According to research, SCM, which includes acts, significantly influences the organization's skill to gain a competitive advantage. As the dispute escalated into more than one firm and the supply chain, businesses realized that focusing solely on improving internal standards within their organization was not enough. Many firms have learned that SCM is critical to maintaining their products and services competitive edge in a crowded market. According to various types of research, quality management and procurement should be combined. As a result, a more focused strategy for assessing quality management concerns (QM) inside internal and external supply chains is needed. According to research, one factor for the rise of SCM literature is organizations' competitive advantage. In the supply chain, quality is of utmost importance. Establishing a quality-based culture throughout the supply chain can help improve operational efficiency, customer satisfaction, financial performance, and more. (Amjad, 2022). SCM focuses on coordinated activities, information exchange, and trust, allowing enterprises and suppliers to develop strong, collaborative partnerships for viable advantage. (Amjad, 2022).

To address the growing demand for customer guidance and the growing globalization of industrialization, many organizations have embraced supply chain strategy as their business strategy. Quality management has faced additional challenges as a result of this strategy. Although there has been much focus on supply chain management thinking, very little attention is paid to how it relates to quality management, which leads to a second concern to be considered. While the necessity of holistic QM is well understood, its extent and significance necessitate extensive research in the SCQM domains in order to examine quality management concerns involving the provision of assets to domestic or foreign organizations. Numerous authors define SCM as a broad method that can be used at multiple levels, including procurement and Supply, logistics, and logistics, industrial organization, marketing, quality management, and strategic management are just a few examples. Companies in earlier decades had to focus not only on improving quality and meeting consumer expectations but also on competing faster and more effectively in quickly changing worldwide marketplaces. As a result, a supply chain management concept has been created, combining collaborations between organizations and integrating strategic steps and incremental processes and processes to achieve maximum business performance. Customer satisfaction from the quality of goods or services is one of the most critical results used in common with other issues, and this satisfaction is seen as a value for the firm (Asif, 2022).

Many firms face resource constraints and a lack of knowledge about improving supply chain performance. (That is, what should be measured, how should performance be controlled, and how should performance be improved). According to research, even large firms often use key performance indicators (KPIs) to evaluate their performance. These measures often fail to capture the most critical

aspects of organizational performance or customer behaviour. In addition, regardless of the industry, this concept can be used to address issues such as product memory, product delivery delays, and more. Many businesses struggle with the resources and information needed to manage supply chain quality operations effectively (e.g., quality compliance, timely customer delivery (OTD), and poor quality costs, among other things). However, according to the author, one of the primary issues with supply chain metrics is that "they are, in fact, about internal logistics performance measurements" and do not reflect how the supply chain as a whole has done. While performance across the supply chain may affect indicators such as order completion rate, it ultimately reflects organizational performance rather than multidisciplinary performance (Rasheed, 2022). The goal is to evaluate the factors that improve organizational performance. Based on the research problem and objectives, the study will evaluate the factors and their impact on organizational performance.

2.1 Literature Review

2.1.1 SC network integration and organization performance

To oversee the entire supply chain, the notion of integration is built on relationships inside and outside of the company. SCI has been audited to better the company's performance. As a result, there was a need for a comprehensive review of the literature. SC network integration: The joining conduct to the extent that anybody knows is gigantic SCM bosses as the whole cycle should be seen as one construction (Anwar, 2022). The SCM network board oversees various business processes from the top to the bottom of the river. It finds those options for all familiar SCM network members with the single goal of maximizing the benefits of chain linking and covers all activities related to customer satisfaction. Everything considered in SCM network coordination is depicted as how much all valuable exercises inside an alliance and the practical exercises of its providers, clients and other SCM network collaborators are related and combined (Anwar, 2022).

Supply chain integration is one of the most critical aspects of improving supply chain performance (SCI). It is sparked by the recent increase in attention that the two sectors of SCI and SCP have received, as well as the increased competitive pressure that enterprises face. Effective SCI is required for supply chain practitioners to realize the present potential. The existing literature needs to be consolidated. This article's goal is to achieve just that and identify future research directions for the future. We present a comprehensive assessment of the SCI, SCP, and SCM literature. Companies have traditionally judged their performance primarily from a financial standpoint. However, over the last two decades, scholars have established various criteria to consider when building a performance measuring system, recognizing the flaws and ambiguity of earlier management approaches. What we cannot measure, we cannot improve. Managers must measure performance to improve company decision-making without first grasping the current state of affairs. Internal integration is the essential factor in cost reduction, whereas supplier integration is the best technique for achieving SC reliability. Since the beginning of the SC literature, the possibility of exploitation of supply chain integration as a competitive business strategy has been investigated. These studies are on the relationship between SCI and SCP; if they are not, they will be rejected.

> *H1: There is a significant relationship between supply chain network integration and organization performance.*

2.1.2 Quality management and organizational performance management

There are two parts to this category. The concept of SCQM is being investigated first. Then research studies are looked at to see if there are any research gaps in the literature. Previous research has attempted to explain SCQM in a few concepts. SCQM brings together all members of a network of assets that work together to progress all processes, assets, facilities, and work culture, among other things. As a result, productivity, competitiveness, and customer satisfaction will improve. The addition, integration, and efficiency of quality services among SC members is called SCQM. Efficiently controlling product quality and processes determines competitive advantage, customer delight, and market share. SCQM is an SCM extension that aims to assist businesses in establishing a competitive supply chain by implementing quality management techniques. (Amjad, 2022). In short, SCQM is the process of directing, implementing, and coordinating all activities in a supply chain. It aids in enhancing product performance, quality, and customer happiness. Quality and supply chain management should be integrated, according to some studies. However, the scope of this approach is still limited. As a result, a more targeted strategy for dealing with quality management concerns (QM) across both interior and outside supply chains is required. The activities of supply chain quality management (SCQM), which are aimed at enhancing supply chain quality, are the topic of this study. Examining these links is critical because it allows us to learn more about how SCQM processes affect performance. This study is also intended to give helpful information for monitoring and implementing SCQM practices and spur further research in the field. There have been many studies on overall quality management and supply chain management, but they have primarily focused on the two fields as independent entities, with only a few studies looking into their integration and combination models (Amjad, 2022; Shaheen, 2022).

Further, the previous findings reveal positive relationships and outcomes in health care and medical organizations where the two strategies are integrated. The findings and conclusions of this research revealed that QM has a significant impact on SC development at many levels. In construction projects, SCM and QM are integrated. During their search, they found. They concluded that adopting total quality management as one of the SC components can increase the overall presentation of the supply chain. The variables that affect supply chain quality were explored, and it was discovered that the variables identified during the quality variables phase impacted supply chain performance. Demand and unpredictability have little effect on the network's reliability to provide, continue, or operate effectively; instead, the quality of the supply chain determines.

> *H2: There is a significant relationship between quality management and organization performance.*

2.1.3 Sustainability management and organization performance

This paper examines the latest literature on two areas of governance, as well as sustainability management, from an integrated perspective: QM with an internal emphasis on the organization and administration of a series to provide an idea for organizational integration. Contains a descriptive study and integration of the current QM team, sustainability, and integration of the procurement organization. Sustainability is a rapidly emerging topic, with multi-dimensional (financial, ecological, and social) approaches urgently needed for more sustainable supply chains. (Uddin, 2022; Asif, 2022). Because of SCM's strategic position and perceived direct implications on key stakeholders, sustainability research streams have included triple bottom line issues into SCM methodology, resulting in a fast-growing sustainable supply chain management (SSCM) study path. Several recent literature reviews on the integration of SCM and sustainability were undertaken. (Baloch & Rashid, 2022), QM with sustainability (Alam, 2022; Uddin, 2022); and QM with SCM (Rasheed, 2022), establishing knowledge bases on research themes.

According to the literature, organizations and businesses must engage in activities that promote environmental and social values that support long-term viability. To achieve a long-term performance improvement, intensive research, case studies, and literature reviews advise that techniques from a three-point strategy should be applied across the supply chain. Rendering to emerging economic studies,

sustainable solutions and management collaborations are required to reduce supply chain losses and improve business performance. The SSCM researches strategies to execute SSCM policies in emerging economies and has been drawn to government laws and stakeholder expectations. According to the literature review, there is evidence of rising interest in addressing sustainability programmers. As a result, it is necessary to compile and summarize the SSCM strategies mentioned in the literature review. These strategies are integrated into an 11-step SSCM framework that assists organizations in implementing SSCM. First, government regulations help drive factories to create a minimum of environmentally friendly jobs (Ayaz, 2022; Rashid & Rasheed, 2022). Second, businesses should evaluate the financial benefits of sustainable operations and develop a strategy to assist them in creating an effective SSCM and participating in the sustainability program. Establishing partnerships between SSCM operations and improved economic performance will encourage businesses to adopt SSCM. SSCM needs to build trust between partners. SSCM rules, they feel, can also support and promote industrial practice in a more sustainable environment. It is important to alert consumers and suppliers to obtain the benefits of SSCM implementation. Organizations should involve their stakeholders in the SSCM development process as they are essential to success. Monitoring and evaluating program planners will assist organizations in correcting their behaviour and developing and updating their systems to achieve SSCM. Environmental program development (Rasheed, 2022; Victory et al., 2022; Ali, 2022).

H3: There is a significant relationship between sustainability and organization performance.

2.2 Underpinning Supporting Theories/Models:

Stakeholder engagement is fundamental to quality management (QM), which shares the same end goal as supply chain management (SCM): customer happiness. (Rasheed, 2022). The concepts of QM are intended to satisfy or surpass not only customer expectations but also the expectations of other key stakeholders in the business's long-term success. Public, government entities, and service providers, for example. The importance of quality management in long-term corporate development was emphasized, and firms were recommended to investigate QM methods and procedures to aid in their long-term viability. SCQM is a new research topic that combines the processes of SCM and QM. to improve customer satisfaction by improving business collaboration and generating efficient and current operations. As a result of which, high-quality goods and services are produced. Customer base, distribution network, internal business processes, and supply chain integration are all possible with SCM management; as a result, SCM approaches substantially impact organizational performance, sustainability, and external stakeholder perception. In today's globalized world of increasing competition, SCM is well-positioned as a practical management approach for organizational sustainability performance because it focuses on the strategic management of all external and internal stakeholders, from raw material suppliers to end users. (Ayaz, 2022; Rashid & Rasheed, 2022). The sustainability research streams featured three times the basic principles in SCM strategy, resulting in the rapid development of the research process for a sustainable supply chain due to the strategic nature of SCM and the immediate repercussions on critical stakeholders. Material, information, and capital movements, as well as collaboration among enterprises throughout the supply chain, must all be managed while taking into account goals from all three dimensions of sustainable development, namely economic, environmental, and social, as well as customer and stakeholder needs. Figure 1 illustrates the conceptual framework of this research.

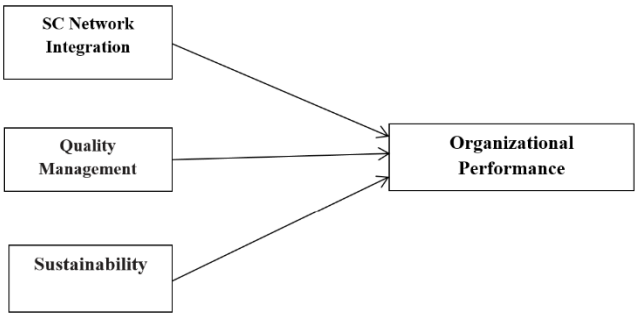

Figure 1: Conceptual framework

3. Research Methodology

According to Rashid et al. (2021), the quantitative and qualitative approaches are the two primary sorts of research approaches. The investigator has chosen the quantitative technique to follow a line of investigation to conduct this research. In carefully controlled situations, quantitative research can establish cause and effect by looking at the relationship between variables. The strength of this technique is that it allows the investigator to assess the data collected from the respondents using numerical or statistical techniques. On the other hand, approaches to research are the tools used in each study to collect data from groups of people (Hashmi et al., 2020a).

The nature of the research design is explanatory. The quantitative-based strategy was used to develop the study (Hashmi et al., 2020b). The research design refers to the entire process of integrating the various aspects of the research logically and understandably, and it establishes the strategy for gathering, estimating, and exploring data. It can be used to identify whether there is a strong or weak relationship between two variables and a positive or negative association between two variables. It also demonstrates the influence of independent variables on dependent variables (Hashmi et al., 2020c).

3.1 Sampling Design

The target audience is collecting people from whom the data is gathered to compute and analyze the precise information (Hashmi & Mohd, 2020). The target population was constituted of supply chain professionals from various manufacturing firms in Pakistan. The sample size was 111 respondents, which is more than 100 and is adequate to generalize the study findings (Rashid et al., 2021). Sampling is one of the most critical aspects of determining the correctness of the survey/research outcome. The outcome will reflect if something goes wrong with the sample. Sampling is instrumental in research. The two types of sampling processes are probability and non-probability sampling, with non-probability sampling being more common (Hashmi et al., 2021). This study's data was gathered to explain the findings or conclusions; the research was conducted using purposive sampling in a non-probability context. Purposive sampling, also known as judgmental, selective, or subjective sampling, occurs when researchers pick persons from the general community to participate in their research based on their assessment (Rashid et al., 2021). Different investigations supporting the estimation necessities for this examination have embraced the review instrument utilized in this exploration. The instrument estimates a diverse degree of the board discernment on a 5 Point Likert Scale of assembling ventures (Rashid et al., 2020; Khan et al., 2022a; Khan et al., 2022b). It has been organized in an arrangement sorting the builds making it understood and understandable for the respondents. Everything is expressed according to the respondents' insights simplifying it for the respondents to reply as indicated by their degree of concurrence with every assertion (Khan et al., 2021; Khan et al., 2022c). A five Point Likert Scale for everything goes with every assertion.

4. Data Analysis

Supply chain integration, quality management, and sustainability are the independent variables, while organizational performance is the dependent variable. The regression analysis is used to analyze

the results through SPSS software. In the descriptive statistics, the value of the mean of organizational performance was 3.6505 with a standard deviation (SD) of 0.63902 (*N=100).* The mean value of supply chain integration was 3.6937 (SD = 0.68481). The mean value of sustainability was 3.7459 (SD = 0.59449). Meanwhile, the mean value of quality management was 3.7459 (SD = 0.59449). The results showed the relevance of the responses. In the correlation results, the value of Pearson correlation is SCI = 0.648, QM = 0.714, and SM = 0.714, which is around 0.70, which shows a moderate relationship with OP *p-value<0.01,* respectively (Rashid, 2016; Rashid & Amirah, 2017; Rashid et al., 2019).

Further, the method used for independent and dependent variables was the *"Enter method"*. The Cronbach's Alpha value of the variables was 0.923, which is greater than 0.70 and shows that the data is reliable and acceptable (Alrazehi et al., 2021; Das et al., 2021; Hashmi et al., 2021; Rashid & Rasheed, 2022; Agha et al., 2021; Haque et al., 2021). Besides, the model summary results illustrated that *the* R^2 value was 0.582, which means that our independent variables (SM, SCI, and QM) caused a 58.2% change in the dependent variable OP. The *Adjusted* R^2 value of the variables is 0.574, which shows that 57.4% of the variance is explained, and the value is 57.4% which is acceptable. In the above ANOVA results, the regression sum of squares was 26.134, and the degree of freedom of regression was 2. The mean square of regression was 13.067, which is adequate. The *F* value of regression was 75.129 > 1.00. There the hypothesis was supported with a *p-value<0.05.* The sum of squares of residual (18.784), the degree of freedom of residual (108), the mean square of residual was 0.174, and the total sum of squares was 44.917, which means a large number of variability is within the data set.

In Unstandardized coefficients, the *β-value* of a constant was 0.517, which means it strongly affects the variables. In Unstandardized coefficients, the Std. The error value of a constant is 0.259, which means less sample spread than the population mean. The *t-value* of the constant is 1.999, which is more significant than 1.96, which means the null hypothesis is rejected. The Sig. value of constant is. 0.048>0.05. In Unstandardized coefficients, the *β-value* of supply chain integration is 0.222 and sustainability 0.617, which means it strongly affects the variables. In Unstandardized coefficients, the Std. Error value of supply chain integration is .083, and sustainability was 0.095, which means less the spread of sample mean to the population mean. The *β-value* is 0.574, which means it has a linear effect on the variables. The *t-value* is 6.465 and 2.681, which is greater than 1.96, which means the hypotheses were accepted at the significant value of 0.000 and .009 > 0.05, respectively. The VIF value was 2.038, which is less than five, which means there is no multicollinearity issue in the variables.

5. Discussions

The findings and conclusions reveal that supply chain integration, quality management, and sustainability majorly impact organizational success. The independent variables influence organizational performance. From the analysis, the independent variables play an important role in enhancing organizational performance. The findings also related to the prior studies that supply chain integration, quality management, and sustainability is useful and important not only in industries but also in maintaining IT systems for supply chain management and helping the organization achieve organizational goals. It increases their performances for providing better output concerning the function of intra-organizational relationships and interactions among persons and groups to facilitate, strengthen, and leverage this process to achieve competitiveness, supply chain integration, quality management, and sustainability is considered as a strategy to establish and retain a competitive edge. According to the findings of hypothesis testing, supply chain integration has a statistically significant impact on organizational performance. Integrating with consumers allows the company to spot market gaps and changes in the external environment and identify client demands and wants. As a result, the firm develops new methods to respond to changes, empower consumers, and ultimately engage them in attaining corporate goals. Furthermore, connecting with consumers enables businesses to distinguish successful from non-profitable clients, which benefits both parties.

5.1 Implications, Limitations, and Recommendations

Implementing SCQM and Sustainability on organizational performance enhances performance and resolves the issues or errors occurring in its performance. Supply chain integration, quality management, and sustainability contribute to solutions for organizational performance. Supply chain integration, quality management, and sustainability provide a solution to the organizational performance to improve their inventory management so that there should always be a balance between demand and supply factors. It helps the organizational performance to protect their goods or stocks by providing innovative technologies and robust storage equipment. The ability to prevent things from being damaged improves transparency, which increases efficiency, production, and effectiveness. It also helps organizational performance to enhance performance by providing advanced technologies to work more efficiently. It assists in providing suitable information quality, as well as the level of information sharing, quality, and best practices.

A few limitations of this study were faced because of the time duration that caused data collection from 111 respondents only. However, the sample size can go further. Only regression analysis is used, and other analyses can be done. There was a scarcity of prior studies on SC integration, quality management, sustainability, and organizational performance. Lastly, this research delivers practical and valuable answers for future SCI, QMI, sustainability, and organizational performance research. The results and findings of this study help the organizational performance to overcome their problems by implementing supply chain integration, quality management, and sustainability processes so that projects using real-time, transparent communication result in long-term operational gains. It also aids in developing associated research studies on the relationship between SCI, QM, sustainability, and organizational performance.

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