THE IMPACT OF SUPPLY CHAIN PRACTICES ON SME COMPANIES PERFORMANCES IN MALAYSIA

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SUPERVISOR'S APPROVAL

I/We, hereby declared that I/WE had read through this thesis and in my/our opinion that this thesis is adequate in terms of scope and quality which fulfil the requirements for the award of Bachelor of Technology Management with Honours

(Supply Chain Management & Logistic)

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DECLARATION

I hereby declare that the work has been done by myself and no portion of the work in this research project proposal has been submitted in support of any application for any other degree or qualification of this or any other university or institute of learning.

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DEDICATION

I would like to acknowledge those who assisted and supported me on this very challenging journey. I would like to thank them for their comments, insights and input into my research.

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ABSTRACT

The supply chain is becoming increasingly important. This is because supply chain procedures have an effect on an organization's performance. The goal of this research is to determine the impact of supply chain procedures on the performance of small and medium-sized businesses. The literature has identified a number of issues affecting Malaysian SMEs. The majority of the literature has focused on comparable issues confronting SMEs, such as financing, human resource management, information technology, management inefficiency, regulation, market accessibility, and competitiveness, to name a few. The methodology included quantitative approach, explanatory type, probability sampling, Pearson's correlation analysis, and multiple linear regression analysis. According to prior study, three variables have been used to measure organizational performance: information sharing, strategic supplier partnership, and customer relationship. A total of 384 questionnaires have been sent out to respondents who work in SMEs. The study discovered several of the empirical findings indicating that the practices had a significant positive impact on supply chain performances. However, the study has several limitations, such as its concentration on small and medium businesses (SME) company. The study's outcomes include explaining the value of supply chain management practices in improving supply chain performance to decision-makers and management. Therefore, this study comes out with the independent variables (strategic supplier partnership, customer relationship, level and quality information sharing factors) influencing organizational performances. The study also finds that level and quality information sharing factors has highest association followed by strategic supplier partnership and customer relationship factors.

Keywords; Supplier partnership, Customer Relationship, information sharing Supply Chain Performance

ABSTRAK

Rantaian bekalan menjadi semakin penting. Ini kerana prosedur rantaian bekalan mempunyai kesan ke atas prestasi sesebuah organisasi. Matlamat penyelidikan ini adalah untuk menentukan kesan prosedur rantaian bekalan terhadap prestasi perniagaan kecil dan sederhana. Literatur telah mengenal pasti beberapa isu yang mempengaruhi PKS Malaysia. Majoriti literatur telah menumpukan pada isu setanding yang dihadapi oleh PKS, seperti pembiayaan, pengurusan sumber manusia, teknologi maklumat, ketidakcekapan pengurusan, peraturan, kebolehcapaian pasaran, dan daya saing, untuk menamakan beberapa. Metodologi termasuk pendekatan kuantitatif, jenis penerangan, pensampelan kebarangkalian, analisis korelasi Pearson, dan analisis regresi linear berganda. Menurut kajian terdahulu, tiga pembolehubah telah digunakan untuk mengukur prestasi organisasi: perkongsian maklumat, perkongsian pembekal strategik dan hubungan pelanggan. Sebanyak 384 soal selidik telah dihantar kepada responden yang bekerja di PKS. Kajian itu menemui beberapa penemuan empirikal yang menunjukkan bahawa amalan tersebut mempunyai kesan positif yang signifikan terhadap prestasi rantaian bekalan. Walau bagaimanapun, kajian itu mempunyai beberapa batasan, seperti penumpuannya terhadap syarikat perniagaan kecil dan sederhana (PKS). Hasil kajian termasuk menjelaskan nilai amalan pengurusan rantaian bekalan dalam meningkatkan prestasi rantaian bekalan kepada pembuat keputusan dan pengurusan. Oleh itu, kajian ini menghasilkan pembolehubah bebas (perkongsian pembekal strategik, hubungan pelanggan, tahap dan kualiti perkongsian maklumat) faktor yang mempengaruhi prestasi organisasi. Kajian juga mendapati faktor tahap perkongsian maklumat dan kualiti mempunyai perkaitan yang paling tinggi diikuti oleh perkongsian strategik pembekal dan faktor perhubungan pelanggan.

Kata kunci; Perkongsian pembekal, Perhubungan Pelanggan, perkongsian maklumat Prestasi Rangkaian Bekalan

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CHAPTER 1

INTRODUCTION

1.1 Introduction

The above chapter discussed the research's introduction. The research introduction assesses the research flow, the study's background, problem statement, research objectives, research question, scope and limitations of the research, and the significance of the research.

1.2 Research flow

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┌─────────────────────┐
│  Define Research    │
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┌─────────────────────┐
│  Literature Review  │
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│     Formulate       │
│     Hypothesis      │
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│   Research Design   │
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│     Conclusion      │
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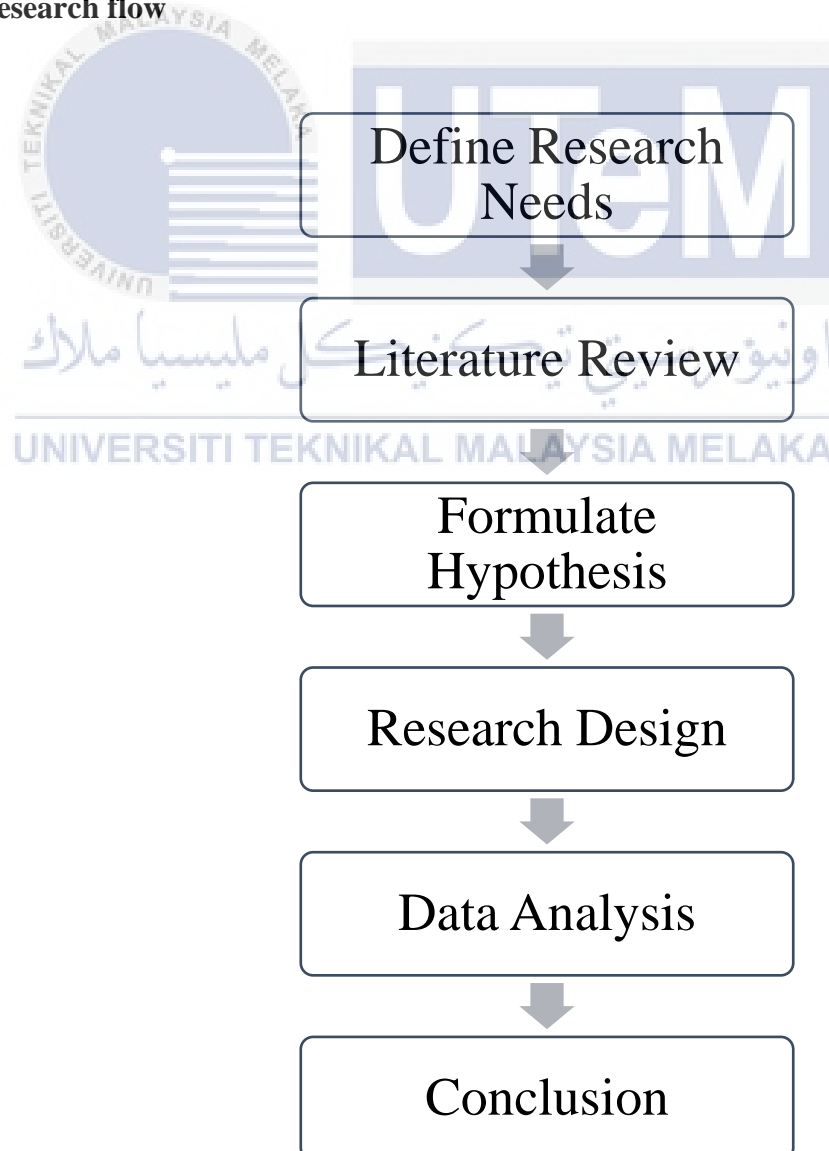
1.3 Background of Study (Small and Medium Enterprises (SMEs) in Malaysia)

Small and medium-sized businesses (SMEs) in the manufacturing and services sectors are largely recognized as the economy's backbone. Because the major goal of entrepreneurship is to create jobs, stimulate innovation, and expand the economy, this is the case. The number of SMEs in Malaysia has expanded from 1,113,157 in 2016 to 1,226,494 in February 2022, according to rising trends. According to this, independent of sector or size, SMEs in Malaysia produced 38.2 % in 2021 and 97.4 % of overall business growth in 2021. Despite significant gains in the number of SMEs and their contribution to the Malaysian economy, current discussions including the COVID-19 pandemic in 2020 have had an influence on SMEs. Since the introduction of the Movement Control Order (MCO) throughout the country, which contains several limitations to prevent the spread of COVID-19, the performance of all sectors of the economy has decreased. The 7.3 percent drop in SMEs GDP in 2020 is greater than the 5.6 percent and 4.6 percent drops in Malaysian GDP and Non-SMEs GDP, respectively.

Malaysian SMEs are divided into two industries based on the number of employees and total annual sales generated which is manufacturing and services. In this study, SMEs are defined as manufacturing enterprises with annual revenue of less than RM 50 million and fewer than 200 full-time employees, and service firms with annual sales of less than RM 20 million and fewer than 75 full-time employees. Table 1 highlights the definitions for the respective sectors' small and medium categories.

TABLE 1: SME CATEGORY

Category	Small	Medium
Manufacturing	Sales turnover from RM300,000 to less than RM15 million OR full-time employees from 5 to less than 75	Sales turnover from RM15 million to not exceeding RM50 million OR full-time employees from 75 to not exceeding 200
Services and another sector	Sales turnover from RM300,000 to less than RM3 million OR full-time employees from 5 to less than 30	Sales turnover from RM3 million to not exceeding RM20 million OR full-time employees from 30 to not exceeding 75

Source: SME Corp. Malaysia

Malaysian SMEs are the largest business entities in the country and a crucial component of its economic development. Small and medium-sized enterprises (SMEs) play an important role in the revitalization and development of national economies because they generate the majority of the creativity and innovation that drives economic progress, stay competitive and cooperation, and produce high-value-added merchandise. Many individuals, whether directly or indirectly, rely on small and medium-sized businesses. They have an important role in absorbing labor, alleviating poverty, and generating revenue. Because of their vested interests, all parties, including government agencies, academics, and multinational corporations, should pay considerably more attention to this problem.

Malaysia SMEs are the backbone of the economy, representing 97.4% of overall businesses establishment in 2021 can be shown at the figure below:

1,226,494 MSMEs
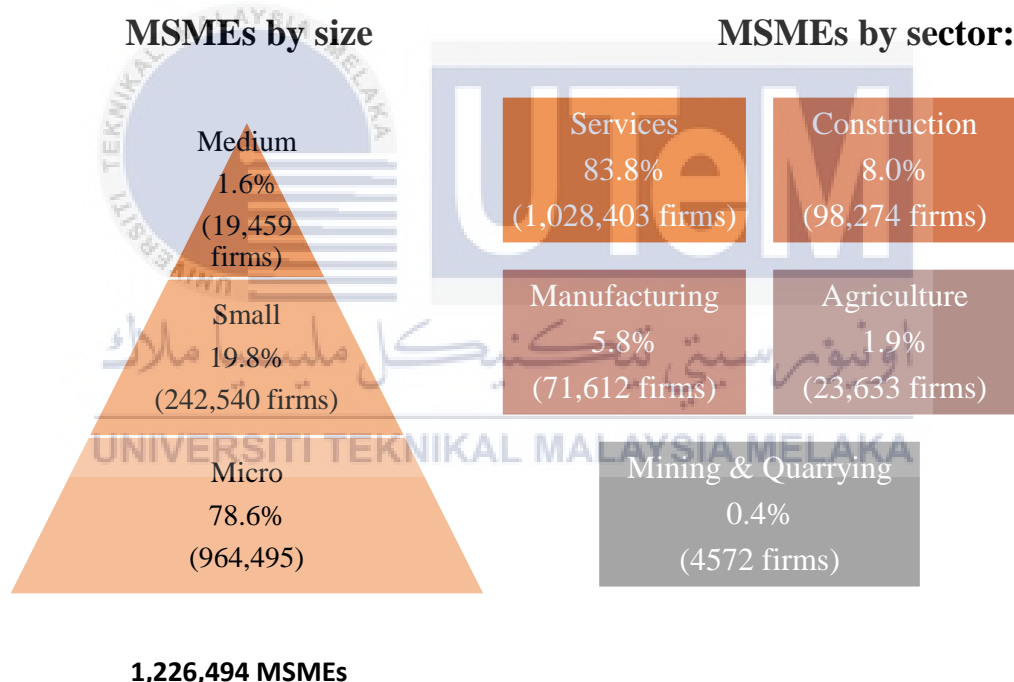
Figure 1.3: MSMEs by size and MSMEs by sector

Source: Malaysia Statistical Business Register, Department of Statistics, Malaysia

Note: Data as of 28 February 2022

1.4 Problem Statement

Several issues impacting Malaysian SMEs have been identified in the available literature. The majority of the literature has addressed comparable issues confronting SMEs, such as financing, human resource management, information technology, management inefficiency, regulation, market accessibility, and competitiveness, among others.

According to (Dr. Rais Hussin,2020) SME company confront a number of obstacles, including a lack of business contacts, a lack of technological understanding, a lack of access to money, education and training, and a lack of internet presence in a world that is becoming increasingly digital. His findings are consistent with Deric Wong's (2018) general observation that Malaysian SMEs are currently dealing with "long unsolvable problems" including a lack of foreign laborers, problems acquiring a loan from a bank, inability to build or retain talent, unclear taxation policies, and slow introduction of advanced technologies. Some SMEs were also hesitant to leave their comfort zone."

Because of the ongoing changes, organisations must cope with a rising volume and diversity of information. As a result, organisational managers are concerned about the quality of information available to them for decision-making and planning. The majority of firms must also face changing customer preferences and environmental instabilities, but many disruptions, such as changes in demand patterns, equipment malfunctions, financial fluctuations, and so on, can impair production and its operations. As a result, the variable of uncertainty should also be taken into account (Sagawa & Nagano, 2015).

Firms are increasingly relying on strategic supplier relationships to enhance inter-organizational collaboration in their supply chains. There are some significant challenges as well as some significant successes, all of which are tied to how they manage and regulate inventory levels. It is also dependent on how it influences consumer pleasure, as it is unknown how partner and firm collaboration with various marketers and suppliers affects organisational performance as well as the supply chain (Wafula & George, 2015). Organizations are encouraged to share their information; but, due to the unpredictability of demand and supply, as well as the benefits and costs of the firms, information sharing may vary. This is a hurdle to implementing a sustainable business model based on knowledge sharing (Fraccascia & Yazan, 2018).

1.5 Research objective:

The aim of the study is to identify the impact of supply chain practices towards the SME organizational performances. The research objectives developed in this study was based on problem statement above as follow:

1. To identify the impact of supply chain practices towards the organizational performances
2. To analyze the relationship of supply chain practices towards the organizational performances
3. To evaluate the most significance impact of supply chain practices towards the organizational performances

1.6 Research Question

1. What is the impact of supply chain practices towards the organizational performances?
2. What is the relationship of supply chain practices towards the organizational performances?
3. What are the most significance impact of supply chain practices towards the organizational performances?

1.7 Scope and limitations of study

The study looks at the impact of supply chain practices on SME organizational performance. The subject of this study includes the organizational performance of SMEs based on supply chain techniques. This study will be carried out in Malaysia, with respondents drawn from a population of 7.25 million SMEs. According to this study, Malaysian SMEs account for a large share of businesses worldwide and are critical to job creation and global economic development. They represent for roughly 90% of enterprises as well as more than 50% of total employment.

1.8 Significant of study

From the standpoint of research, this study is predicted to be relevant in terms of the influence of supply chain practices on Malaysian SMEs and to motivate other supply chain studies to be undertaken in developing countries to determine the similarity of studies conducted. Furthermore, this research will aid other entrepreneurs by demonstrating how supply chain practices can improve their business expertise. As profits or sales rise, this study can discover the factors driving business performance and raise consumer awareness of marketing or business.

1.9 Summary

This chapter provides an overview of the research study. The researcher has briefly outlined the study's background, defined the problem statement, research aims, and research questions. The study objectives and questions are developed in response to the problem statement. Furthermore, the researcher has highlighted the scope and limitations of the investigation, as well as the coverage and limitations of this study. Finally, the significance of the investigation is addressed by defining the purpose of the study and the benefits of this research.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter examines empirical knowledge on the dependent and independent variables of this research. The relevant literature is described in terms of financing, human resource management, and technology. This section gives background information on the conceptual framework that was built to expound on the relationship between the impact of supply chain practises on Malaysian SMEs performances. This chapter discusses hypothesis testing in order to forecast the predicted outcome of this study.

2.2 Supply Chain Management Practices

Supply chain management has stimulated the interest of both researchers and practitioners (SCM). Because it controls supplier partnerships, shared planning, ongoing strategic alliance, cross-organizational inventory management, information exchange, and logistics, SCM has become a popular methodology across industries. SCM that is successful provides the appropriate level of customer care to a specific sector while reducing total resources and improving client services through greater product availability and lowered order cycle time (Banomyong & Supatn, 2011; Crainic & Laporte, 2016; Stevens & Johnson, 2016; Wang, 2016). Through coordination methods, SCM adopts a system view across organizations and works as an absolute system. Companies can share information and work together structurally. Information sharing can be seen in inventory management, forecasting methodologies, and delivery. SCM practises are used to combine all processes for supplying goods and services in order to add value to consumers and manage SC efficiently (Jermsittiparsert, Siriattakul, & Sangperm, 2019; Somjai, & Jermsittiparsert, 2019). The most recent advancement in SCM practises is the continuous flow of processes, sharing via information technology, and supplier collaboration (Zhao & Lee, 2009).

They are employed in a variety of SC processes, including product quality, customer relationships, and product purchasing. They also prioritise core capabilities in their list of SC practises, such as maintaining inventory levels and controlling surplus inventory by postponing customisation procedures and the system of shared information in their organisation (Zhao & Lee, 2009). Supply chain management is the administration of the transportation of products and services, and it includes all actions that transform raw materials into completed commodities. It entails simplifying a company's supply-side activities aggressively in order to optimise consumer value and obtain a market edge. The five basic components of supply chain management are planning, procuring raw materials, production, delivery, and returns. The planning phase is concerned with developing an overall supply chain plan, whereas the other four components are concerned with the important criteria for executing out that plan.

Companies must be knowledgeable about all five components to maintain an efficient supply chain and avoid costly bottlenecks. There is no universally accepted definition of supply chain management (SCM). Numerous experts have presented distinct definitions of the SCM concept in the literature. SCM is described as a business system that connects businesses to choose and preserve goods and services with in right quality and quantity (Wang,2016) whereas bearing in mind a right product, as well as client needs at a reasonable cost that use the right sources as well as technology and attempting to cover all necessary functions to meet the customer's requests and demands (Scholz,2018). The product will be supplied to the final user from the organization's original source. SCM also includes the planning and administration of processes needed to purchase products, establish essential resources, and carry out logistical and conversion tasks. For successful demand and supply management, SCM also requires coordination among suppliers, partners, customers, intermediary channels, and service providers. When implementing SCM strategies, firms prioritize their core activities and skills to enable the seamless performance of their supply chain activities. In addition, various other studies have examined SCM in the context of resource movement, both within and across companies.

SCM is, in fact, a collection of independent functional entities and practises that aim to enhance individual firms' as well as supply chains' long-term competitive performance through combining internal firm functions and efficiently connecting them with external operations of suppliers, manufacturers, distributors, customers, and other distribution channels (Kim, 2018). SCM includes all activities related to planning and management, sourcing and procurement, conversions, and other integrated logistics activities, as well as collaboration and coordination with channel partners (Soosay, 2015). SCM is defined as a multidimensional notion that encompasses both the downstream and upstream components of a supply chain (Pramatari&Papakiriakopoulos, 2018). Supply chain management strategies encompass various dimensions that have been established, evaluated, and confirmed in the literature by earlier academics and have been investigated from a variety of angles. These are key practices that applicable to both the upstream and downstream sides of a supply chain. This study enables researchers to examine the causes and consequences of SCM practices in the context of a certain emergent sector and country by taking into account both sides of a supply chain (Rasib, Sundram&Noranee, 2021).

During the Industrial Revolution 4.0 period, virtually all commercial organisations realised that increasing efficiency was not enough, and that their entire supply chain needed to be made competitive (Haudi., 2022). Understanding and practising supply chain management (SCM) has become a vital precondition for being competitive in global markets while increasing revenue (Kuo, 2016; Muafi., 2020). The Council of Logistics Management (CLM) defines SCM as a tactically coordinating system of traditional business functions and tactics inside a particular organisation including across businesses inside the supply chain to enhance the long-term performance of each organisation and the supply chain as a whole (Goldsby & Stank, 2000). SCM was created to explicitly highlight the strategic nature of trading partner coordination and to describe SCM's goals: to increase individual organisational performance and organisational performance throughout the supply chain (Hong., 2019; Soares., 2017). The goal of SCM is to obtain a competitive advantage by seamlessly integrating information and material flows throughout the supply chain (Al-Hafidh, 2018; Li et al., 2006). SCM has attracted the curiosity of many academics, consultants, and business executives (Schoenherr., 2014).

Supply Chain Management is critical in the operation of a firm. Prior to supply chain management, businesses faced significant losses as a result of product delivery predictions that did not always match market demand. Companies can now cut losses and make above-average profits by embracing supply chain management. Furthermore, the organisation may connect all parties engaged in the conversion of raw resources into completed goods. As a result, a company's production process and distribution of goods/services can run more successfully and efficiently. Many companies have realised that SCM is critical to maintaining a competitive advantage for the services and/or products in an increasingly crowded industry.

Despite the increased emphasis on SCM, the literature has not given much information into SCM practises in SMEs, nor to SMEs in the Agroindustry. Much of the current theoretical/empirical research on SCM mainly focuses on the upstream or downstream side of the supply chain, or on aspects/perspectives of SCM (Matriadi et al., 2019). Supplier engagement, manufacturing performance, and the consequences of supplier alliances on organisations are a few examples, as are important factors in strategic supplier partnerships, supplier relationship management orientation, and supplier/buyer performance (Jali, 2017).

Paulraj and Chen (2007) discovered empirical basis for their supplier relationship, supplier integration, communication, and cross - organizational teamwork research, all of which have a positive impact on both supplier as well as buyer performance and thus are capable of maintaining a competitiveness for both parties. Furthermore, Kab (2007) discovered in their study of Turkey SMEs that the influence of SCM approaches such as outsourcing, multi-supplier collaboration, including lean practices on operational performance is significantly associated and substantial.

Sambasivan and Jacob (2008) discovered that SCM methods for enhancing customer satisfaction, supplier assessment, operations effectiveness, and quality procedures had a substantial impact on a company's competitive position in their research of Malaysian multi-national companies (MNEs). Mukhtar (2009) and Ramayah and Omar (2010) contend that in SCM, information sharing about inventory, product demand, product planning, and order status improves supply chain performance and, as a result, total firm performance. Rajagopal (2009) conducted a case study of two Peninsular Malaysian semiconductor companies on SCM methods with a focus on partnership connections with suppliers and consumers, and determined that the companies' perspectives on the advantages of such partnerships were divided.

Chong (2011), on the other hand, discovered in their research on Malaysian firms that SCM techniques have a positive and significant impact on both innovation and firm performance. According to Zailani and Rajagopal's (2005) research on supply chain integration and performance comparing United states companies with organisations from Japan, Taiwan, and Korea, collectively known as East Asian companies, both the US and East Asian businesses demonstrated that long-term competitive advantage is achieved once organisations foster long-term strategic partnerships with their suppliers and customers. In other words, developing long-term win-win partnerships with consumers and suppliers along the supply chain may lead to higher levels of satisfaction through more involvement and more efficient information exchange regarding standards and expectations with both sides. Long-term collaboration also enables parties to cooperate in continual improvement in terms of quality of outputs and inputs, resulting in higher cost efficiency leading to a smaller rate of failure to fulfil quality requirements and customer expectations.

2.3 DIMENSIONS OF SUPPLY CHAIN MANAGEMENT PRACTICES

Several components of SCM techniques are strategic supplier partnership, information sharing, customer relationship management, internal lean management, postponement, total quality management, integration, "just in time" capabilities, integration, strategic location, and anything else. Many writers investigated supply chain management methods, and numerous elements and dimensions, as shown in the table below, have been explored or used to measure supply chain practises:

TABLE 2: Dimension of supply chain management practices

NO.	AUTHORS	DIMENSIONS
1.	Kumar (2018)	Supplier collaboration, flexibility with partners, usage of internet, lean production, internal integration, quality management, customer focus
2.	Sukati (2012)	Strategic supplier partnership, customer relationship, information sharing
3.	Sundram (2011)	Supplier Strategic Partnership, customer relationship, information sharing, information quality, postponement, agreed vision and goals, risk and reward sharing
4.	Li &Lin (2006)	Strategic supplier partnerships, relationships with consumers, level of information sharing, information quality, postponement
5.	Chen &Paulraj (2004)	Using supplier base reduction, long-term relationship, communication, cross functional teams and supplier involvement to measure buyer supplier relationships
6.	Van (2001)	Six elements of supply chain practice (using factor analysis) supply chain integration, information sharing supply chain characteristics customer service management, geographical proximity and JIT capability

Table 2 interpretation.

The literature shows SCM approaches from several angles, all with the goal of ultimately improving organizational performance. The SCM processes that will be used in this investigation are identical to those used in the previous study (Sukati., 2012). Meanwhile, the authors of all three studies believe that knowledge sharing can spur innovation and collaboration throughout the value chain, potentially minimizing supply chain disruption. SCMPs would be prepared to define the dual purpose of SCM as it improves both the individual company's and the overall supply chain performance.

2.4 Strategic Supplier Partnership

Strategic supplier management entails taking purposeful steps to establish long-term partnerships with both current and future providers. Supplier Relationship Management (SRM) is an efficient technique for managing the many interests in the extended supply chain including within the firm. Identifies and engages the appropriate stakeholders, establishes a responsive relationship structure, involves at-risk populations, and facilitates effective communication. The literature defines strategic partnership (SP) as the relationship between two business organisations, the suppliers and the firm, that execute activities and make contracts in order to gain mutual benefits and maintain long-term relationships (Demeter, Boer, Peng, Schroeder, & Shah, 2011; Mason-Jones & Towill, 1999; Rajeev et al., 2017). SP is meant to maximise the return on organisational efforts by making effective use of an individual's strategic and tactical competencies (Zhao & Lee, 2009). The flow of information, its sharing and quality, market performance (Lambert & Enz, 2017), customer relationship, financial performance, competitive advantage, customer feedback, cost and quality of product, purchasing of material and delivery of product, and innovation are all taken into account when developing a partnership strategy (Jie., 2013). A successful SP strategy includes a long-term partnership policy, mutual understanding of partners, and defining goals for common interest and problem solutions that can help the organisation achieve its goals (Kronmeyer Filho, Fachinello, & Kliemann Neto, 2004; Kroes & Ghosh, 2010). A strategic partnership entails long-term collaboration as well as collaborative planning and problem-solving efforts. To sustain a good firm-supplier connection, a business must produce more value through developing long-term firm-supplier ties. Strategic supplier partnership, according to (Sedyaningrum,2019), is a

long-term relationship between suppliers and companies that results in ongoing benefits. Strategic supplier partnerships entail firms obtaining goods and services from suppliers that can impact the operational capabilities and systems of suppliers, hence improving the organization's SCM performance and firm value.

Therefore, strategic supplier partnership enables successful collaboration between an organization and its suppliers, because suppliers are held accountable for the successes or failures of the goods and services they supply. According to (Edvardsson,2019), suppliers who participate with in early product development process can provide the organization with more influential design choices including design assessments, assisting them in picking the appropriate tools and procedures. As a result, suppliers can work closely and carefully with organizations' aligned strategies to eliminate wasted time and effort. Such strategic alliances are created to reach a mutual benefit and to maintain engagement in one or more key strategic sectors, such as technology, goods, and markets. Strategic supplier partnerships allow organizations to work more effectively with few more key suppliers that are willing to share responsibility for the success of the product. Suppliers who participate in the product design process early on will provide more cost-effective design possibilities, assist in the selection of the most appropriate components and technologies, and aid in design review. Strategically aligned organisations can work closely together and save time and effort. A solid supplier relationship can be a critical component of a cutting-edge supply chain.

Strategic Supplier Partnership (SSP) is defined by Li and Lin (2006) as "the long-term relationship between the company and its suppliers." It is interested in collaborative planning as well as problem-solving activities, and it prioritizes direct, long-term relationships (Agus& Hassan, 2008). As a result, it is meant to boost individual participating firms' operational and strategic efforts and capacities in order to realize their goals (Li & Lin, 2006). A strong supplier relationship is an essential component of modern supply chains (Agus& Hassan, 2008). A strategic relationship enables a company to engage with suppliers that are truly willing to share responsibility for the company's success. The collaboration starts with the company and the supplier assisting in product decisions, such as selecting the best materials and technologies as well as the most effective in terms, and ends with an evaluation of the final design (Lasi,2018).

2.5 Customer Relationship

The practice of managing a company's contacts with its customers is known as customer relationship management (CRM). It enables businesses to boost customer pleasure, engagement, and loyalty. It also entails data analysis to determine consumer requests, providing customers with information about various things, and ensuring customers are delighted with their experience. Because it adds value to the chain, customer relationship management is an important component of supply chain management. Profit margins are raised by increasing client satisfaction, retention, and loyalty. CRM also helps firms increase sales and profitability by making the supply chain more efficient. Furthermore, effective customer-organization interactions allow the product to be differentiated from competitors by preserving customer loyalty and building key customer relationships. As a result, a positive relationship with customers will be built through customer pleasure and loyalty. Furthermore, the need for mass customisation and individualized service makes customer relationship one of the most crucial CSR strategies. The notion of customer relationship (CR) focuses on how satisfied the client is with the services or to what extent their complaints about the items are managed in order to maintain their loyalty and meet their needs flawlessly (Hussain., 2018). Furthermore, companies specifically directed their management to work on developing CR in order to engage clients in their services and achieve high levels of customer satisfaction and experience (Wang & Kim, 2017). Positive CR, according to (AlWeshah et al., 2019), assists managers in growing their business and establishing a solid foundation on which to build, ultimately increasing organisational performance.

CRM, according to Lee et al., is "connected with the establishment, maintenance, and evaluation of successful relationships between providers and consumers, whether upstream or downstream of the supply chain" (2015). CRM operations include providing product information to customers, engaging with them solely to regulate demand and fulfil their wants and needs, accepting customer orders, having an order entry system, communicating order status to customers throughout the order scheduling phase, and delivering the product (Lee, 2015). CRM has attracted significant academic interest since it is seen as a critical component of successful SCM (Lee et al, 2015; Li & Lin, 2006). Customers are viewed as the most significant

component of all marketing efforts in today's business environment, and CRM has become a vital concern for marketing strategy (Auka, 2012). CRM is a method of managing an organization's connections with existing and potential customers. CRM tries to analyse data from previous customer contacts in order to create commercial relationships with customers, with a focus on customer retention and, eventually, sales development (Pokharel, 2011).

Customer relationship management comprises dealing with customer complaints, which entails identifying how to address the issue of customer complaints. Supply chain management includes customer relationship management. According to (Gopal and Steve, 2007), customer relationship management systems can help a company analyse client purchase habits. Because customer-related activities have become crucial for the company when it intends to enter a new geographical market for customer reasons, client relationships have become an important relationship between organisational performance (Oberg, 2014). According to (Lo, Stalcup, & Lee, 2010), customer relationship management is a critical instrument for increasing organisational success, which also includes high earnings, a positive reputation, high-quality products, and service delivery. In recent years, concerns have been raised about how businesses engage with their customers. However, as a result of poor customer interactions, most companies suffer from low profit margins and a loss of trust. Customer relationship management evaluates a company's operation, whether it's a product- or service-driven organisation, and it must incorporate every aspect of what they are doing, from suppliers to end applications, internal people to the customers of their clients. (Kim B. Y.,2018).

The term "customer relationship management" (CRM) refers to the method used to begin managing an organization's engagement with current and potential customers by defining a reliable long-term partnership with a focus on data analysis and history evaluation, which helps in the development of a better relationship with key customers (AlAzzam & Khasawneh, 2017; Alshurideh, 2022). However, using this strategy, businesses place a particular emphasis on boosting client retention as well as overall positive financial and non-financial results including revenues and reputation (Bagó & Voros, 2011; Alshurideh et al., 2020).

2.6 Level and Quality of Information Sharing

Furthermore, level & quality of information sharing also the supply chain practises where it has two aspects which is quantity and quality. Both traits have been treated as independent entities in earlier SCM research and are important for SCM processes. The level (quantity) of information sharing relates to the extent toward which critical and private information is disclosed to one's supply chain partner.

Information sharing is critical for supply chain processes; by sharing information, a company may more effectively meet the changing needs of its customers. If information sharing is successful and efficient, the organization can gain a competitive advantage (Sundram, Chandran and Chandran, 2016). The value of information sharing in the supply chain, according to (Kembro and Selviaridis, 2015). First, if information sharing is effective and efficient, it can provide correct demand and production decisions. Another advantage is that information sharing might lessen demand uncertainty. It can also help the organization make effective business decisions by providing accurate information. The movement or exchange of product information to other manufacturing business partners is referred to as information sharing (IS) (Khan & Siddiqui, 2018). Additionally, as stated by Rached et al. (2015), information sharing is acknowledged as a crucial element in manufacturing firms since it helps partners receive a clear picture on a regular basis and considerably enhances SC performance. A further well-known benefit of growing IS is that it reduces the cost of logistics while fostering more connectivity and a desire to perform at a higher level. Sharing information is also regarded to be essential for gathering data, which may further improve SC's operational performance and boost SC's overall performance (Marinagi., 2015).

Shared information might be of a strategic or tactical character, as well as cover a broad spectrum of market and consumer information and logistical activity information. According to several studies, the secret to creating a seamless supply chain is to provide accurate and current marketing data at every point in the chain. Information sharing in a supply chain context refers to how much members of the supply chain may access sensitive and confidential information. Shared information might be strategic, like long-term business objectives, marketing, and consumer information, or tactical, like buying, operations planning, and logistics.

Prior studies examining the significance of formally and informally exchanging information among trading partners have shown that successful information sharing raises visibility and lowers uncertainty. Data sharing across supply chains that cooperate on activities like sales, production, and shipping is made possible by this. The degree of information transmission affects the buyer-supplier relationship directly by providing chances for firms to work together to reduce supply chain inefficiencies. New possibilities may arise as a result of supply chain participants having access to critical information. Businesses may utilise the greater visibility provided by the availability of additional supply chain data, for instance, to modify their existing operations or organise future ones.

According to Li and Lin (2006), level information system refers to "the degree to which vital and private information is disclosed to one's supply chain partner." Shared data can range in nature from tactical to strategic, as well as from consumer and market intelligence overall to logistics (Min & Mentzer, 2015). The emergence of more significant SC partners is encouraged by the growing emphasis on information integration (Zhou & Benton, 2007). Earlier researchers have explored and supported this idea, including (Li& Lin, 2006; Wong & Ngai, 2019). Knowledge management (KM) techniques may help a manufacturing business learn, develop, and maintain a positive connection with its supplier chain. The foundation of knowledge management (KM) techniques is the sharing of data about common practises and experiences within supply chain tiers, as well as learning about shared issues that have arisen through their SC network.

Information quality (IQ) is a crucial factor in today's industrial sector. The fundamental goal is to provide consumers with precise and varied information that will enable them to understand and have access to their things (Sagawa & Nagano, 2015). Additionally, IQ is believed to enhance business performance by providing a thorough image of the offerings (Fauver et al., 2017). Additionally, in the context of information, IQ is also known as the firm's degree of merit, and it has been demonstrated to be a motivating factor for consumers to purchase a certain product since it helps them complete their task based on trustworthy information (McKnight., 2017).

2.7 Organizational performances

Organizational performance is characterized on that how a corporation achieves both its market-oriented as well as financial goals. Short-term goals for SCM include boosting productivity and decreasing inventory and cycle time, but long-term goals include growing market share and profitability for all supply chain members. Financial measures were also used to compare organizations and monitor an organization's behavior across time. Any organizational activity, particularly supply chain management, should result in long-term improvements in organizational performance. Several previous studies examined organizational performance through various economic and financial parameters such as ROI, market share, net profit on sales, ROI growth, sales growth, market share growth, and overall competitive position. To stay competitive in the company, every SME firm must focus on performance. The ability of an entity, individual, group, or organization to achieve a specific goal through a series of activities is referred to as performance. Performance is also defined as a company's ability to attain goals through work behavior and achievement while carrying out obligations. Practices in supply chain management seek to lower costs while improving organizational cycle performance (Shanafelt, 2017). It is also consistent with the findings of the (Iriqat,2018) study, which claimed that two of the four management aims were to minimize inventory costs and order cycle time in order to improve organizational performance. Additionally, cost savings in delivery and service were identified as essential criterion for meeting operational goals. Furthermore, another study (Salama,2017) argues that enterprises should strive to increase customer loyalty and happiness in order to improve financial performance, which would eventually lead to increased market share growth. Organizational performance (OP) is evaluated by its financial position and the measure to which goals have been met (Karimi & Rafiee, 2014; Chotiyaputta & Yoon, 2018; Maleewat & Banjongprasert, 2022). There are two types of goals in the SCM: long-term goals and short-term goals. Long-term aims of SCM include increasing market share and profit maximisation for all supply chain participants, while short-term goals include lowering cycle time and stock and increasing productivity at the lowest possible cost (Lee & Whang, 2000). Financial matrices are used as a measurement tool to assess the company's performance and behaviour over time (Vivares-Vergara., 2016). The SCM's ultimate purpose should be to improve the OP.

According to (Rezaei,2018) study, customer satisfaction and loyalty appear to be likely to induce repurchasing of goods and services, leading to a rise in market share, sales, overall profitability. According to (Kumar,2018), satisfaction can lead to customers' loyalty, which leads to organizational profitability. According to (Wang,2018), satisfied customers are more inclined to purchase products at greater prices, resulting in more profitability. Another study (Khalil,2019) found that customer loyalty is more valuable than making huge investments to gain new customers. (Gatorna,2017) described organizational performance as a company's ability to accomplish financial and market-oriented goals. Short-term primary goals of supply chain management (SCM) procedures include minimizing cycle time and inventory and increasing organizational productivity, whereas long-term main goals include increasing all members' earnings and SC market share. (Michalski,2018). In contrast, financial metrics are a tool for analyzing and evaluating organizational behavior over time.

Previous studies have also found a link between organizational performance and SCM practices. It is stated that the effectiveness of SCM procedures may improve the competitive advantage and performance of the organization. Furthermore, (Gorane, 2017) discovered a direct and considerable positive influence of SCM methods on SME performance. It has also been observed that SCM techniques like as customer engagement, development, customer leadership, and IT adoption have a substantial impact on organizational success. Similar evidence was discovered by (Song,2019), who discovered that SCM methods improve an organization's competitive competencies, such as customer service, differentiation, and cost for leadership. In summary, prior study findings indicate a close relationship between SCM practices and organizational performance.

2.8 Theoretical Framework and Proposed Conceptual Framework

THEORETICAL FRAMEWORK

A theoretical framework is made up of concepts and existing theory that is employed for your specific investigation, along with their explanations and references to relevant scholarly literature. The theoretical framework consists of ideas and concepts relevant to the subject of your research study and related to the larger fields of knowledge under consideration.

In the study of Thongrawd (2020), that there is a close linkage among SCM practices and organizational performance. The framework below shows the impact of supply chain practices on organizational performances.
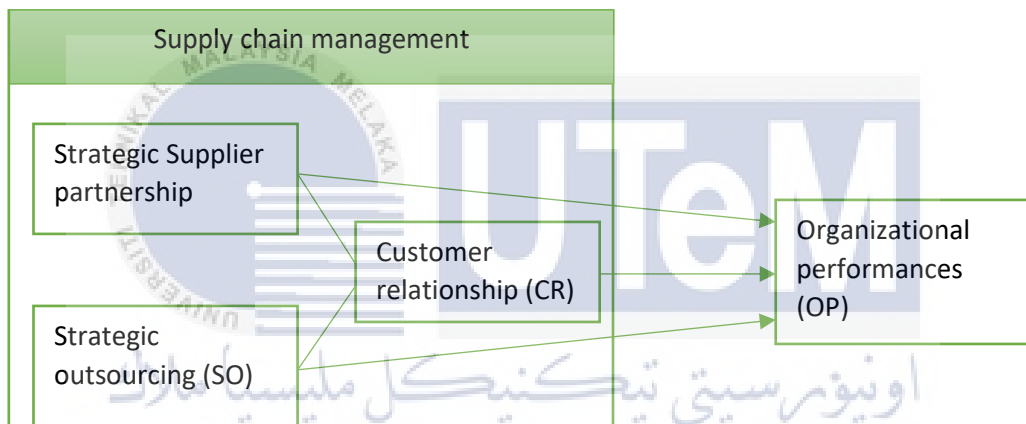
Figure 2.8.1 Framework developed by Thongrawd (2020)

In the previous study of Samsuddin (2018), the framework proposes that SCM practices have a linkage with organizational performances.
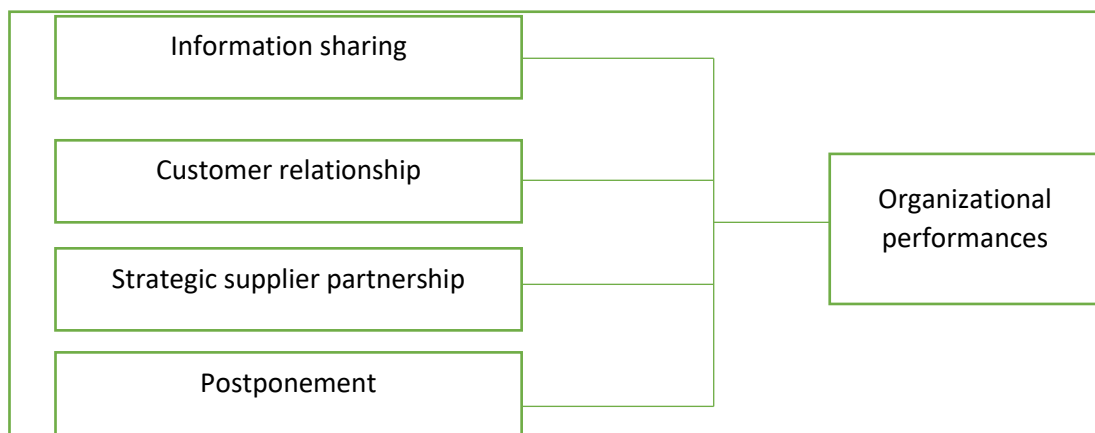
Figure 2.8.2 Framework developed by Samsuddin (2018)

The study's proposed conceptual framework is a diagram showing the constructs and variables, including the interrelationships between variables. Strategic supplier partnership, customer relationship, level and quality information sharing are the independent variables. The structure below depicts the relationship between independent and dependent variables.

Independent Variables

| Strategic Supplier Partnership |

| Customer Relationship |

| Level & quality Information sharing |

Dependent Variable

| Organizational Performance |
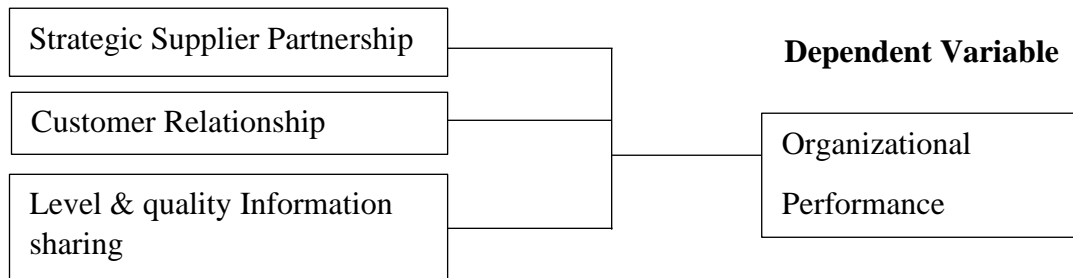
Figure 2.8.3 Proposed Conceptual Framework

2.9 Summary

This chapter provides a review of the associated theory on the study issues. This chapter emphasizes strategic supplier partnership, customer relationship, level and quality information sharing, and postponement. A literature review is important in research because it serves as a reference to get insights and improved knowledge by evaluating previous papers examined by previous researchers. The literature reviews explain the dependent and independent variables as well as the relationship between them.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Research methodology is defined as a systematic approach to solving a research problem that includes collecting data using various methodologies, interpreting the data, and drawing conclusions based on the research data. A research method is the blueprint for the research or study. Methodology is defined by Bricks and Mills (2011) as a set of rules and ideas that indicate the design of a research investigation. The researcher discusses the research methodologies utilized and the approaches to answering research questions in the chapter, which includes study design and research strategy. Furthermore, the methodologies of data gathering on the significant impact of supply chain practices on Malaysian SMEs will be explained. This chapter also discusses the pilot test, reliability, and questionnaire construction. The analysis performed to test the study's hypothesis was also identified.

3.2 HYPOTHESIS DEVELOPMENT

After the design of the study was completed, research hypothesis was generated to explore the link between independent variable and the dependent variable that was being studied. The following concept will be treated as independent variable throughout this investigation: strategic supplier partnership, customer relationship as well as the level and quality of information sharing.

Independent Variables
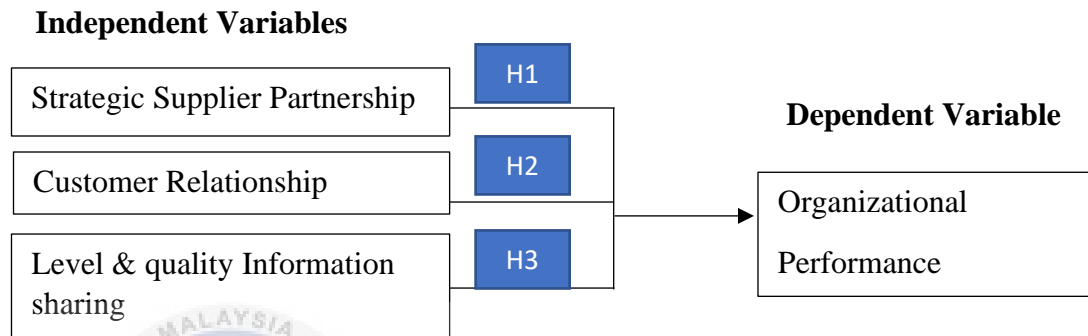
Figure 3.2: Research hypothesis

3.2.1 Strategic supplier partnership impact towards the Organizational performances

Agus (2015) aimed to explore the role or value of efficient SCM, as well as the impact of this on production performance and product quality. In addition, the role of factor mediation, production performance, and the relationship between SCM and product quality was investigated. The findings indicate that better SCM or strategic supplier partnership elements have a substantial impact on product performance and quality. Furthermore, the findings demonstrated a considerable direct correlation between product performance and quality. Sedyaningrum (2019) investigated the role of strategic supplier partnership (SSP) and its impact on supply chain (SC) integration, SC performance, and farmer performance

H1: There is a significant relationship between strategic supplier partnership towards the organizational performances.

H0: There is no significant relationship between strategic supplier partnership towards the organizational performances.

3.2.2 Customer relationship impact towards the Organizational performances

Wang and Kim (2017) investigated how social media can assist organizations in developing new customer interaction capabilities as well as improving marketing tactics and company performance. This study made use of social customer interaction capabilities, company performance, social media utilization, and customer involvement. Data was gathered from the 232 businesses that used Facebook. STATA was used in data analysis and procedures in this investigation. In this study, we discovered that CRM has a favorable influence on customer engagement and that social CRM features have a good impact on business performance. Customer engagement has a favorable impact on corporate performance as well.

Haislip and Richardson (2017) investigated the customer-organization interaction. The major goal was to examine how implementing customer relationships benefits firm revenue, customer happiness, and overall performance. The number of firms designated as CRM was 138, but when some of the firms were removed, just 87 remained. The findings reveal that deploying CRM in these businesses has a major impact on their sales and business. It has a detrimental impact on selling general and administrative costs (SGA). These companies improved their operations, efficiency, and earning predictions. The findings demonstrated that by integrating CRM, businesses can not only enhance product development or sales, but also reduce the costs associated with the process.

Hypothesis 2:

H2: There is a significant relationship between customer relationship towards the organizational performances.

H0: There is no significant relationship between customer relationship towards organizational performances.

3.2.3 The level and quality information sharing impact towards the Organizational performances

Rached (2015) investigated the link or influence of sharing information in the supply chain on the cost and to each SCM partner. The impact of providing diverse SCM information at the same time was also investigated. The findings revealed that sharing product development information with partners has a significant impact on firm performance. The study's key findings demonstrated that accurate and correct information sharing between the supplier and retailer was significant in enhancing gains or performances. Furthermore, it was discovered that in order to maximize the amount of profits from information sharing, it was necessary for the retailer to define all of the needs and for the supplier to fulfil the development before the lead time.

Marinagi (2015) suggested a model to investigate the relationship between information quality and supply chain business performance. The information was gathered by targeting 61 manufacturing enterprises in Greece. It was discovered that the quality of information has little bearing on SCM performance. However, the direct influence of information quality on information sharing was found to be significant as well. In addition, the role of information exchange as a mediator in the preceding connection was determined to be crucial. Information sharing was found to be highly strongly connected to increased company performance.

Hypothesis 3:

H3: There is a significant relationship between level and quality Information sharing towards the organizational performances.

H0: There is no significant relationship between level and quality Information sharing towards the organizational performances.

3.3 RESEARCH DESIGN

The research design specifies the method for collecting the required data, the methods for collecting and analyzing the data, and also how all of this will be used to answer the research question. (Grey, 2014) The research plan outlines the steps that the researcher will take. Exploratory studies, descriptive studies, and explanatory studies are the three basic types of research designs. The goal of exploratory inquiries, as according Saunders et al. (2016), is to learn on what is going on and gain insights on significant themes. Following that, descriptive research attempt to create an accurate profile of current happenings.

In contrast, an explanatory study aims to explain as well as explain for the descriptive data. It employs exploratory and descriptive investigation to determine the true origins of a phenomenon. Explanatory study looks for causes and explanations, along with evidence to back up or refute an explanation or forecast. It is done to discover and present some correlations between distinct components of the event under examination. Explanatory research is used to collect data on the influence of supply chain operations on the performance of SMEs. So, although descriptive studies may seek to answer "what" questions, explanatory studies attempt to answer the following "why" and "how" questions (Grey, 2014).

3.4 METHODOLOGY CHOICES

Qualitative research, quantitative research, and a combination of the two are among the research methods available. The study and compilation of a wide variety of research materials – case study, past experience, introspective, life narrative, interview, participant observation, historical, interactional, and visual texts that represent frequent and complicated events and meanings in people's lives is referred to as qualitative research (Denzin and Lincoln 2005).

In this study, the quantitative method will be used to collect data from respondents. According to Matthews and Ross (2010), quantitative research methods are typically employed to collect structured data that can be represented numerically. Statistical analysis is used to analyze the relationship between variables using quantitative approaches.

3.5 DATA COLLECTION

The process of acquiring, measuring, and interpreting correct insights for research objectives using established and recognized procedures is known as data collection. The data collected enables a researcher to assess their hypothesis. Throughout many cases, regardless of the topic of research, the first and most important stage is data collection. The approach to data collection varies depending on the subject of investigation.

The primary source is the first-hand data gathered via surveys, interviews, and observations reported by the researchers. Primary data are data obtained for a specific research problem in the study using correct processes (Hox & Boeije, 2005). Primary data for the study is gathered through a survey distributed to Malaysian SME businesses. The secondary source, on the other hand, is a summary of the primary materials, such as a literature review (Ajayi, 2017). Secondary data for this study are gathered from books, papers, academic publications, journal papers, academic articles, and websites that are relevant to the subject.

3.6 QUESTIONNAIRE DEVELOPMENT

In this study, the survey method with self-administered questionnaires is used for the process of sending questionnaires to respondents. The questionnaire is divided into three sections. Section A was designed to capture demographic information such as gender, job position, field of work, length of time in current organizations, business entity, number of employees, and industry sector. Section B then asks questions about the impact of supply chain practices in small and medium-sized businesses. Strategic supplier partnerships, customer relationships, and information exchange level and quality are among the variables. The respondents were requested to react to the questions using a Likert scale, which reflects the level of agreement of the respondents from 1 to 5. Section C of the questionnaire is regarding their company's organizational performance.

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY DISAGREE
1	2	3	4	5

Figure 3.6: Likert scale

3.7 SAMPLING TECHNIQUE

There are two sorts of sampling techniques: five probability sampling and nonprobability sampling. In probability sampling, each sample has an equal chance of being chosen (Kumar, 2011). Nonprobability sampling indicates that each sample does not have an equal chance of being chosen. The sampling technique's goal is to identify populations to serve as sampling units in the survey.

In this research, probability sampling was selected, and simple probability sampling is used to select random samples. This is a method of selecting sample size from a large population where each sample has an equal and independent chance of being chosen. Small and Medium Enterprise (SME) in Malaysia would be the target population. The Department of Statistics, Malaysia (DOSM), the SMEs company has expanded to 1,226,494 in February 2022. According to the Krejcie and Morgan (1970), the sample size for the current study is 384 SME companies. As a result, 384 respondents are chosen as a source of data and evaluation to complete questionnaires.
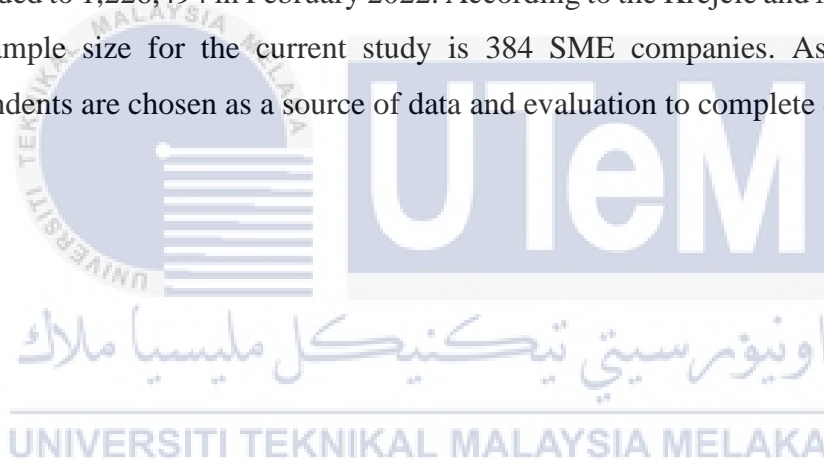
Table 3.7: Table for Determining Sample Size from A Population

Table for Determining Sample Size from a Given Population

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size.
S is sample size.

(Source: Krejcie & Morgan, 1970)

3.8 LOCATION OF RESEARCH

The research is in Malaysia since there are about 1.15 million SMEs make up 97.2% of the total number of business establishments in the country. Small and medium-sized businesses (SMEs) in the manufacturing and services sectors are largely recognized as the economy's backbone. Because the major goal of entrepreneurship is to create jobs, stimulate innovation, and expand the economy, this is the case. This is the reason why Malaysia the most suitable country to undertake the research on the impact of supply chain practices on SMEs.
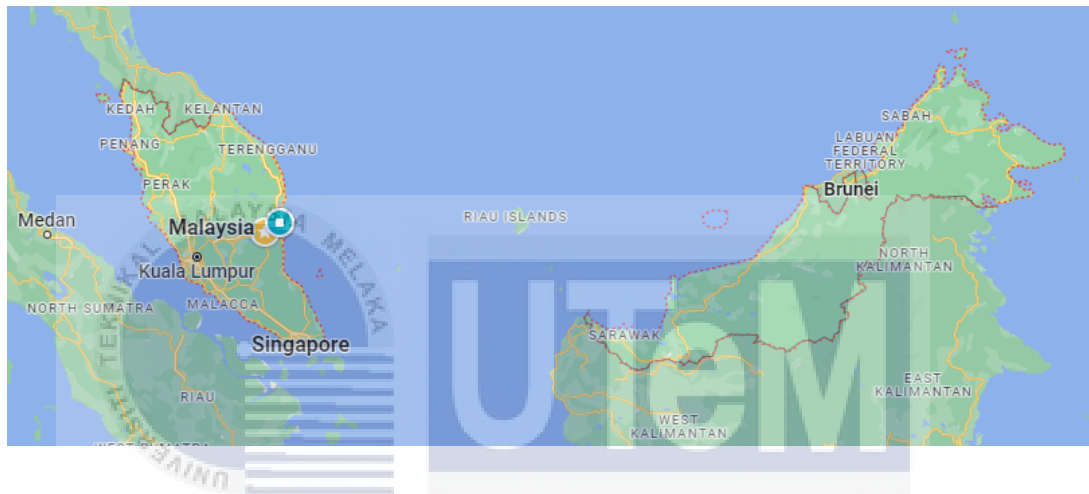
Figure 3.8: Map of Malaysia

Source: (Google Map, 2022)

3.9 DATA ANALYSIS

Data analysis is the systematic process of analyzing data using statistical or logical methods. Various data analysis tools, such as the pilot test, Cronbach's alpha, and descriptive statistics for respondents' demographic data, are employed in this study to show and analyze the data acquired. The data is then analyzed using Pearson's correlation coefficient and multiple regression analysis. All of the information gathered through the questionnaires provided to responders. The data surveys must then be methodically rearranged and presented in an understandable format. Data was analyzed using the Statistical Package for Social Sciences (SPSS) software to check that the data was accurate and that the study's objectives were met.

3.9.1 PILOT TEST

A pilot test is a small-scale study used to examine data collection techniques in order to limit the possibility of errors in data collection and recording even while enabling some assessment of the validity and dependability of the data that will be gathered. The pilot test's purpose is to fine-tune the questionnaire such as respondents have no trouble answering the questions and collecting data. Furthermore, it will allow you to assess the validity of the questions and the expected dependability of the data that will be acquired, both in individual questions and, where appropriate, scales made up of a number of questions. Preliminary analysis using pilot test data could be carried out to determine that the data obtained will help you to answer your research questions. The pilot test sample represents 10% of the entire sample size, with 380 questionnaires distributed to potential respondents. Respondents to the pilot test will provide feedback on the complexity and applicability of the surveys. Researchers can make changes based on the findings of the pilot study to clarify any unclear items or fix any errors, allowing study participants to answer questions more successfully. As a result, the researcher can achieve an accurate result and contribute to the study's importance.

3.9.2 RELIABILITY

The consistency with which a method measures something is referred to as its reliability. Cronbach alpha is a statistic used to evaluate the consistency of responses throughout a sequence of questions (scale items) designed to evaluate a specific notion (scale). It is made up of an alpha coefficient whose value ranges from 0 to 1. A number of 0.7 or above implies that the questions on the scale are internally consistent.

Table 3.9.2: Cronbach's alpha coefficient range

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Source: (Saunders et al.,2016)

3.9.3 DESCRIPTIVE STATISTICS

Descriptive statistics is the analysis of data to meaningfully describe variables. The variables are classified into two categories: the measure of tendency (mean, mode, and median) and also the measure of dispersion (range, standard deviation, and variance). Descriptive statistics make enormous volumes of data more manageable. Descriptive statistics are utilized in this study to assess demographic data from respondents as well as independent variables such as strategic supplier partnership, customer relationship, level and quality information sharing impact.

3.9.4 PEARSON'S CORRELATION COEFFICIENT

In this research, Pearson's correlation coefficient is utilized to determine the strength of the linear relationship between two numerical variables. Using this coefficient requires numerous assumptions, such that the variables have a linear relationship, that two variables are related (independent variable and dependent variable), and that both variables have independent sources to form a normal distribution. Pearson's correlation coefficient has a value between +1 to 1. The positive number shows that there is a positive correlation between two variables, whereas the negative value indicates that there is a negative correlation between two variables. The closer the coefficient value is to zero, the greater the variance in the data from the best fit line. A coefficient value of 0 indicates that there is no relationship between two variables.
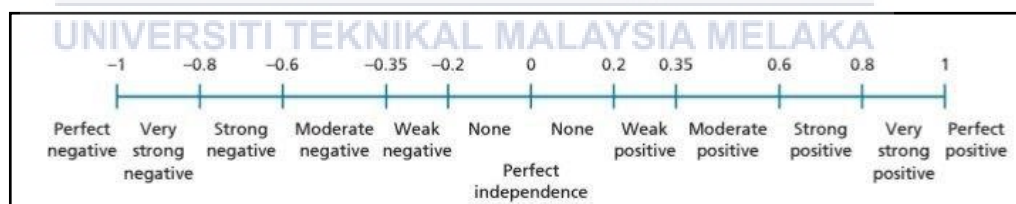
Figure 3.9.4: Pearson's Correlation Coefficient

Source: (Saunders et al., 2016)

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3.9.5 MULTIPLE REGRESSION ANALYSIS

Multiple regression is a statistical technique that uses ANOVA to predict the connection between a given dependent variable and a set of independent variables. The strength of the association between one continuous dependent variable and two or more independent variables is explained by multiple regression analysis. In this study, the regression was investigated on three independent variables: economic, social, and technical elements. The regression equation is created to demonstrate how the independent variables fit together and to investigate the relative contribution of each predictor of total variance. The multiple regression equation is as follows:

$$Y = a + bX_1 + cX_2 + dX_3 + e$$

Where,

Y= the dependent variable (organizational performance)

a= intercept

b= influence of X_1 (strategic supplier partnership)

c= influence of X_2 (customer relationship)

d= influence of X_3 (level and quality information sharing)

X_1, X_2, X_3 =independent variables

E= error

3.9.6 STATISTICAL PACKAGE FOR SOCIAL SCIENCES (SPSS)

SPSS stands for Statistical Package for the Social Sciences, and it is used for advanced statistical data analysis by a variety of scholars. SPSS was designed for the management and statistical analysis of social science data. SPSS is a software application that allows you to create tabulated reports, charts, and other advanced statistical analyses. SPSS is utilized because it can accurately execute highly complex data operations and analyses.

3.10 SUMMARY

The researcher detailed the procedures utilized in gathering information and data in this chapter. The quantitative method is used to do the research. The study collected data from both primary and secondary sources. The survey is chosen as the research strategy, and a structured questionnaire is employed to perform the survey. Pilot tests, Cronbach's alpha, reliability analysis, descriptive statistics, Pearson's correlation coefficient, multiple regression analysis, and SPSS are used in data analysis to accomplish research goals and analyze study results.

CHAPTER 4

DATA ANALYSIS AND RESULTS

4.1 Introduction

In Chapter 4, the results and findings of data analysis which conducted in the research project are presented. The data is collected from 283 respondents from 384 respondent over two months period. The data will be analyzed using Statistical Package for Social Sciences (SPSS) to get result of research objectives and to examine whether research hypotheses are valid. The results will be presented in charts and table forms.

Besides, this chapter present the result of pilot test and continued the findings in the form descriptive statistics which includes respondents' demographic and their responses as per questions. Then, Pearson Correlation Coefficient analysis describe the degree of relationship between independent variables and dependent variable followed by regression analysis to test the hypothesis and chapter summary.

4.2 Pilot Test

The purpose of pilot study is to test the feasibility of the questionnaire whether respondents can understand the questions. In this study, the researcher selects 38 respondents which are 10% of total respondents. Cronbach's alpha is used to measure the consistency of data where the value not less than 0.7 represent that the questionnaire has consistent reliability.

4.2.1 Reliability

According to Tavakol & Dennick (2011), the internal consistency ought to be tested prior the questionnaire used for study purpose. The internal consistency outlines degree to which every component in the test refers to the same construct thus associated to interrelatedness of components within the test. The value of Cronbach's Alpha is ranged from 0 to 1. When the value of coefficients of reliability is closer to 1, the internal consistency is higher. There are total 20 items of questions are measured using Likert scale ranging from 1 to 5 where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree. The value of Cronbach's Alpha coefficient indicates the strength of association of each item in independent variable on dependent variable.

4.2.1.1 Strategic Supplier Partnership

Table 4.2.1.1.1: Case Processing Summary of Strategic Supplier Partnership
Source: (Develop from Research)

Case Processing Summary

		N	%
Cases	Valid	38	100.0
	Excluded^a	0	.0
	Total	38	100.0

Table 4.2.1.1.2: Reliability Statistics of Strategic Supplier Partnership
Source: (Develop from Research)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.874	.876	5

Table 4.2.1.1.2 illustrates Cronbach's Alpha for five questions for strategic supplier partnership factor. The reliability statistics has value of 0.874 which is greater than 0.7. Hence, the questions for this independent variable is reliable and can be used for the actual questionnaire

4.2.1.2 Customer Relationship

Table 4.2.1.2.1: Case Processing Summary of Customer Relationship
Source: (Develop from Research)

Case Processing Summary

		N	%
Cases	Valid	38	100.0
	Excluded^a	0	.0
	Total	38	100.0

Table 4.2.1.2.2: Reliability Statistics of Customer Relationship
Source: (Develop from Research)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.845	.850	5

Table 4.2.1.2.2 shows Cronbach's Alpha for five questions in Customer Relationship factor. The result of the reliability statistics possessed Cronbach's Alpha value is greater than 0.7 which is 0.845.

4.2.1.3 Level and Quality Information Sharing

Table 4.2.1.3.1: Case Processing Summary of Level and Quality Information Sharing

Source: (Develop from Research)

Case Processing Summary

		N	%
Cases	Valid	38	100.0
	Excluded^a	0	.0
	Total	38	100.0

Table 4.2.1.3.2: Reliability Statistics of Level and Quality Information Sharing

Source: (Develop from Research)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.903	.905	5

Table 4.2.1.3.2 demonstrate the outcome of Cronbach's Alpha for five questions in level and quality information sharing. The value of Cronbach's Alpha is 0.903 which is higher than 0.7.

4.2.1.4 Organizational Performance

Table 4.2.1.4.1: Case Processing Summary of Organizational Performance

Source: (Develop from Research)

Case Processing Summary

		N	%
Cases	Valid	38	100.0
	Excludedᵃ	0	.0
	Total	38	100.0

Table 4.2.1.4.2: Reliability Statistics of Organizational Performance

Source: (Develop from Research)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.922	.922	5

Table 4.2.1.4.2 illustrate the Cronbach's Alpha value is higher than 0.7 which is 0.922 for dependent variable that is organizational performances.

4.2.1.5 Reliability Analysis

Table 4.2.1.5.1: Case Processing Summary

Source: (Develop from Research)

		N	%
Cases	Valid	38	100.0
	Excluded[a]	0	.0
	Total	38	100.0

Table 4.2.1.5.2: Reliability Statistics

Source: (Develop from Research)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.960	.961	20

Table 4.2.1.5.2 shows Cronbach's Alpha result for total number of independent variables and dependent variable. The overall value of Cronbach's Alpha is 0.960 which is greater than 0.7 and is considered as excellent reliability. Overall, the result of Cronbach's Alpha has good reliability where the independent variables, strategic supplier partnership, customer relationship, level and quality information sharing and dependent variable which is organizational performances has value greater than 0.7 initially.

4.3 Respondents' Profile

4.3.1 Respondents' Gender

Table 4.3.1: Respondents' Gender

Source: (Develop from Research)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	126	44.5	44.5	44.5
	Female	157	55.5	55.5	100.0
	Total	283	100.0	100.0	
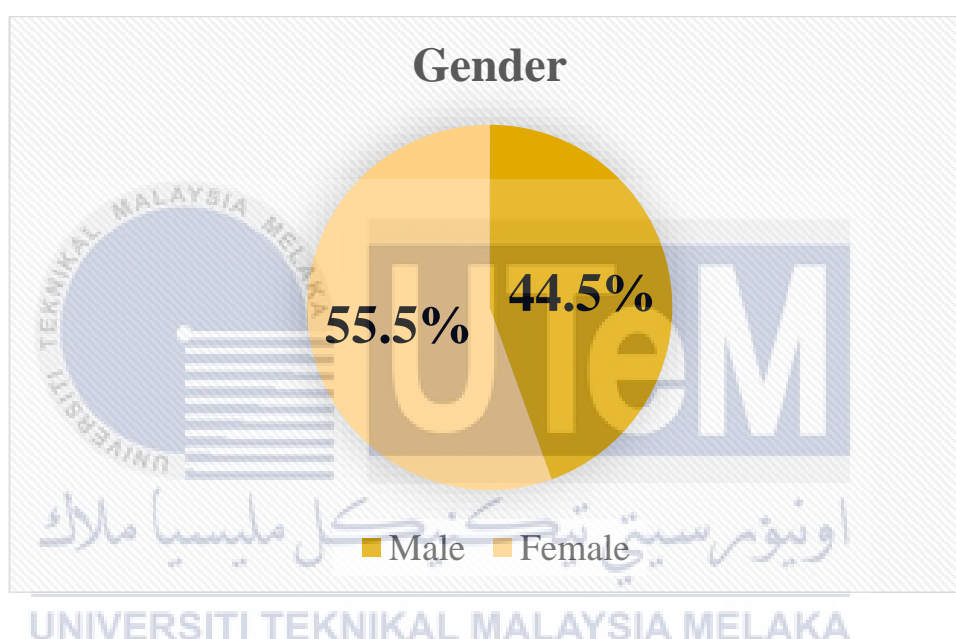
Figure 4.3.1: Respondent's demographic of gender

Source: (Develop from Research)

Table shows the frequency and percentage of respondents' demographic of gender. There are total 283 respondents and among the respondents, male respondents consist of 126 which are 44.5 % while female respondents consist of 157 which are 55.5 % as shown in the figure.

4.3.2 Respondent's in Job Position

Table 4.3.2: Respondents' Job Position

Source: (Develop from Research)

Job position		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Senior Manager	48	17.0	17.0	17.0
	Manager	94	33.2	33.2	50.2
	Assistant Manager	81	28.6	28.6	78.8
	Operation Manager	60	21.2	21.2	100.0
	Total	283	100.0	100.0	
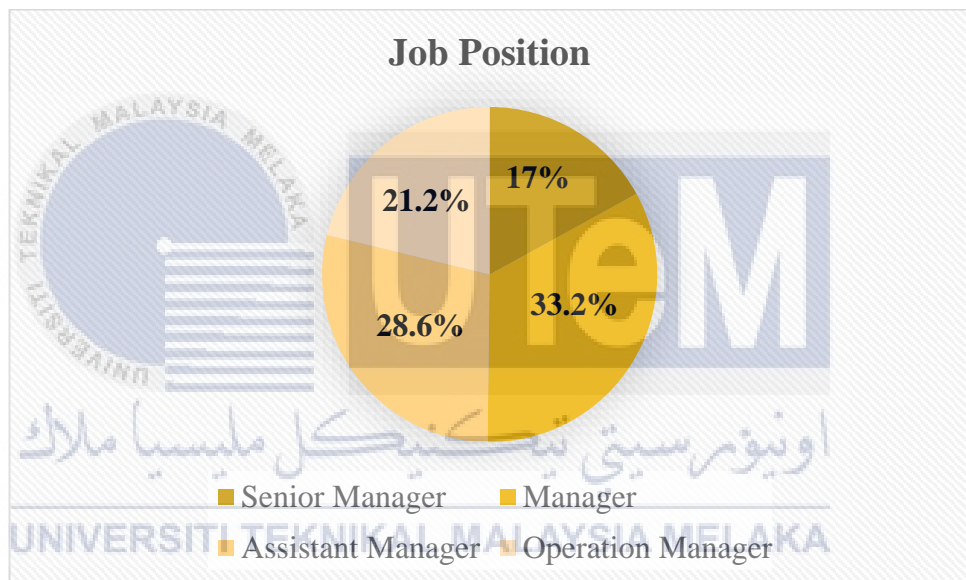
Figure 4.3.2: Respondents' in Job Position

Source: (Develop from Research)

Table 4.3.2 shows the data of the job position from respondents. Among 283 respondents, there are 48 respondents (17%) work as senior manager. The respondents who are work as a manager consist of 94 respondents (33.2%). Besides, the job position in assistant manager has 81 respondents (28.6 %) and operation manager respondent are 60 respondents (21.2%). Figure shows the percentage of respondents' in job position.

4.3.3 Respondents' Field of Work

Table 4.3.3: Respondents' Field of Work

Source: (Develop from Research)

		Frequency	Percent	Valid Percent	Cumulative Percent
Field of work					
Valid	General Management	58	20.5	20.5	20.5
	Supply Chain Management	84	29.7	29.7	50.2
	Operation Management	76	26.9	26.9	77.0
	Customer Service	42	14.8	14.8	91.9
	Marketing	23	8.1	8.1	100.0
	Total	283	100.0	100.0	
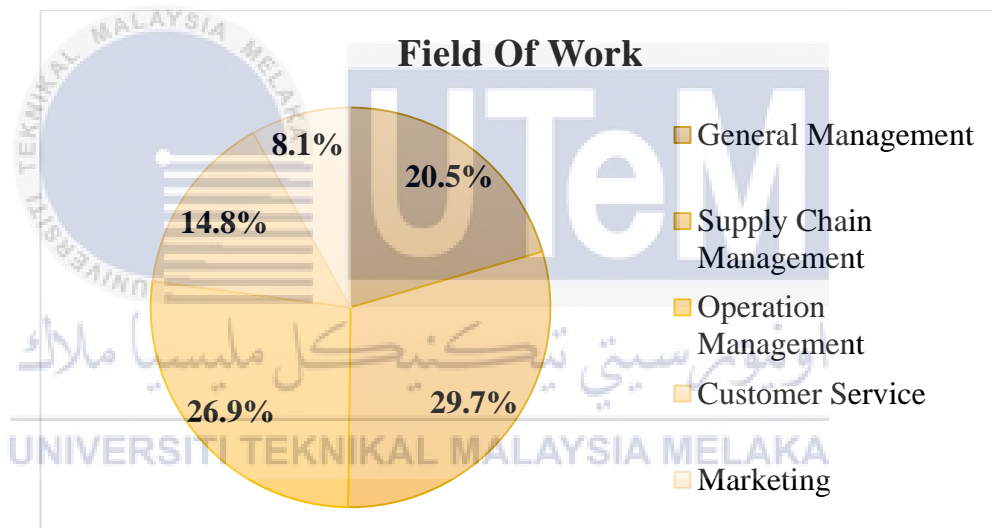
Figure 4.3.3: Respondents' Field of work

Source: (Develop from Research)

Table 4.3.3 shows the data of the field of work from respondents. Among 283 respondents, there are 58 respondents (20.5%) work under General Management. The respondents who are work in Supply Chain Management consist of 84 respondents (29.7%). Besides, the field of work in Operation Management has 76 respondents (26.9 %) and Customer services respondent are 42 respondents (14.8%). There are 23 respondents (8.1%) in marketing which is the lowers respondent in the field of work. Figure shows the percentage of respondents' in field of work.

4.3.4 Respondents' Length of time at current organization

Table 4.3.4: Respondents' Length of time at current organization

Source: (Develop from Research)

		Frequency	Percent	Valid Percent	Cumulative Percent
Length of time at current organization					
Valid	Less Than 5 Years	49	17.3	17.3	17.3
	5-10 Years	122	43.1	43.1	60.4
	10-15 Years	83	29.3	29.3	89.8
	More Than 15 Years	29	10.2	10.2	100.0
	Total	283	100.0	100.0	
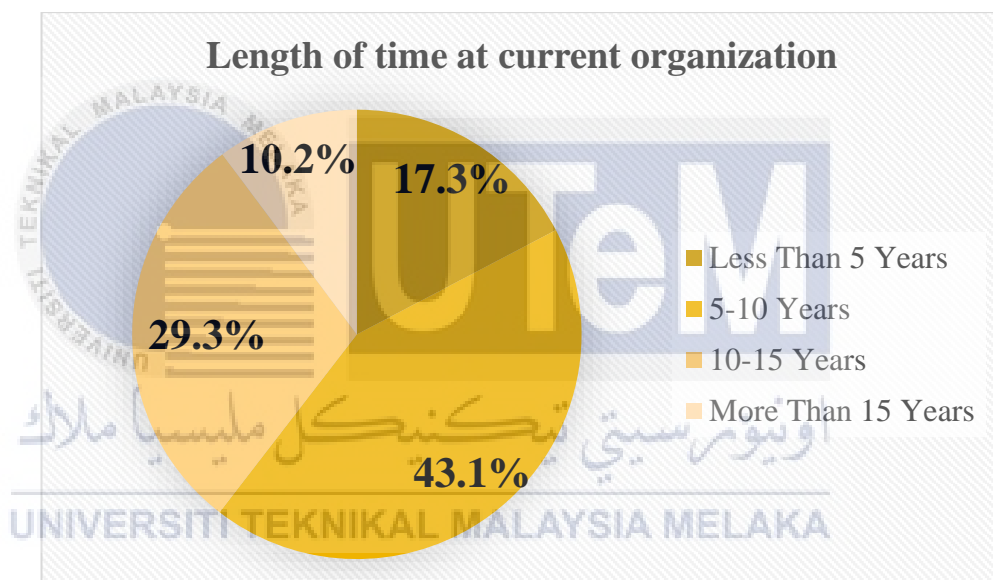
Figure 4.3.4: Respondents' length of time at current organization

Source: (Develop from Research)

Table demonstrates length of time at current organization of respondents. Among the respondents, 49 employees (17.3%) has work at the current organization for less than 5 years while 122 respondents (43.1%) are worked 5-10 years at the current organization. There are total 83 respondents (29.3%) are work 10-15 years at the current organization while 29 respondents (10.2%) work at the current organization for more than 15 years. Figure illustrate the percentage of respondents' demographic of length of time at current organization.

4.3.5 Respondents' Business Identity

Table 4.3.5: Respondents' Business Identity

Source: (Develop from Research)

Business identity					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sole Proprietor	44	15.5	15.5	15.5
	Partnership	96	33.9	33.9	49.5
	Private Limited Company	95	33.6	33.6	83.0
	Public Limited Company	48	17.0	17.0	100.0
	Total	283	100.0	100.0	
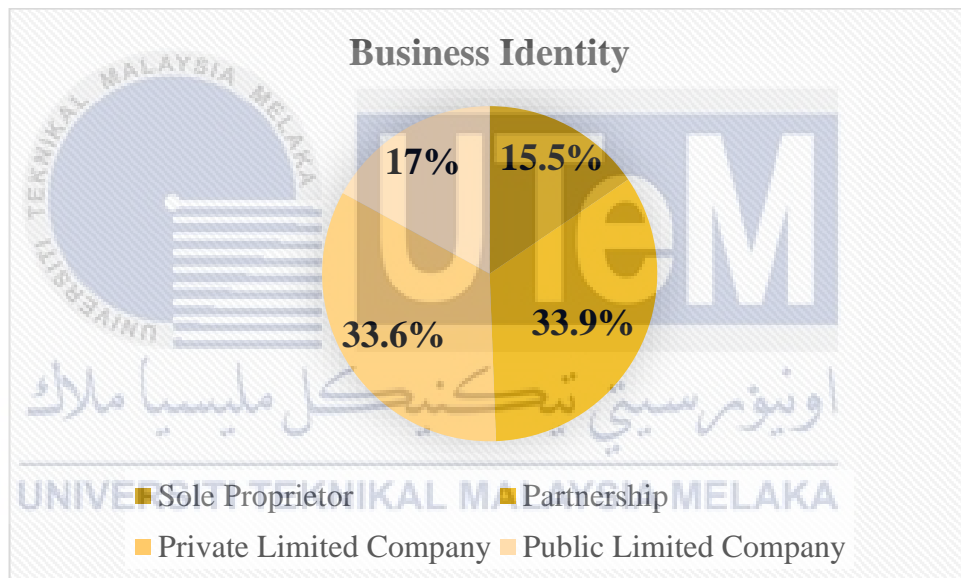
Figure 4.3.5: Respondents' Business Identity

Source: (Develop from Research)

Table 4.3.5 shows the current income level of total 283 respondents. There are 44 respondents (15.5%) business identity are sole proprietor. Besides, 96 respondents (33.9%) are Partnership business while 95% respondents (33.6%) are from private limited company. 48 respondents (17.0%) are from public limited company. Figure 4.3.4 display respondents' demographic of business identity.

4.3.6 Respondents' in number of full-time employees

Table 4.3.6: Respondents' in number of full-time employees

Source: (Develop from Research)

		Frequency	Percent	Valid Percent	Cumulative Percent
Number of full-time employees					
Valid	Small (5-Less Than 75)	158	55.8	55.8	55.8
	Medium (75 Not Exceeding 200)	92	32.5	32.5	88.3
	Large (200 Above)	33	11.7	11.7	100.0
	Total	283	100.0	100.0	
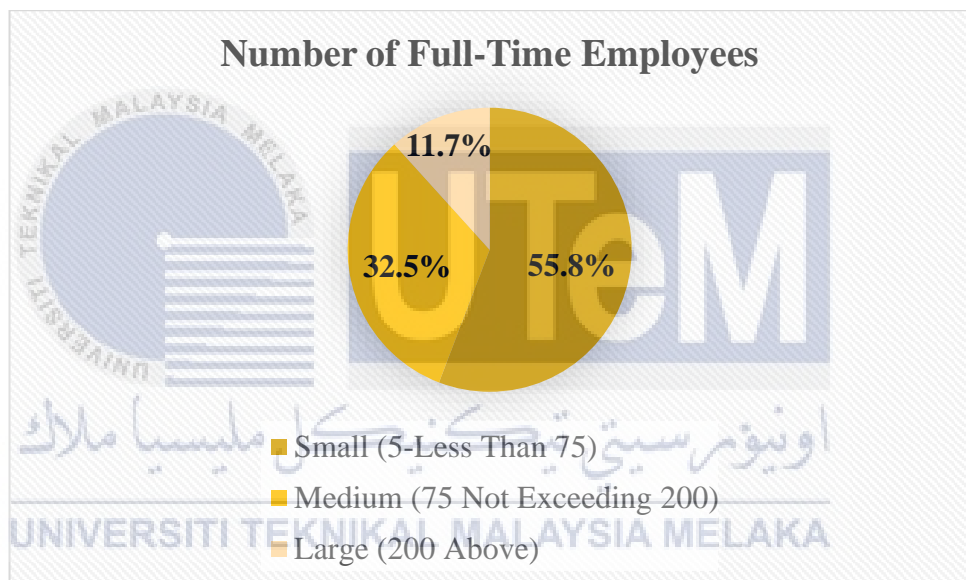
Figure 4.3.6: Respondents' in number of full-time employees

Source: (Develop from Research)

Based on the table, there are 158 respondents (55.8%) out of 283 respondents has small (5-less than 75) full time employee. Besides, 92 respondents (32.5%) has medium employees which is 75 employees but not exceeding 200 employees. There are 33 respondents (11.7%) who has large full-time employees which is above 200. Figure 4.3.6 display respondents' demographic in number of full-time employees.

4.4 Descriptive Analysis

4.4.1 Descriptive Analysis for Independent Variable (Strategic Supplier Partnership)

Table 4.4.1: Summary of Strategic Supplier Partnership

Source: (Develop from Research)

frequency

Item	Statement	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
SSP1	We consider quality as our number one criterion in selecting suppliers.	124 (43.8%)	145 (51.2%)	12 (4.2%)	2 (7.0%)	0 (0.0%)
SSP2	We regularly solve problems jointly with our suppliers.	97 (34.3%)	164 (58.0%)	17 (6.0%)	5 (1.8%)	0 (0.0%)
SSP3	We include our key suppliers in our planning and goal-setting activities	109 (38.5%)	148 (52.3%)	21 (7.4%)	5 (1.8%)	0 (0.0%)
SSP4	We have helped our suppliers to improve their product quality	148 (52.3%)	115 (40.6%)	17 (6.0%)	3 (1.1%)	0 (0.0%)
SSP5	We actively involve our key suppliers in new product development processes.	89 (31.4%)	165 (58.3%)	25 (8.8%)	4 (1.4%)	0 (0.0%)

Table 4.4.1 shows response of 283 respondents on independent variable, strategic supplier partnership that influence organizational performances based on each statement. The item SSP1 states that respondent who is SME's company consider quality as their number one criterion in selecting suppliers. From the result, there are 43.8% respondents strongly agree on the statement, 51.2 % of respondents agree on the statement and 4.2 % expressed neutral. However, there are 7.0% of respondents disagree on the statement and there's no respondent that strongly disagree on the statement.

The item SSP2 describe that organizational regularly solve problems jointly with their suppliers. Based on the result obtained, majority of respondents (58%) agree on the statement and 34.3 % of respondents strongly agree on the statement. There are 6 % of respondents claims that they are neutral but 1.8 % of respondents disagree and there no respondent strongly disagrees on the statement.

Next, item SSP3 explain that respondents will prefer to include their key suppliers in their planning and goal-setting activities. From the table, there are 38.5% strongly agree and 52.3% agree on the statement followed by 7.4 % of respondents are neutral on the statement but there are 1.8 % respondents disagree and no respondents strongly disagree on the statement.

Item SSP4 states that respondents will have helped their suppliers to improve their product quality. There are 52.3 % of respondents strongly agree and 40.6% of respondents agree on the statement followed by 6.0 % of respondents claim that they feel neutral on the statement. On the other side, there are 1.1 % of respondents disagree and 0% strongly disagree on the statement.

Lastly, item SSP5 states respondent actively involve their key suppliers in new product development processes. There are 31.4 % of respondents strongly agree and 58.3 % of respondents agree followed by 8.8 % of respondents are neutral on the statement. On the other side, there are 1.4 % of respondent disagree and 0 % of respondents strongly disagree on the statement.

Figure 4.4.1: Independent Variables (Strategic Supplier Partnership)

Source: Develop from research

The figure 4.4.1 shows the shape of frequency distribution of Strategic Supplier Partnership influencing organizational performances. The respondents have to rate based on self-consciousness on the Likert scale provided on the statement. Most of the respondents rated agree with Strategic Supplier Partnership influencing organizational performances where the mean value is equal to 4.31 while the standard deviation value is 0.498.

4.4.2 Descriptive Analysis for Independent Variable (Customer Relationship)

Table 4.4.2: Summary of Customer Relationship

Source: (Develop from Research)

frequency

Item	Statement	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
CR1	We frequently interact with customers to set reliability, responsiveness, and other standards for us.	98 (34.6%)	160 (56.5%)	20 (7.1%)	5 (1.8%)	0 (0.0%)
CR2	We frequently determine future customer expectations.	148 (52.3%)	103 (36.4%)	21 (7.4%)	10 (3.5%)	1 (0.4%)
CR3	We periodically evaluate the importance of our relationship with our customers.	121 (42.8%)	141 (49.8%)	19 (6.7%)	2 (0.7%)	0 (0.0%)
CR4	We frequently measure and evaluate customer satisfaction.	187 (66.1%)	79 (27.9%)	14 (4.9%)	3 (1.1%)	0 (0.0%)
CR5	We facilitate customers' ability to seek assistance from us.	117 (41.3%)	135 (47.7%)	26 (9.2%)	5 (1.8%)	0 (0.0%)

Based on the table above, it shows the responses of 283 respondents on customer relationship. Item CR1 states that they frequently interact with customers to set reliability, responsiveness, and other standards for them. There are 52.3 % respondents strongly agree followed by 36.4 % respondents agree with the question. 7.4 % of respondents claims that they feel neutral on the statement. However, there are 3.5 % of respondents disagree and 0.4 % respondents strongly disagree with the statement.

The item CR2 describe respondents frequently determine future customer expectations. There are 52.3 % respondents strongly agree and 36.4 % respondents agree on the statement. The table also shows that there are 3.4% respondents are neutral on the statement. On the other hand, there are 3.1% respondents disagree and 1.6% strongly disagree on S2 statement. 4.9% respondents are neutral on the statement. However, there are 3.1% respondents disagree on the statement and 1.6% strongly disagree on the statement.

Next, the item CR3 state that respondents always periodically evaluate the importance of their relationship with their customers. Based on the table, 42.8 % strongly agree on the statement and 49.8% respondents agree on the statement. However, there are 6.7 % respondents feel neutral on CR3 subsequently 0.7 % respondents disagree and 0 % strongly disagree on the statement CR3.

The fourth statement, CR4 states that respondent frequently measure and evaluate customer satisfaction. There are 66.1 % respondents strongly agree and 27.9 % respondents agree on the statement. However, there are respondents who have different opinions where 4.9% respondents are neutral while 1.1 % respondents disagree with the statement and 0 % respondents are strongly disagree with statement CR4.

Item CR5 declares that respondent facilitate customers' ability to seek assistance from them. The results show that 41.3% respondents are strongly agreed and 47.7 % respondents agree with the statement. Nevertheless, 9.2 % respondents are neutral while 1.8 % respondents disagree with the statement and 0 % respondents are strongly disagree with the statement.
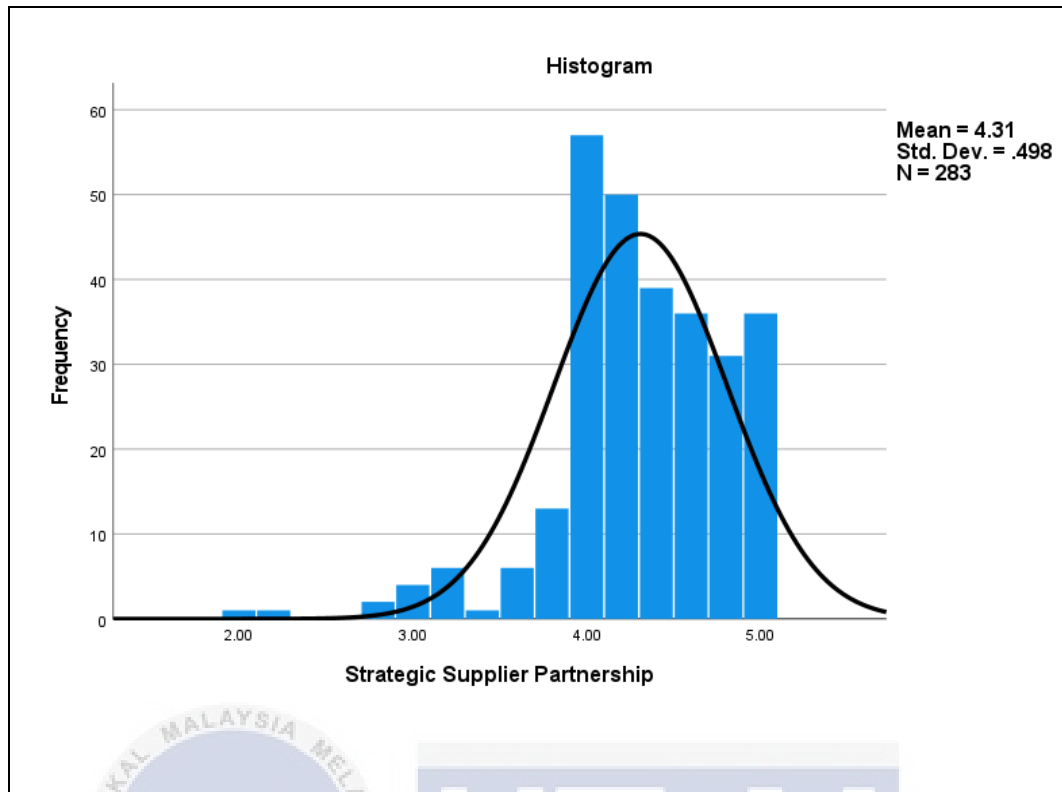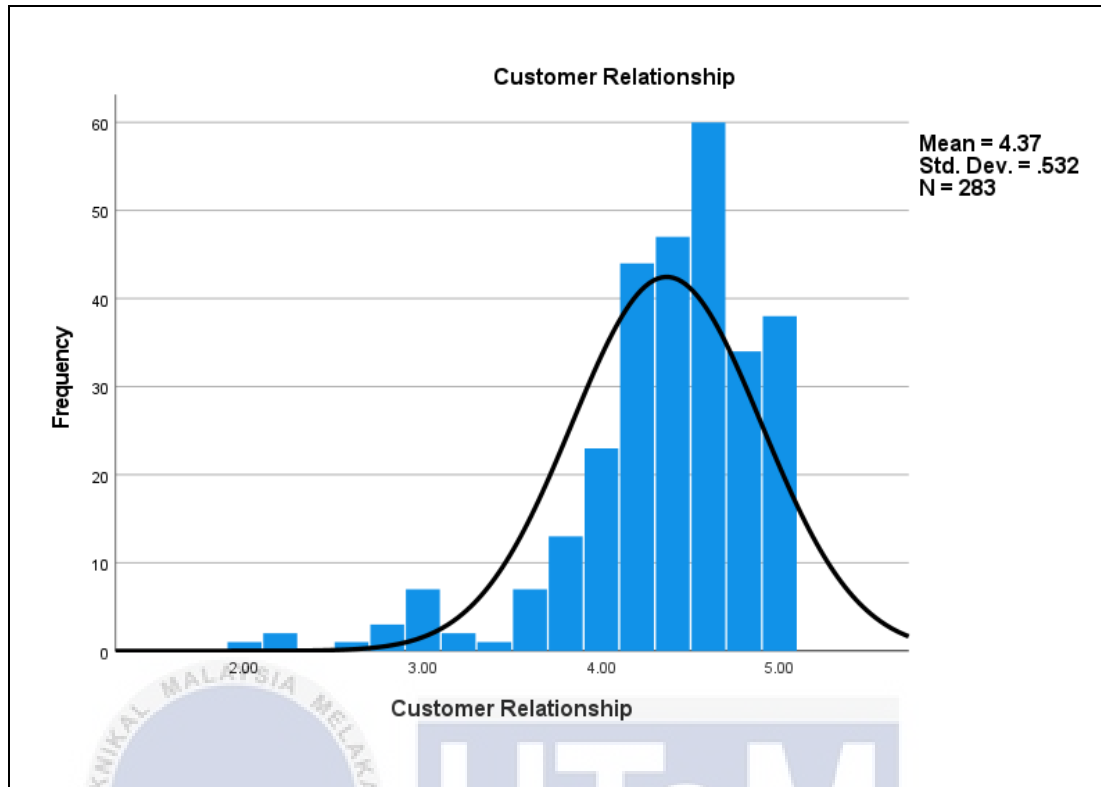
Figure 4.4.2: Independent Variables (Customer Relationship)

Source: Develop from research

The figure 4.4.2 shows the shape of frequency distribution of customer relationship influencing organizational performances. It illustrates the response of respondents by Likert Scale where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly disagree according to respondents' self-conscious in rating. Most of the respondents agree that customer relationship influencing organizational performances. The mean value is 4.37 while the standard deviation is 0.532.

4.4.3 Descriptive Analysis for Independent Variable (Level and Quality Information Sharing)

Table 4.4.3: Summary of Level and Quality Information Sharing

Source: (Develop from Research)

frequency

Item	Statement	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
IS1	We and our trading partners exchange information that helps establishment of business planning.	100 (35.3%)	151 (53.4%)	26 (9.2%)	6 (2.1%)	0 (0.0%)
IS2	Information exchange between our trading partners and us is accurate	107 (37.8%)	138 (48.8%)	34 (12%)	4 (1.4%)	0 (0.0%)
IS3	Information exchange between our trading partners and us is reliable.	92 (32.5%)	154 (54.4%)	33 (11.7%)	4 (1.4%)	0 (0.0%)
IS4	We and our trading partners keep each other informed about events or changes that may affect the other partners	105 (37.1%)	148 (52.3%)	26 (9.2%)	4 (1.4%)	0 (0.0%)
IS5	Our trading partners share proprietary information with us.	89 (31.4%)	159 (56.2%)	30 (10.6%)	5 (1.8%)	0 (0.0%)

Table 4.4.3 shows the result of Level and Quality Information Sharing factor influencing organizational performances. The item IS1 point out respondents are concerned about they and their trading partners exchange information that helps to establishment of business planning. There are 35.3% respondents strongly agree and 53.4% respondents agree with the statement. In addition, 9.2% respondents are neutral with the statement. However, there are 2.1% respondents disagree and 0.0 % respondents strongly disagree that they are concerned about security when making credit card payment.

Item IS2 highlight on whether respondent's information exchange between their trading partners and them is accurate. Most of the respondents (37.8%) strongly agree on the statement and 48.8% agree that information exchange between trading partners is accurate. There are 12 % respondents neutral with the statement. However, there are 1.4 % respondents disagree on the statement and 0% respondents strongly disagree.

Item IS3 states that respondent's information exchange between trading partners is reliable. There are 32.5 % respondents strongly agree that the information exchange between trading partners is reliable and 11.7 % respondents agree with item IS3. Furthermore, 11.7 % respondents feel neutral on the statement. Conversely, there are 1.4 % disagree on the statement and 0 % respondents strongly disagree with item IS3.

Next, item IS4 mention that respondents think that they and their trading partners keep each other informed about events or changes that may affect the other partners. Most of the respondents (37.1%) strongly agree on the statement and 52.3% respondents agree with the statement. There are 9.2% respondents are neutral on the statement. 1.4% respondents disagree that trading partners will keep each other informed about events or changes that may affect the other partners while 0% respondents strongly disagree on the statement.

Item IS5 highlight that respondents trading partners share proprietary information with them. There are 31.4% respondents strongly agree that trading partners share proprietary information with them and 56.2% agree on the statement. Then, there are 10.6% respondents are neutral followed by 1.8 % respondents disagree with the statement and 0 % respondents strongly disagree.
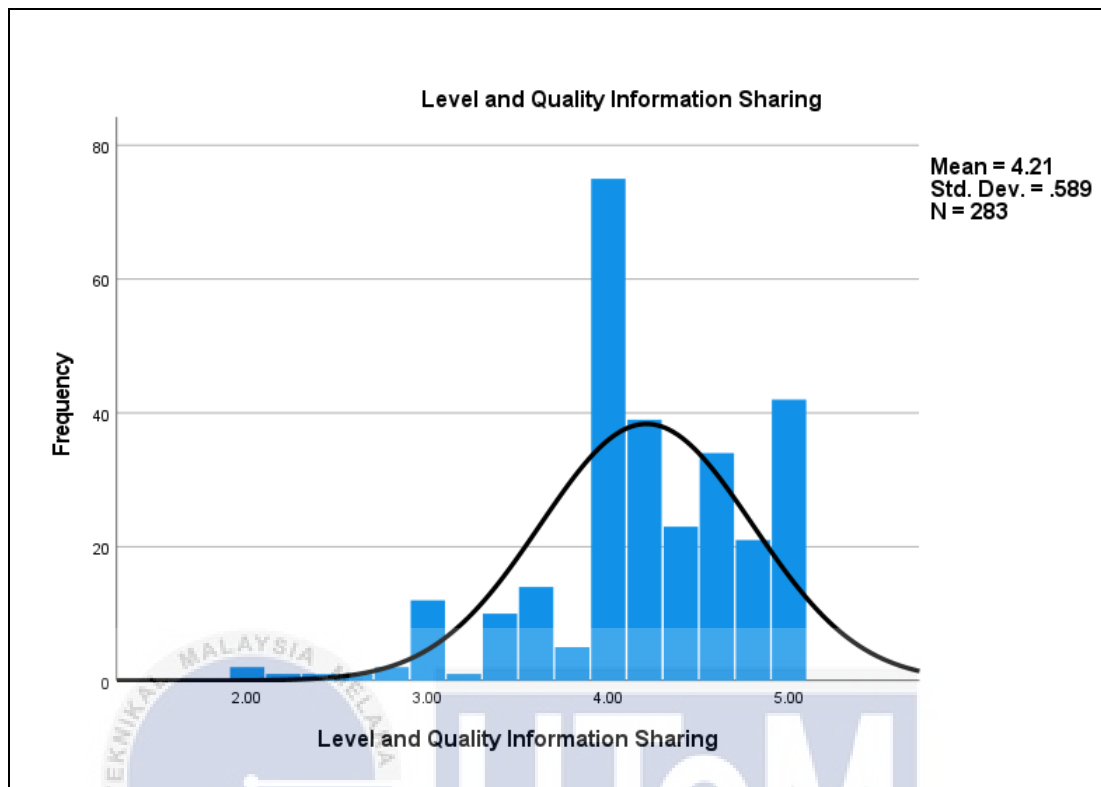
Figure 4.4.3: Independent Variables (Level and Quality Information Sharing)

Source: Develop from research

The figure 4.4.3 shows the shape of frequency distribution of Level and Quality Information Sharing influencing organizational performances. It illustrates the response of respondents by Likert Scale where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly disagree according to respondents' self-conscious in rating. Most of the respondents agree that Level and Quality Information Sharing influencing organizational performances. The mean value is 4.21 while the standard deviation is 0.589.

4.4.4 Descriptive Analysis for Dependent Variable (Organizational Performances)

Table 4.4.4: Summary of Organizational Performances

Source: (Develop from Research)

frequency

Item	Statement	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
OP1	Our organization has increased its market share.	141 (49.8%)	116 (41.0%)	23 (8.1%)	3 (1.1%)	0 (0.0%)
OP2	Our organization has increased its sales growth	107 (56.9%)	102 (36%)	17 (6.0%)	3 (1.1%)	0 (0.0%)
OP3	Our organization has increased its growth in return on investment.	85 (30%)	169 (59.7%)	25 (8.8%)	4 (1.4%)	0 (0.0%)
OP4	Our organization has increased its profit margin on sales.	152 (53.7%)	111 (39.2%)	19 (6.7%)	1 (0.4%)	0 (0.0%)
OP5	Our organization has increased its overall competitive position in the market.	136 (48.1%)	124 (43.8%)	21 (7.4%)	2 (0.7%)	0 (0.0%)

The table 4.4.4 shows descriptive statistics result of the dependent variable, organizational performances. Item OP1 describe that respondent's organization has increased its market share. There are 49.8 % of respondents strongly agree with the statement and 41 % of respondents agree. Aside, there are 8.1 % feel neutral with item OP1. However, 1.1 % respondents disagree whereas 0 % respondents strongly disagree that organization has increased its market share.

Item OP2 point out that respondent's organization has increased its sales growth. Most of the respondents (56.9 %) strongly agree with the statement and 36.9% respondents agree that the organization has increased its sales growth. There are 6.0 % respondents are neutral with item OP2 subsequently 1.1% respondents disagree, and 0% respondents strongly disagree with the Item OP2.

Item OP3 highlight that respondent's organization has increased its growth in return on investment and there are 30 % respondents strongly agree with the statement while 59.7% respondents agree. In addition, 8.8% respondents are neutral on the statement. There are minority of respondents (1.4%) who disagree with the statement and 0 % strongly disagree that organization has increased its growth in return on investment

Next, item OP4 states that respondent's organization has increased its profit margin on sales. There are 53.7% respondents strongly agree and 39.2% agree with the statement. 6.7 % respondents are neutral with the statement. Furthermore, 0.4 % respondents disagree that organization has increased its profit margin on sales while 0 % respondents strongly disagree with the statement.

Item OP5 point out that respondent's organization has increased its overall competitive position in the market. There are 48.1% respondents strongly agree with the statement and 43.8 % respondents agree that organization has increased its overall competitive position in the market. However, 7.4% respondents feel neutral on the statement followed by 0.7% respondents disagree with the statement and 0 % respondent strongly disagree with the statement.
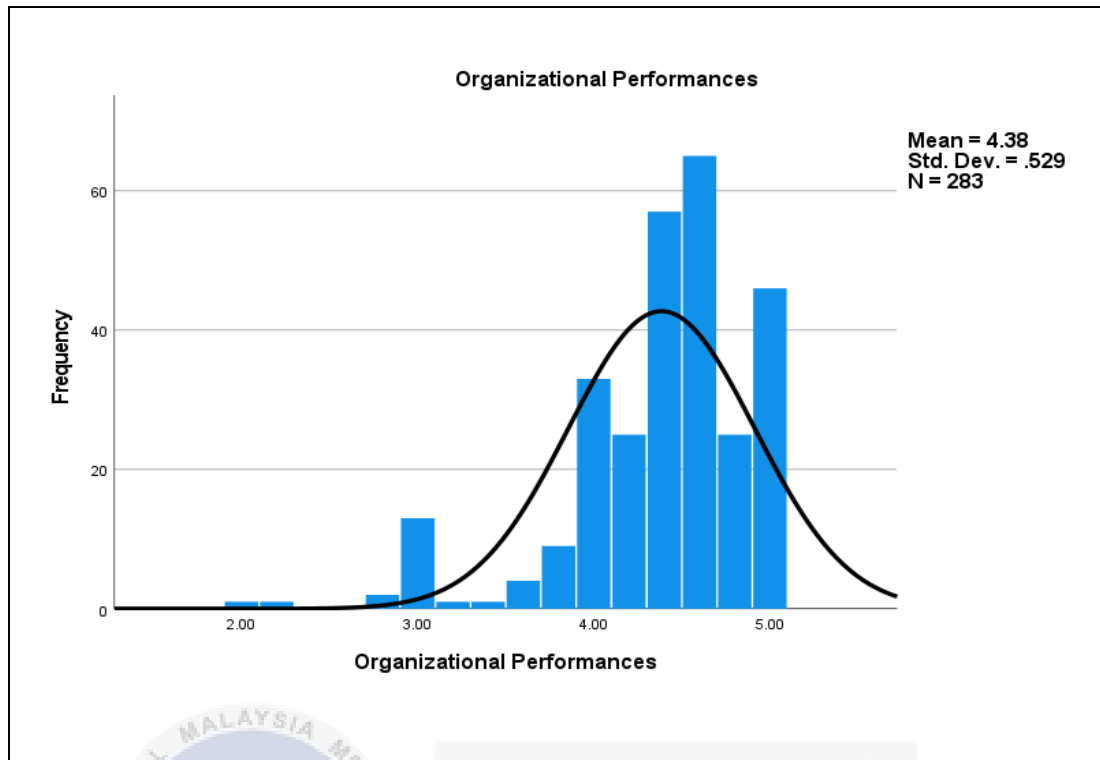
Figure 4.4.4: Dependent Variables (Organizational Performances)

Source: (Develop from Research)

The figure 4.4.4 shows shape of frequency distribution of organizational performances. The respondents have to rate based on self-consciousness on the Likert scale provided on the statement. Most of the respondents rated agree with statements in consumer spending by using credit cards where the mean value is equal to 4.38 while the standard deviation value is 0.529.

4.5 Descriptive Statistics

Table 4.5: Descriptive Statistics for Each Independent Variable

Source: (Develop from Research)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Strategic Supplier Partnership	283	2.00	5.00	4.3088	.49768
Customer Relationship	283	2.00	5.00	4.3661	.53181
Level and Quality Information Sharing	283	2.00	5.00	4.2106	.58857
Valid N (listwise)	283				

The table shows the descriptive statistics of each independent variable (Strategic Supplier Partnership, Customer Relationship, Level and Quality Information Sharing). Based on the table, all of the independent variables have almost similar value of mean. Customer Relationship has the highest mean at 4.36 subsequently followed by strategic supplier partnership at 4.30 and level and quality information sharing has lowest mean at 4.21. From the table obtained, it can be clearly seen that majority of the respondents rated agree on the questionnaire that the independent variables influence organizational performances.

In contrast, standard deviation specifies how the data spread from the mean. From the study, level and quality information sharing has the highest standard deviation at 0.588 followed by customer relationship at 0.63 while the lowest standard deviation is strategic supplier partnership at 0.59. The standard deviation value indicate that the data are not deviate from the mean.

4.6 Pearson's Correlation Analysis

Table 4.6: Correlations of Independent Variables and Dependent Variable

Source: (Develop from Research)

Correlations		Strategic Supplier Partnership	Customer Relationship	Level and Quality Information Sharing	Organizational Performances
Strategic Supplier Partnership	Pearson Correlation	1	.748**	.714**	.693**
	Sig. (2-tailed)		.000	.000	.000
	N	283	283	283	283
Customer Relationship	Pearson Correlation	.748**	1	.748**	.704**
	Sig. (2-tailed)	.000		.000	.000
	N	283	283	283	283
Level and Quality Information Sharing	Pearson Correlation	.714**	.748**	1	.722**
	Sig. (2-tailed)	.000	.000		.000
	N	283	283	283	283
Organizational Performances	Pearson Correlation	.693**	.704**	.722**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	283	283	283	283
**. Correlation is significant at the 0.01 level (2-tailed).					

  Table 4.6 illustrate the relationship between economic, social and technological factors with consumer spending by using credit cards through Pearson's Correlation Analysis.

 Pearson's Correlation Analysis measures the strength of linear relationship between the independent variables and dependent variable. Pearson's Correlation Coefficient value ranges from +1 to -1. The positive value represents positive correlation between the variables while negative value represents negative correlation between the variables. The zero value of coefficient indicate that there is no association between the variables. The value of Pearson's Correlation Coefficient is denoted by r.

The table shows significant correlations ranged from 0.693 to 0.722. Among the three independent variables, Level and Quality Information Sharing has the highest value of coefficient where value of r is 0.722. The value represents strong positive association between Level and Quality Information Sharing and organizational performances. The p-value for all the variables are below 0.01 significance level with two asterisks at two-tailed test indicate that there is statistically significant relationship.

Next, customer relationship has the second highest correlation coefficient value, r at 0.704. It indicates that customer relationship has strong positive correlation with organizational performances. Furthermore, the r-value of strategic supplier partnership is 0.693 which clearly shows strong moderate positive relationship between strategic supplier partnership and organizational performances.

Therefore, there is significant relationship between independent variables which consist of strategic supplier partnership, customer relationship, the level and quality information sharing and dependent variable which is the organizational performances. Thus, the researcher conducts further analysis on the independent variables with multiple linear regression analysis.

4.7 Simple Linear Regression Analysis

The researcher decided to use linear regression analysis to determine the influence of each independent variable on dependent variable. Through linear regression analysis, the hypothesis testing result will be obtained to test the relationship between independent variables and dependent variable.

4.7.1 Simple Linear Regression for Strategic Supplier Partnership

Table 4.7.1.1: Model Summary of Strategic Supplier Partnership

Source: (Develop from Research)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.693[a]	.480	.478	.38193
a. Predictors: (Constant), Strategic Supplier Partnership				
b. Dependent Variable: Organizational Performances				

The table 4.7.1.1 shows the result of linear regression model summary of strategic supplier partnership impact. The value of R represents the correlation between strategic supplier partnership and organizational performances. Based on the table, R-value is at 0.693 which means high correlation between strategic supplier partnership and organizational performances. The value of R square is the square of R-value which indicate the proportion of variance in dependent variable that can be clarified by the independent variables. In the table, R-square value is 0.480 which means that about 48 % of the variation in organizational performances is interpreted by strategic supplier partnership.

Table 4.7.1.2: ANOVA[a] of Strategic Supplier Partnership

Source: (Develop from Research)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.823	1	37.823	259.295	.000[b]
	Residual	40.989	281	.146		
	Total	78.812	282			
a. Dependent Variable: Organizational Performances						
b. Predictors: (Constant), Strategic Supplier Partnership						

Analysis of Variance (ANOVA) is used for hypotheses testing to see whether how well the model fits into the data. The significant of p-value is 0.000 which is lesser than 0.05 indicate that strategic supplier partnership well explained organizational performances. Therefore, alternative hypothesis is accepted at alpha = 0.05.

Table 4.7.1.3: Coefficients^a of Strategic Supplier Partnership

Source: (Develop from Research)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.214	.198		6.123	.000
	Strategic Supplier Partnership	.736	.046	.693	16.103	.000

a. Dependent Variable: Organizational Performances

From the table, beta values are used to predict dependent variable from independent variable. The coefficient of economic factor shows there is significant relationship with consumer spending. The result shows p-value is 0.000 while β is 0.693 which represents strategic supplier partnership does impact the organizational performances. Therefore, alternative hypothesis (H1) is accepted and null hypothesis (H0) rejected.

4.7.2 Simple Linear Regression for Customer Relationship

Table 4.7.2.1: Model Summary of Customer Relationship

Source: (Develop from Research)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.704^a	.496	.494	.37614

a. Predictors: (Constant), Customer Relationship
b. Dependent Variable: Organizational Performances

By referring to the table, the value of R equals to 0.704 which indicate strong correlation between customer relationship impact and organizational performances. The coefficient determination, R square has value at 0.496 which indicates that there is 49.6 % of variation in organizational performances in explained by customer relationship impact.

Table 4.7.2.2: ANOVAᵃ of Customer Relationship

Source: (Develop from Research)

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.055	1	39.055	276.047	.000ᵇ
	Residual	39.756	281	.141		
	Total	78.812	282			

a. Dependent Variable: Organizational Performances
b. Predictors: (Constant), Customer Relationship

The table 4.7.2.2, the p-value is equal to 0.000 is less than 0.05 represents there is significant relationship between customer relationship and organizational performances. Therefore, alternative hypothesis (H2) is accepted at alpha equal to 0.05.

Table 4.7.2.3: Coefficientsᵃ of Customer Relationship

Source: (Develop from Research)

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.329	.185		7.175	.000
	Customer Relationship	.700	.042	.704	16.615	.000

a. Dependent Variable: Organizational Performances

From the table 4.7.2.3, the coefficient of independent variable has significant relationship with organizational performances toward customer relationship because the p-value is less than 0.05. The result shows p-value is 0.000 while β is 0.704 which represents customer relationship does impact organizational performances. Hence, alternative hypothesis (H2) is accepted and null hypothesis (H0) rejected.

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4.7.3 Simple Linear Regression for Level and Quality Information Sharing.

Table 4.7.3.1: Model Summary of Level and Quality Information Sharing

Source: (Develop from Research)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.722[a]	.522	.520	.36632

a. Predictors: (Constant), Level and Quality Information Sharing
b. Dependent Variable: Organizational Performances

Based on the table above, the R-value is at 0.722 which indicate strong relationship between Level and Quality Information Sharing and organizational performances. The coefficient determinant, R square valued at 0.520. There are 52 % of variation in Level and Quality Information Sharing that influence organizational performances.

Table 4.7.3.2: ANOVA[a] of Level and Quality Information Sharing

Source: (Develop from Research)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.104	1	41.104	306.303	.000[b]
	Residual	37.708	281	.134		
	Total	78.812	282			

a. Dependent Variable: Organizational Performances
b. Predictors: (Constant), Level and Quality Information Sharing

From the table 4.7.3.2, ANOVA shows that Level and Quality Information Sharing is significant as the p-value is 0.000 (less than 0.05). It represents that there is significance relationship between Level and Quality Information Sharing and organizational performances. Therefore, alternative hypothesis (H3) is accepted at alpha equal to 0.05.

Table 4.7.3.3: Coefficients [a] of Level and Quality Information Sharing

Source: (Develop from Research)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.653	.158		10.492	.000
	Level and Quality Information Sharing	.649	.037	.722	17.502	.000

a. Dependent Variable: Organizational Performances

By referring to the table 4.7.3.3, the coefficient of independent variable indicates that there is significant relationship between Level and Quality Information Sharing and organizational performances due to the p-value is less than 0.05. The result shows that β value at 0.722 which represents that Level and Quality Information Sharing does impact the organizational performances. Thus, the null hypothesis (H0) has been rejected while alternative hypothesis (H3) is accepted.

4.8 Multiple Linear Regression

Table 4.8.1: Model Summary of Multiple Linear Regression

Source: (Develop from Research)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779[a]	.607	.603	.33318

a. Predictors: (Constant), Level and Quality Information Sharing, Strategic Supplier Partnership, Customer Relationship

b. Dependent Variable: Organizational Performances

The table 4.8.1 shows the model summary from usage of multiple linear regression analysis. The results show the value of R is 0.779 which indicate all of the three independent variables are highly correlated. The coefficient of determination, R square is at 0.607 indicate that 60.7 % of total variation in organizational performances can be explained by the independent variables (Level and Quality Information Sharing, Strategic Supplier Partnership, Customer Relationship). The value of R-Square is greater than 0.5 which is considered a good value because there is less variance towards organizational performances as the independent variables in regression model. However, there is 39.7% remain unexplained in the variation. Hence, there are other significant reasons that impacting organizational performances not included for this research.

Table 4.8.2: ANOVA[a] of Multiple Linear Regression

Source: (Develop from Research)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.841	3	15.947	143.656	.000[b]
	Residual	30.971	279	.111		
	Total	78.812	282			

a. Dependent Variable: Organizational Performances

b. Predictors: (Constant), Level and Quality Information Sharing, Strategic Supplier Partnership, Customer Relationship

Based on the table, the significance value, p-value is 0.000 which is less than the alpha value, 0.05 is statistically significant. The F-value is 143.656 is significant because when the F-value is higher, alternative hypotheses are well fit in the model and accepted. Therefore, the significance of overall model is F (3,279) = 143.656, p<0.05. It shows that overall multiple regression model is significant at 5% level of significant.

Table 4.8.3: Coefficients ᵃ of Multiple Linear Regression

Source: (Develop from Research)

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.803	.181		4.448	.000
	Strategic Supplier Partnership	.268	.064	.252	4.178	.000
	Customer Relationship	.248	.063	.249	3.911	.000
	Level and Quality Information Sharing	.319	.054	.356	5.888	.000

a. Dependent Variable: Organizational Performances

According to the table, each independent variable in the research has contribution in influencing organizational performances. The Level and Quality Information Sharing is the strongest predictor variable where $\beta = 0.319$, t (283) = 5.888, p < 0.05. The unstandardized beta, β also has the highest value compared to other independent variables. It can be clearly seen that Level and Quality Information Sharing has the highest influence of positive relationship with organizational performances.

Next, Strategic Supplier Partnership has subsequent stronger predictor where $\beta = 0.268$, t (283) = 4.178, p<0.05, The unstandardized beta, β of Strategic Supplier Partnership is the second highest positive value among the variables. From the result, Strategic Supplier Partnership is the second highest factor influencing organizational performances.

Then, Customer Relationship is the lower predictor variable where $\beta = 0.248$, t (283) = 3.911, p< 0.05. The unstandardized beta, β of Customer Relationship is the lowest positive among the variables. From the result, Customer Relationship has lowest positive value of all independent variables and is the third impact that influencing organizational performances. Based on the result, each of the independent variable has different level of contribution towards dependent variable and provide significant prediction towards organizational performances. The relationship between dependent variable and independent variables can be determined by the multiple regression equation.

$$\text{Equation: } Y = a + bX1 + cX2 + dX3$$

$$Y = 0.803 + 0.268X1 + 0.248X2 + 0.319X3$$

Table 4.8.4: Equation of Multiple Regression Analysis

Source: (Saunders et al., 2016)

Equation of Multiple Regression Analysis

Where:

Y	Dependent variable (Organizational Performances)
a	Constant or other influence
b	Influence of X1 (Strategic Supplier Partnership)
c	Influence of X2 (Customer Relationship)
d	Influence of X3 (Level and Quality Information Sharing)
X1, X2, X3	Independent variables

From the multiple regression equation, there is positive relationship between all independent variables and dependent variable. The regression equation formed to predict the value of organizational performances for new case, multiply independent variables score and add values to the constant. For every increase in unit in independent variable, the researcher expects value increase in dependent variable holding all the variables in constant. The Level and Quality Information Sharing is the strongest predictor variable where $\beta = 0.319$, t (283) = 5.888, p < 0.05.

Therefore, the most significant impact influencing organizational performances is the Level and Quality Information Sharing is the strongest predictor variable where β = 0.319, t (283) = 5.888, p < 0.05.

In conclusion, the regression equation is:

Organizational performances = 0.803 + 0.268(strategic supplier partnership + 0.248(customer relationship) + 0.319(the level and quality information sharing). Therefore, the regression equation is established to show how the variables are associated to each other.

4.9 Hypothesis Testing

Hypothesis testing enable researcher to come into conclusion about population by examining samples from the population (Applegate et al., 2003). The hypothesis is chosen between alternative hypothesis and null hypothesis.

Where:

H0 is null hypothesis

H1 is alternative hypothesis

If the significance value is less than 0.05, the null hypothesis will be rejected, and alternative hypothesis will be accepted. If such, the researcher can conclude that there is no homogeneity between the independent variables and dependent variable.

4.9.1 Hypothesis Testing 1

H1: There is a significant relationship between strategic supplier partnership towards the organizational performances.

H0: There is no significant relationship between strategic supplier partnership towards the organizational performances.

From the table 4.7.1.2, the significance value is less than 0.05 which indicate the alternative hypothesis, H1 is accepted and null hypothesis, H0 is rejected. Therefore, there is significant relationship between strategic supplier partnership and organizational performances. The data analysis revealed that strategic supplier partnerships had a significant and strong impact on organizational performance. This finding was supported by previous research by (Dolo et al., 2018) and (Khan & Siddiqui, 2018), which discovered that the respondents in this study benefited from supplier partnerships and improved their organizational performance. Similarly, this result was achieved because when the supply chain established a reliable partnership with their suppliers, it meant that both parties had a similar goal to achieve, which enhanced their performance. The studies show strategic supplier partnership has impact on organizational performances.

4.9.2 Hypothesis Testing 2

H2: There is a significant relationship between customer relationship towards the organizational performances.

H0: There is no significant relationship between customer relationship towards the organizational performances.

The study also discovered that customer relationships have a favorable and significant impact on organizational performance. This finding was reinforced by a recent study (Al Weshah et al., 2019), which found that increasing or improving customer relationships has a significant impact on organizational performance. This result was achieved because the employees chosen for this study were strongly correlated with the consumers, and they may have used a correct communication strategy to build the relationship, which eventually assisted in affecting performance. Furthermore, the current result may be regarded as clients being highly satisfied when they had reliable services and products. Similarly, customers might have been impressed with the timely development of products and some improvement in these products, and most interestingly, they were receiving feedback from the supply chain, which assisted in strengthening this relationship and, as a result, improved the aspect of organizational performance.

4.9.3 Hypothesis Testing 3

H3: There is a significant relationship between level and quality Information sharing towards the organizational performances.

H0: There is no significant relationship between level and quality Information sharing towards the organizational performances.

Furthermore, the study discovered that the level and quality of information exchange had a favorable and significant impact on organizational performance. This finding was supported by a recent study (Marinagi et al., 2015), which found that a high level of information exchange has a substantial impact on organizational performance. This finding was supported by a recent study (Khan & Siddiqui, 2018), which found that increasing the quality of information exchange significantly improved organisational performance. As a result, it is suggested that varied levels of information sharing, such as a large quantity communicated between various supply chain partners, resulted in improved organizational performance. However, it was discovered that providing different supply chain partners with additional information in their various manufacturing or other processes, such as customers, suppliers, and internally shared information, assisted them in enhancing their efficiency in completing jobs. As a result, this technique really aided them in developing their organisational performance element.

4.9.4 Hypothesis Testing Result

Table 4.9.4: Hypothesis Testing Result

Source: (Developed for research)

Independent Variable	P Value	Result
Strategic Supplier Partnership	0.000	Accepted H1
Customer Relationship	0.000	Accepted H2
Level and Quality Information Sharing	0.000	Accepted H3

From table 4.9.4, the hypothesis result illustrates that there are significant relationships between all of the independent variables with the dependent variable. The result shows that all the significant value is below 0.05 where $p < 0.05$. As a result, null hypothesis (H0) of each independent variable is rejected while the alternative hypothesis of each independent variable is accepted.

4.9.5 Summary

As summary, this chapter discussed data analysis and result of the research. SPSS Version 27.0 was used to obtain data and result from 283 respondents to study the critical factors influencing organizational performances. There are several different statistical tools used for the data analysis.

In pilot test, reliability analysis was conducted to test internal consistency of the questionnaire with Cronbach's Alpha. The researcher has added six questions to strengthen the consistency for the actual questionnaire. For respondents' profile, the data and variables projected in pie charts, tabulated in table and shown in the figures. With linear regression analysis, researcher determined that all of the alternative hypotheses are accepted while null hypotheses rejected as there are significant relationship between the independent variables (strategic supplier partnership, customer relationship, level and quality information sharing factors) with organizational performances.

Meanwhile, Pearson's Correlation Coefficient analysis shows that there is strong positive relationship between independent variables and dependent variable in the research. Lastly, multiple regression analysis conclude that technological factor is the most significant factor influencing organizational performances.

CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1 Introduction

In this chapter, the researcher will discuss on the overall discussion for the findings of this study. The summary of research findings, literature review, conclusion and recommendations are made based the research objectives. The recommendations are derived from research findings and meant for future research. The result and findings of this study can be used by other researchers in future to conduct credit cards study.

5.2 Summary of Findings

In previous chapter, the study had achieved the research objectives which are to identify factors influencing organizational performances, to study the relationship between strategic supplier partnership, customer relationship, level and quality information sharing factors with organizational performances and to examine the most significant factor organizational performances.

5.2.1 Research Objective 1

RO 1: To identify the impact of supply chain practices towards the organizational performances

The first objective of this study is to identify the factors influencing organizational performances among SME's companies. In previous chapter, the researcher had suggested three critical factors influencing organizational performances which are strategic supplier partnership, customer relationship, level and quality information sharing factors. The first objective had been achieved through Literature Review in Chapter 2. The critical factors had been proved by previous researchers. Therefore, the researcher comes out with the independent variables (strategic supplier partnership, customer relationship, level and quality information sharing factors) influencing organizational performances.

Table 5.2.1.1 KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy		0.939
Bartlett's Test of Sphericity	Approx. Chi-Square	7606.053
	df	136
	Sig.	0.000

Table 5.2.1.1: Developed from Chew (2018)

The 17 items assessing the Supply Chain Management Practices construct were subjected to the EFA utilising the extraction method of principal component factor analysis with varimax (variation maximisation) rotation. The Bartlett's Test of Sphericity was significant (P-Value 0.05), according to Table 5.2.1.1's findings. Likewise, the measure of sampling adequacy by Kaiser-Meyer-Olkin (KMO) is excellent since it exceeded the required value of 0.6 (Awang, 2010 & 2012). These two findings show that the data are sufficient to continue with the data reduction technique (KMO > 0.6 and Bartlett's test being significant) (Awang, 2010 & 2012).

It is defined as the prospect of SC in which it develops loyalty, trust and integration to work with collaboration between the partners to have a long-term sustainable performance and as well as the customers (Agus, 2015). Moreover, according to (Fauziah et al., 2019) the term SSP defines a contract between the supplier and buyer to be on the same page regarding the production and demand of the products which eventually help to increase the operations and SC performance. Moreover, firms specifically told their management to emphasize on developing CR in order to make them engage in their services and achieve high satisfaction and experience of customers (Wang & Kim, 2017). According to (Al Weshah et al., 2019) positive CR helps managers to boost their business and build a strong foundation on this basis and eventually improve organizational performance. The term information sharing (IS) is defined as the movement or transferring of information regarding the product to other partners of manufacturing firms (Khan & Siddiqui, 2018). Also, according to (Rached et al., 2015) the presence of IS known as a vital element in manufacturing firms because it helps in giving a clear picture to the partners on daily basis and increase SC performance at a great extent. Also, IQ is believed to increase performance of firms by providing a detail representation of the services (Fauver et al., 2017). The increase amount of productivity with the help of low cost and enhanced profit gaining is known as essential element in achieving organizational performance (OP) (Hussain et al., 2018). Also, the role of OP is gaining much attention nowadays as firms want to create innovative capabilities in increasing their performance.

5.2.2 Research Objective 2

**RO 2: To analyze the relationship of supply chain practices
towards the organizational performances**

The second research objective can be achieved through Pearson's Correlation Coefficient Analysis by Statistical Package for Social Sciences (SPSS) software. The findings display that all the independent variables which are strategic supplier partnership, customer relationship, level and quality information sharing factors are positively associated to the dependent variable which is the organizational performances. In addition, the results of the analysis show that all of the independent variables have significant relationship and positively associated with organizational performances. The independent variables (strategic supplier partnership, customer relationship, level and quality information sharing factors) has moderate strong to strong positive relationship organizational performances because they have respective value between 0.693,0.704,0.722. Based on table 4.6. level and quality information sharing factors has highest association followed by strategic supplier partnership and customer relationship factors.

There were several outcomes the study found with the help of data analysis in relationship of supply chain practices towards the organizational performances. The result of the data analysis showed that strategic supplier partnership was positively influencing the organizational performance. This result was supported in the previous studies by (Dolo et al., 2018) and (Khan & Siddiqui, 2018) and it was found this study had a positive impact by supplier partnership and enhanced their organizational performance. The study also found that, customer relationship was positively and significantly influencing the organizational performance. This result was supported by (Al Weshah et al., 2019) and it showed that an increase relationship with the customer highly affected the organization performance. Moreover, the study also found that level and quality of information sharing was also positively and significantly influencing the organizational performance. This result was supported in the previous study by (Marinagi et al., 2015) and it revealed that high amount of information sharing affected the organizational performance significantly and was supported in the previous study by (Khan & Siddiqui, 2018) and stated that an increase the quality information sharing highly increased the organizational performance.

5.2.3 Research Objective 3

RO 3: To evaluate the most significance impact of supply chain practices towards the organizational performances

The third research objective is to examine the most significant factor influencing organizational performances. This objective can be achieved through Multiple Linear Regression analysis from SPSS. Based on table 4.8.3, Level and Quality Information Sharing factor is the most significant factor influencing organizational performances.

This result was supported in the previous study by (Marinagi et al., 2015) and it revealed that high amount of information sharing affected the organizational performance significantly. Therefore, it is stated that when there were different levels of information sharing like a vast quantity was shared between various supply chain partners it resulted in enhancing the organizational performance. Furthermore, the study also found that quality of information sharing was also positively and significantly influencing the organizational performance. This result was supported in the previous study by (Khan & Siddiqui, 2018) and stated that an increase the quality information sharing highly increased the organizational performance. So, the main reason behind achieving this result was that sharing information was known as an important and essential aspect but the main prospect was the sharing of quality information in which these participants were highly involved in sharing the information regarding the different prospects of supply chain that helped in enhancing the organizational performance.

5.3 Research Implication

The finding of this research is to have deeper understanding about critical factors influencing organizational performances as there is an increase of SME's organizational in Malaysians. From the research, there are only three factors are being studied but the researcher believed that there are still other factors that can influence organizational performances. Hence, the researcher suggested a new frame work that can be used by future researchers.

In this study, the researcher is able to achieve the research objectives through literature review, Pearson's Correlation Coefficient's analysis and Multiple Linear Regression analysis and test the hypothesis on the relationships on independent variables (strategic supplier partnership, customer relationship, level and quality information sharing) influencing SME's organizational performances. In summary, strategic supplier partnership, customer relationship, level and quality information sharing factors influence organizational performances and the level and quality information sharing factor is the most significant factor that can influence organizational performances.

The critical factors influencing organizational performances is crucial to have in depth understanding on organizational performances to how a corporation achieves both its market-oriented as well as financial goals. Short-term goals for SCM include boosting productivity and decreasing inventory and cycle time, but long-term goals include growing market share and profitability for all supply chain members. Financial measures were also used to compare organizations and monitor an organization's behavior across time. Any organizational activity, particularly supply chain management, should result in long-term improvements in organizational performance. Performance is also defined as a company's ability to attain goals through work behavior and achievement while carrying out obligations. Practices in supply chain management seek to lower costs while improving organizational cycle performance (Shanafelt, 2017). Furthermore, another study (Salama,2017) argues that enterprises should strive to increase customer loyalty and happiness in order to improve financial performance, which would eventually lead to increased market share growth.

5.4 Research Limitation

There are several limitations that have been met by researcher during the study. The limitation could be improved for future study. The first limitation is time constraint where the researcher only able to select three independent variables which are strategic supplier partnership, customer relationship, level and quality information sharing factors to be studied. However, the researcher knows that there are other critical factors that can organizational performances. For future research, the supply chain practices study can focus on more variables in order to obtain better and precise result.

Next, the limitation is the responses from consumers. The potential respondents may refuse to answer the questionnaire due to personal reasons. Some of the respondents may not answer the questionnaire based on their own experiences and may not understand the questions well before they answer. This can cause the data may not able to provide enough evidence on organizational performances among SME's company. The researcher designed the questionnaire based on problem statement to obtain precise and accurate data to make significant study. Hence, the data may not be supportive enough to represent SME's organizational in Malaysia. There was lack of systematic confirmatory research that hinders general agreement on the instrument's usage. Then, there is complex SCM concept and that includes companies' network to produce and deliver final output, thus the overall domain cannot be studied in one research. This study's data included responses taken from single respondents of a firm that could generate possible biasness in response. The analysis results must be interpreted focusing on the limitations. The utilization of the single respondent can develop some inaccuracy in measurement.

5.5 Recommendation for Future Research

For future research, the researcher proposed new conceptual framework as this study only consists of three independent variables (strategic supplier partnership, customer relationship, level and quality information sharing). However, the researcher believed that there are other critical factors that can influence organizational performances. The future researchers may do qualitative research on supply chain practices studies to gain deeper insights on organizational performances. Moreover, future researchers are advised to also study the firm's network to produce and deliver finished goods, in order to study as much domain of supply chain management as possible. Furthermore, the future researchers are recommended that they should increase the number of firms that are included in the sample in order to reduce the biasness in the data.

Based on the study of (Simão., 2016), the basic concept of postponement is defined as the way of manufacturing firms to tackle different risks or problems in SC and further enhance their performance by increasing profits. Furthermore, there are many strategies of postponement which like full postponement in which all the services or decision making have been postponed until further notice (Dong et al., 2019). Simão et al. (2016) focused on analyzing the relationship between logistics and green supply chain performance and the role of postponement in it. Also, postponement role was analyzed in determining it effects on transportation in SCM. Dong., (2019) examined the role of different strategies of postponement in supply chain (SC) to specifically analyze how quantity and price postponement techniques or strategies effect SC flexibility to tackle different risks like supply and demand risks. Therefore, postponement factor can be used in future research on supply chain practices studies. The researcher constructs a new research framework for future research as below.
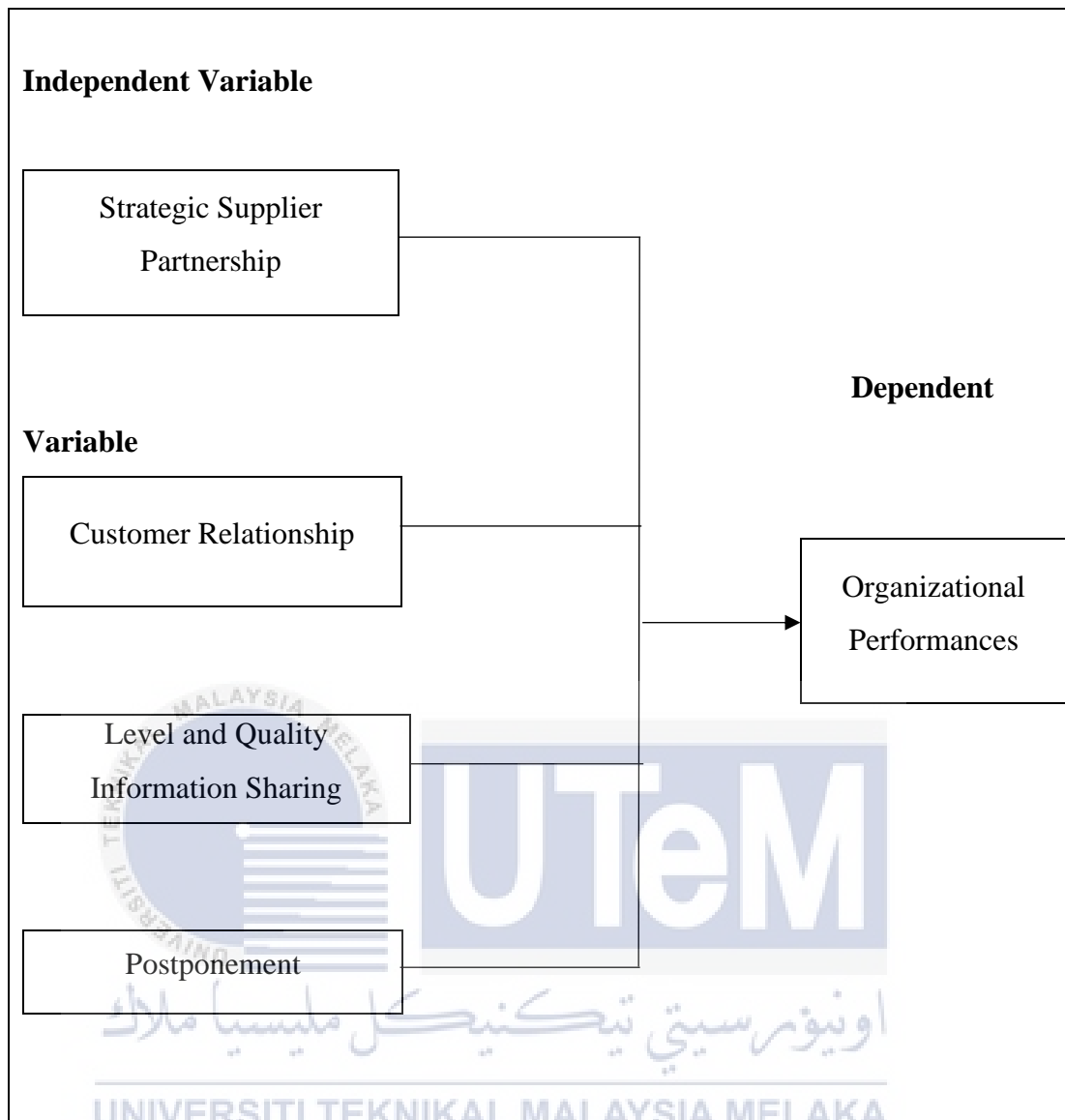
Figure 5.5: New Conceptual Framework

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APPENDICE A: QUESTIONNAIRE

THE IMPACT OF SUPPLY CHAIN PRACTICES ON SME COMPANIES
PERFORMANCES IN MALAYSIA

Assalamualaikum and salam sejahtera. My name is Nur Atikah binti Jamaluddin. I am a final year student at Universiti Teknikal Malaysia Melaka (UTeM) studying Bachelor of Technology Management (Supply Chain Management and Logistics) with Honours. I am conducting a final year research study entitled with "THE IMPACT OF SUPPLY CHAIN PRACTICES ON SME COMPANIES PERFORMANCES IN MALAYSIA". This survey is part of a study conducted to complete the Final Year Project (FYP).

The purpose of this study is to establish the impact of supply chain practices in company performance. Results from this study will be used to build and improve organizational p performance in SME companies.

You are invited to take part in the research study being undertaken. This questionnaire contains three sections, and it may take approximately 5-10 minutes of your time to complete. Please be aware that the goal of this research is purely academic, thus completely confidential. Before choosing your response, carefully read each question. I appreciate your time and wish you a wonderful day.

For further Clarification and/or instruction, please contact:

Nur Atikah binti Jamaluddin

Email: tikahjamaluddin02@gmail.com

SECTION A: DEMOGRAPHIC PROFILE

1. Gender
   - o Male
   - o Female

2. Job Position
   - o Senior Manager
   - o Manager
   - o Assistant Manager
   - o Operation Manager
   - o Others

3. Field of Work
   - o General Management
   - o Supply Chain Management
   - o Operation Management
   - o Customer Services
   - o Marketing
   - o Others

4. Length of Time at Current Organization
   - o less than 5 years
   - o 5-10 years
   - o 10-15 years
   - o More than 15 years

5. Business Identity
   - o Sole proprietorship
   - o Partnership
   - o Private limited company
   - o Public limited company

6. Number of Full Time Employee
   - o Small (5- less than 75)
   - o Medium (75 not exceeding 200)
   - o Large (200 above)

SECTION B: SUPPLY CHAIN PRACTICES (INDEPENDENT VARIABLE)

SUPPLY CHAIN MANAGEMENT PRACTICES

Definition: supply chain management practices is defined as the set of activities undertaken by a firm to promote effective management of its supply chain to achieve organizational performance.

With regard to SCM practice, that accurately reflects your firm's present conditions. Please tick the appropriate boxes to indicate the extent to which you agree or disagree with each statement. The item scales are five-point Likert type scales with. 1 = strongly disagree, 2 =disagree, 3 = neutral, 4 =agree, 5 = strongly agree.

STRATEGIC SUPPLIER PARTNERSHIP Definition: strategic supplier partnership is defined as the long-term relationship between the organization and its suppliers.	1	2	3	4	5
1. We consider quality as our number one criterion in selecting suppliers.					
2. We regularly solve problems jointly with our suppliers.					
3. We include our key suppliers in our planning and goal-setting activities.					
4. We have helped our suppliers to improve their product quality.					
5. We actively involve our key suppliers in new product development processes.					

Customer relationship (CR) Definition: Customer relationship is defined as the entire array of practices that are employed for the purpose of managing customer complaints, building long term relationships with customers, and improving customers satisfaction.	1	2	3	4	5
1. We frequently interact with customers to set reliability, responsiveness, and other standards for us.					
2. We frequently determine future customer expectations.					

	1	2	3	4	5
3. We periodically evaluate the importance of our relationship with our customers.					
4. We frequently measure and evaluate customer satisfaction.					
5. We facilitate customers' ability to seek assistance from us					

Level and quality information sharing	1	2	3	4	5
Definition: level and quality information sharing are defined as the extent to which critical a proprietary information is communicated to one, supply chain partner.					
1. We and our trading partners exchange information that helps establishment of business planning.					
2. Information exchange between our trading partners and us is accurate					
3. Information exchange between our trading partners and us is reliable.					
4. We and our trading partners keep each other informed about events or changes that may affect the other partners					
5. Our trading partners share proprietary information with us.					

SECTION C: ORGANIZATIONAL PERFORMANCES (DEPENDENT VARIABLE)

With regards to overall performance of the firm, please circle an appropriate number which best suits your extent of agreement/disagreement with the following statements. The item scales are five-point Likert type scales with. 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 =agree, 5 = strongly agree.

Organizational performances Definition: organizational performance is defined as the ability of an organization to reach its goals and optimize results	1	2	3	4	5
1. Our organization has increased its market share					
2. Our organization has increased its sales growth					
3. Our organization has increased its growth in return on investment					
4. Our organization has increased its profit margin on sales.					
5. Our organization has increased its overall competitive position in the market.					

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UNIVERSITI TEKNIKAL MALAYSIA MELAKA

GANTT CHART FOR PSM 1

YEAR	2021/2022														
TASK /WEEK	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Attending PSM 1 briefing	■														
Attend first meeting with supervisor					■										
Topic discussion					■	■									
Drafting topic proposal					■	■									
Forming introduction, problem statement, research objectives & questions					■	■									
Submit draft topic proposal to supervisor						■									
Topic confirmation						■	■								
Start doing literature review												■	■		
Read journals for literature review												■	■		
Studying & finding secondary data												■	■		
Identifying variables & developing conceptual framework						■	■	■	■	■	■	■			
Attend second meeting with supervisor											■	■			
Determining methodology used in the research						■	■	■	■	■	■	■			
Start doing research methodology												■			
Submit draft to supervisor													■		
Revised Chapter 1 to 3													■		
Submission FYP 1														■	
Preparing Slide														■	
Presentation of FYP															■

GANTT CHART FOR PSM 2

YEAR	2022/2023														
TASK/WEEK	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Conducting on questionnaire	■														
Revised for questionnaire		■													
Questionnaire distribution			■	■	■	■									
Data collection			■	■	■	■									
Data analysis							■	■	■	■					
Chapter 4 – Finding and Discussion							■	■	■	■					
Revised chapter 4											■	■			
Chapter 5 conclusion											■	■			
Final edit FYP Report 2														■	■
FYP presentation 2														■	■
FYP Report Submission 2														■	■