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SUPPLY CHAIN MANAGEMENT PRACTICES AND THEIR ASSOCIATION WITH ORGANIZATIONAL OPERATIONAL PERFORMANCE

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Abstract
Supply chain management (SCM) is an essential factor in improving the efficiency, operational coordination and performance of an organization. This study aims to investigate the relationship between SCM practices and organizational operational performance, and the relative impact of each dimension of SCM on the latter. The data were obtained from a cross-sectional research design approach with a structured questionnaire form of 385 observations and 30 measurement items which consist of the five dimensions of SCM practice and operational performance. To examine relations among the study variables, descriptive statistics, Cronbach's alpha reliability assessment, Pearson correlation analysis and multiple linear regression were used. The results showed that all five SCM dimensions have a significant positive correlation with operational performance. The internal consistency of the measurement constructs was found to be high with reliability coefficients ranging from 0.957 to 0.965. The multiple regression analysis showed that the five dimensions of SCM together accounted for 66.2% of the variance in operational performance. Of the dimensions examined, ME had the highest positive independent association, followed by LP, CRM, and QIS; UIT had no statistically significant independent association. The results demonstrate the significant role of coordinated supply chain practices in the analysis of the differences in organizational performance. The study offers valuable inputs for managerial decision-making and operational planning and highlights the importance of the need for longitudinal studies to draw causal inferences.

Keywords: *Supply Chain Management; Operational Performance; Supply Chain Integration; Organizational Efficiency; Multiple Regression Analysis*

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1. Introduction

SCM has become an integral part of the organization's success and it involves the coordination of procurement, production, logistics, information sharing and distribution. Good SCM enables the company's internal processes to collaborate with external suppliers and customers, allowing them to adapt quickly to customers' needs and demands. Modern supply chains focus more on collaboration, technology, flexibility and resilience to deal with uncertainties in operations. To ensure better performance, the fit between the supply chain integration practices and the organizational conditions has been acknowledged (Danese et al., 2020). SC integration also enables an organization's adaptability, especially in environments with disruption (Hassan & Abbasi, 2021). This complexity of global business operations has further boosted the relevance of strategic supply chain coordination and performance management (Gera et al., 2022).

SCM practices have a great influence on improving operational efficiency, utilization of resources, and organization's responsiveness. These are practices like supplier relationship management, customer relationship management, information sharing, logistics coordination and technology integration. Collaboration between supply chain parties leads to better communication, decreased uncertainty, and better organization. Supply chain collaboration helps improve visibility and stakeholder relationships to support wider organizational performance outcomes (Baah et al., 2022). For improving the performance of an organization and supply chain orientation, knowledge integration is also significant (Dhaigude et al., 2021). In addition, supplier relationship management can help improve the operational efficiency of the organization by building its resilience and mitigating supply chain risks (Dza et al., 2024). Technological capabilities also aid organizational decision-making and the smooth coordination of supply chain operations (Jiang et al., 2020).

Operational performance is the capacity of an organisation to be efficient, provide quality, reliability of delivery, flexibility and effective utilisation of resources. These outcomes can be affected by SCM practices, for example, by enhancing the accuracy of information, minimizing coordination problems, and enhancing relationships between the parties involved in the supply chain. Developing an organization's operational performance through information technology-enabled supply chain integration has been identified as an important factor (Ganbold et al., 2021). In the same way, supplier integration can help boost firm performance by facilitating coordination and organisational skills (Giraud-Carrier et al., 2025). Supply chain resilience strategies also enable operational continuity by enhancing an organization's ability to respond to disruption (Alikhani et al., 2025). Moreover, supply chain alignment can reinforce organizational performance through helping to coordinate strategic goals with operational activities (Bayonne et al., 2026). These results indicate that good SCM work can be linked to better operational results, but this linkage is not necessarily as strong in all contexts as it is here.

Although research interests have focused on supply chain practices and organizational performance, there is limited understanding of the relationships between the individual measures of the SCM and the operational outcomes in various organizations. Past research often focuses on certain areas such as environmental performance, sustainability, technological integration, and supply chain visibility. The complementary impacts of GSCM practices on environmental performance have been a focus of research (Al-Sheyadi et al., 2019). Likewise, the link between green supply chain practices and overall sustainability outcomes has been studied (Huang et al., 2024). Another critical element of good supply chain coordination is supply chain visibility (Kalaiarasan et al., 2022). Moreover, the accessibility and collaboration in the supply chain have been investigated with sustainable reverse logistics performance (Amri et al., 2026). While these contributions offer interesting lessons, further research is needed to identify how the various SCM practice dimensions relate to organizational operational performance in a single analysis.

The objective of the study of the present purpose is to analyze the correlation between supply chain management practices and the working performance of the organizations by using questionnaire data. Specifically, the study aims to measure the implementation of the various practices of SCM, evaluate the operational performance of the participating organizations, analyze the statistical relationship between the dimensions of SCM and the operational performance, and finally identify the SCM practices that are most closely associated with the operational performance. The research uses descriptive statistics, reliability assessment, correlation analysis and multiple regression to provide evidence of the relative contributions of SCM practices to operational performance. The results are expected to assist managerial decisions and provide practical measures for further enhancing the coordination of the SC, its efficiency and effectiveness.

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2. Materials and Methods

2.1. Research Design and Data Source

The study used a quantitative research design with a cross-sectional research approach to investigate the relationship between supply chain management (SCM) practices and operational performance of the organization. Secondary analysis was done on the basis of existing questionnaire data available in the workbook Final data set for SCM.xls. The research was based on the evaluation of the statistical association of the various practices of SCM with the operational performance without assuming causal effects.

2.2. Study Population and Dataset Description

There were 385 observations which were arranged in two worksheets: one for the questions answered by the respondents and the other for the demographic data of the respondents. The principal worksheet presented 30 items that covered the five dimensions of SCM practices and operational performance. The demographic worksheet measured seven variables representing the characteristics of the respondents and the organization, such as job position, work experience, workforce size, and operating lines of the organization. Geographical coverage and selection of samples need to be checked from the original survey documentation (Mazumder, 2025).

2.3. Research Variables and Measurement

The dependent variable used in this study was organizational operational performance, which was measured using five questionnaire items (OP1–OP5). The independent variables were the five dimensions of SCM (CRM1–CRM5), QIS1–QIS5, LP1–LP5, UIT1–UIT5, and ME1–ME5. There were five measurement items in each construct of the instrument. After verifying the original questionnaire and coding response items, the composite scores obtained from the mean of the corresponding items.

2.4. Data Cleaning and Preprocessing

The data set was checked for missing, duplicate, and inconsistent responses as well as invalid responses. The items on the questionnaire were revised for consistency codes and reverse coded as necessary by the original instrument. The compatibility of the respondents' information in both worksheets would also be evaluated. The cleaned variables and the construction of scores then be ready for statistical analysis in Python and MS Excel.

2.5. Reliability and Validity Assessment

Cronbach's alpha used to assess the internal consistency and a score of 0.70 or higher deemed acceptable. Consistency of the measures was evaluated using corrected item–total correlations. If applicable, exploratory factor analysis was used to examine the construct validity with the Kaiser–Meyer–Olkin test and Bartlett's test of sphericity. These procedures test for the adequacy of each of the questionnaire items in terms of the constructs they represent.

2.6. Statistical Analysis Techniques

The study variables are summarized by descriptive statistics, such as means, standard deviations, frequencies, and percentages. This involves analysing associations between the operational performance and SCM practices using Pearson's correlation analysis. Multiple linear regression examines the multiple relationships of the five dimensions of SCM and operational performance. The regression coefficients, adjusted R^2 values, confidence intervals, and p-values are presented. Multicollinearity and residual assumptions were tested and statistical significance was set at $p < 0.05$.

3. Results

3.1. Demographic and Organizational Characteristics of Respondents

Demographic and organizational data were available for all 385 respondents. The seven coded variables on the demographic worksheet were job title, work experience, number of employees, number of operating lines, age, FT and WLD. The job-title variable included eight observed categories, and these categories 4, 2 and 5 were the most common responses. As for the organizational characteristics, 44.16% of observations were in category 1 (employee size) and 42.34% in category 1 (operating line). Table 1 presents the distribution of the demographic characteristics. Since the original category codes were not available, numerical codes were not discarded and were not assigned unverified labels.

Table 1. Demographic and Organizational Characteristics of Respondents (N = 385)

Variable	Category code	Frequency	Percentage (%)
Job title	1	22	5.71
	2	75	19.48
	3	63	16.36

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	4	77	20.00
	5	75	19.48
	6	34	8.83
	7	36	9.35
	9	3	0.78
Work experience	1	28	7.27
	2	140	36.36
	3	159	41.30
	4	54	14.03
	5	4	1.04
Number of employees	1	170	44.16
	2	73	18.96
	3	57	14.81
	4	47	12.21
	5	38	9.87
Number of operating lines	1	163	42.34
	2	69	17.92
	3	64	16.62
	4	49	12.73
	5	40	10.39

Note. Category numbers correspond to the original dataset codes. Percentages may not total exactly 100% because of rounding.

The distribution of respondents across the job-title categories is illustrated in Figure 1, highlighting the concentration of respondents in categories 2, 4, and 5.

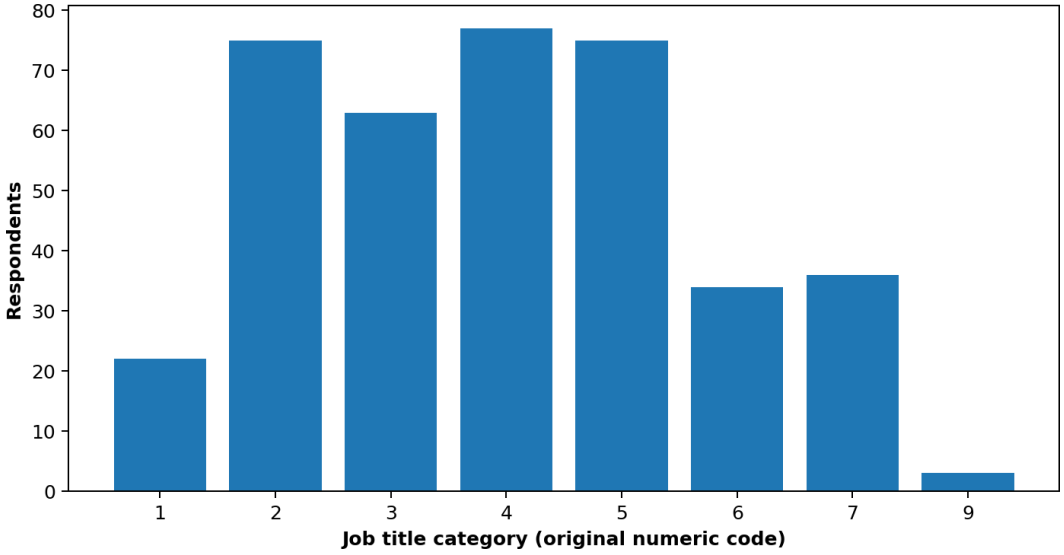


Figure 1. Distribution of Respondents Across Job-Title Categories

3.2. Descriptive Statistics of Supply Chain Management Practices and Operational Performance

The results of the descriptive analysis indicated that there were differences between the five dimensions of SCM practices and operational performance. As presented in Table 2, CRM recorded the highest mean score (M = 3.487, SD = 1.259), followed by OP (M = 2.714, SD = 1.336). LP had a mean score of 2.539 while ME, QIS, and UIT had mean scores of 2.483, 2.466, and 2.452, respectively, among the remaining SCM dimensions. These results show the differences in reported levels of various SCM practices. There was relatively high variability in operational performance, indicating that there were differences in perceived outcomes from operations among the respondents.

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Table 2. Descriptive Statistics of Supply Chain Management Practices and Operational Performance

Construct	N	Mean	SD	Minimum	Maximum
CRM	385	3.487	1.259	1.40	4.60
QIS	385	2.466	1.266	1.20	4.60
LP	385	2.539	1.290	1.40	4.60
UIT	385	2.452	1.268	1.40	4.60
ME	385	2.483	1.279	1.40	4.60
Operational performance (OP)	385	2.714	1.336	1.40	4.60

Note. M = mean; SD = standard deviation. Scores represent averages of the five items within each construct. The original questionnaire codebook is needed to interpret the abbreviations and score direction.

Figure 2 illustrates the mean composite scores and standard deviations of the six constructs, showing that CRM recorded the highest average score among the SCM practice dimensions.

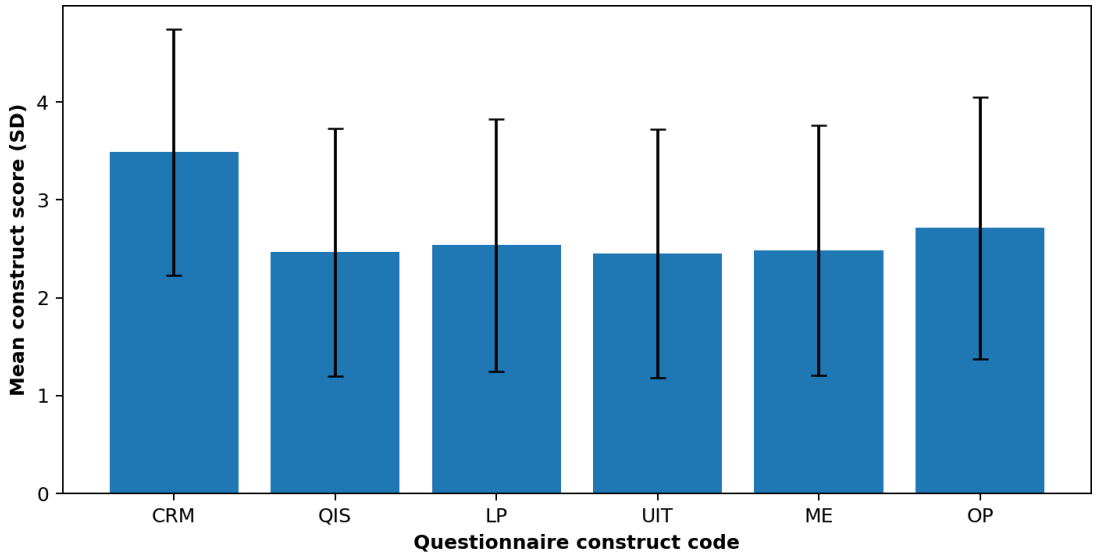


Figure 2. Mean Scores of SCM Practices and Operational Performance

3.3. Reliability and Validity of Measurement Constructs

Cronbach's alpha was used to assess internal consistency for the six questionnaire constructs. The reliability coefficients were 0.957 for CRM, 0.961 for QIS, 0.961 for LP, 0.961 for UIT, 0.962 for ME, and 0.965 for OP. The internal consistency of the questionnaire items was high, as all the coefficients were greater than 0.70. The overall Kaiser–Meyer–Olkin value was 0.925, which is considered to have good sampling adequacy for exploratory factor analysis. The individual 5-item constructs showed statistically significant Bartlett's tests ($p < 0.001$), indicating that the measurement items within each construct were correlated. However, the high reliability coefficients do not provide evidence of discriminant validity and further factor-analytic validation of the construct structure is needed.

Table 3. Reliability and Preliminary Validity Assessment of Measurement Constructs

Construct	Items	Cronbach's α	Reliability assessment
CRM	5	0.957	High
QIS	5	0.961	High
LP	5	0.961	High
UIT	5	0.961	High
ME	5	0.962	High
OP	5	0.965	High

Note. Overall KMO = 0.925. Within-construct Bartlett's tests were significant at $p < 0.001$. Exploratory factor loadings and discriminant validity have not yet been established.

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3.4. Correlation Between Supply Chain Management Practices and Operational Performance

Positive and statistically significant correlations were found between all five SCM practice dimensions and operational performance using a Pearson correlation analysis. ME exhibited the strongest correlation with OP ($r = 0.772$, $p < 0.001$), followed by LP ($r = 0.695$), UIT ($r = 0.668$), QIS ($r = 0.506$), and CRM ($r = 0.471$). All Associations were significant at $p < 0.001$. The results indicate that generally, an increase in the SCM practice scores was correlated with an increase in the operational performance scores. The bivariate relationships were strongest for ME across the five dimensions. This association is shown graphically in Figure 3, with ME having a positive association with OP.

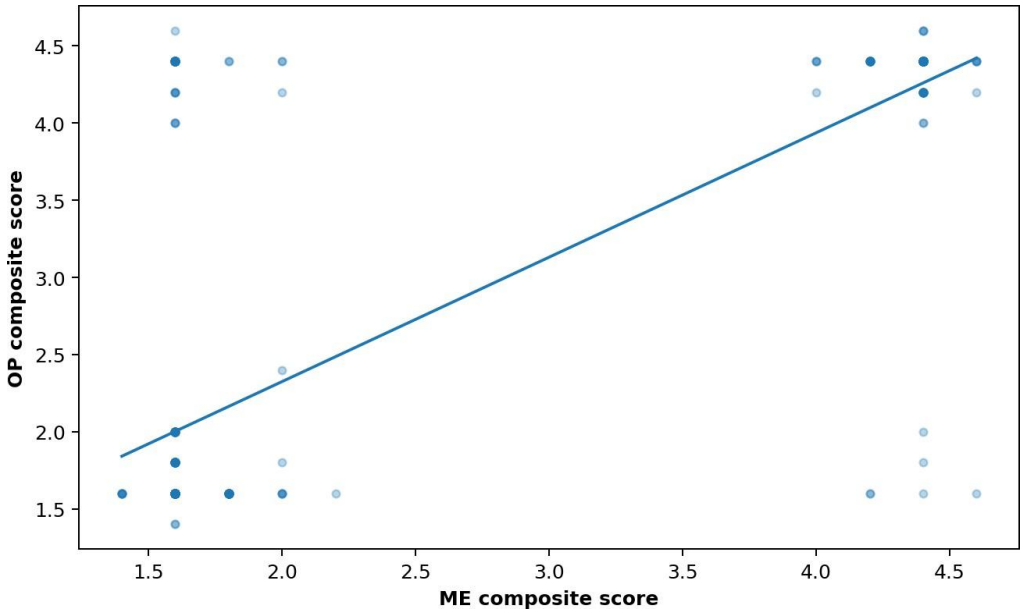


Figure 3. Association Between ME and Organizational Operational Performance

3.5. Regression Analysis of Supply Chain Management Practices and Operational Performance

To examine the multiple associations of CRM, QIS, LP, UIT and ME together with organizational operational performance, multiple linear regression was employed. The overall regression model was statistically significant, $F(5, 379) = 148.8$, $p < 0.001$, $R^2 = 0.662$, adjusted $R^2 = 0.658$. As presented in Table 4, ME demonstrated the largest positive regression coefficient ($B = 0.466$, $p < 0.001$), followed by LP ($B = 0.201$, $p = 0.001$), CRM ($B = 0.175$, $p < 0.001$), and QIS ($B = 0.124$, $p = 0.001$). UIT was associated with a positive direction but was not statistically significant ($B = 0.073$, $p = 0.241$). Variance inflation factors were between 1.22 and 4.03, indicating no major multicollinearity, as per the conventional cut-off of 5.

Table 4. Multiple Linear Regression Results for Organizational Operational Performance

Predictor	B	SE	t-value	p-value	VIF
Constant	−0.049	0.131	−0.374	0.709	—
CRM	0.175	0.035	5.003	<0.001	1.22
QIS	0.124	0.037	3.334	0.001	1.40
LP	0.201	0.062	3.243	0.001	4.03
UIT	0.073	0.062	1.174	0.241	3.88
ME	0.466	0.053	8.854	<0.001	2.85

Note. Dependent variable: OP; $N = 385$; $R^2 = 0.662$; adjusted $R^2 = 0.658$; $F(5, 379) = 148.8$; model $p < 0.001$. B denotes the unstandardized regression coefficient; SE denotes standard error; VIF denotes variance inflation factor. P-values are rounded.

3.6. Summary of Statistical Findings

The statistical results showed that there was a positive correlation between the dimensions of SCM and organizational operational performance. Internal consistency and correlation analysis were used to assess the internal consistency and statistically significant positive bivariate relationships of all six constructs to OP, respectively. The multiple regression model accounted for about 66.2% of the variance of the observed

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operational performance and yielded four statistically significant variables: ME, LP, CRM, and QIS. In contrast, UIT did not prove to have a statistically significant independent association after adjustment for the other dimensions of SCM. The regression coefficients and 95% confidence intervals, as shown in Figure 4, indicate that the adjusted association between operational performance and ME was relatively strong, and that the 95% CIs for the regression coefficients were relatively narrow. In general, the findings suggest that the various SCM dimensions make different contributions to the variance of operational performance differences among the sample studied.

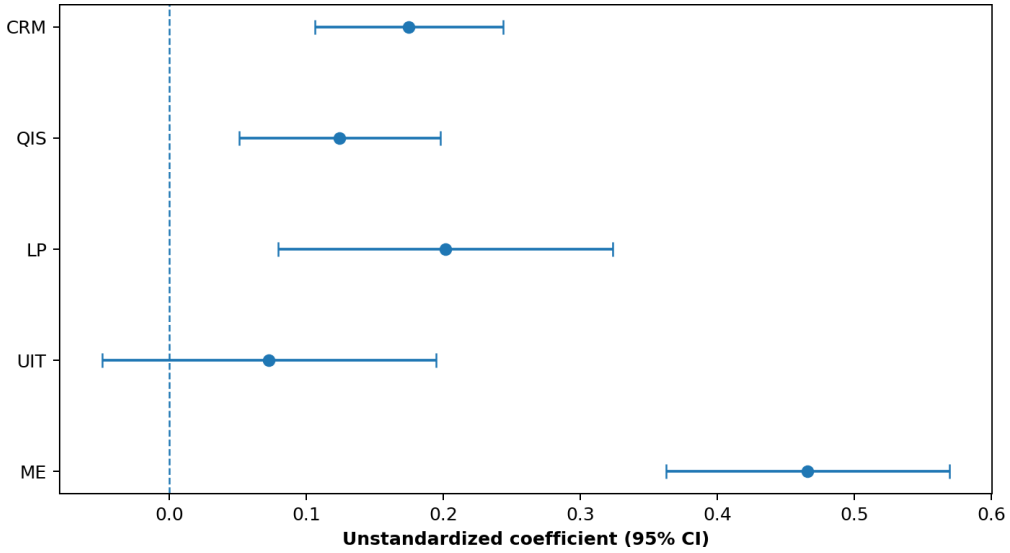


Figure 4. Regression Coefficients of SCM Practices Associated With Operational Performance

4. Discussion

This study investigated the relationship between supply chain management (SCM) practices and organizational operational performance based on 385 responses to questionnaires. The results showed that all five dimensions of SCM are positively correlated with operational performance with statistical significance. Multiple regression analysis revealed that the dimensions of SCM account for a considerable variance of operational performance of 66.2%, indicating the strong explanatory power of the model. Four dimensions displayed statistically significant independent associations, while UIT did not after adjusting for other predictors. The findings indicate the value of coordinated supply chain practices in accounting for the differences in organizational performance. These findings are similar to what has been found in past research (S. Li et al., 2022; Osman et al., 2025).

The positive relationships between SCM practices and operational performance indicate that there may be a relationship between the extent of SCM practices and the extent of operational performance. Good coordination of the supply chain can contribute to the communication of information, reduce inefficiencies in the supply chain, and enhance responsiveness to changing business conditions. The integration of the supply chain has been highlighted as a crucial factor in enhancing organizational efficiency and effectiveness in operations (Masa'deh et al., 2022). Moreover, tight relationships between supply chain participants can improve supply chain coordination and organizational flexibility, especially in uncertain operating environments (Marty & Ruel, 2024). The results of the present study reiterate the importance of an integrated management of the supply chain, but cannot confirm causality due to the cross-sectional study.

The regression results showed that the contributions of each dimension of the SCM were different. The positive association from highest to lowest was with operational performance (B = 0.466), LP (B = 0.201), CRM (B = 0.175), and QIS (B = 0.124). In contrast, UIT was not significantly different (p = 0.241) although there was a positive bivariate correlation. This difference is attributed to the crossover between the explanatory information of the SCM dimensions. It has previously been proven that lean practices and supply chain agility play a role in operational performance by improving organizational capabilities (Manzoor et al., 2022). Likewise, digitalization can bolster performance when technological capacities are put into practice with organizational practice (L. Li et al., 2025). But the exact meaning of the short constructs must be validated with the full questionnaire.

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The results are largely in line with the existing literature which has shown that organizational factors such as SCM integration, resilience and collaboration are critical to organizational performance. Munir et al. showed that the connection of risk management with operations through the supply chain is enabled (Munir et al., 2020). Likewise, Prabhu et al. found critical linkages between supply chain collaboration, agility and firm performance (Mahesh Prabhu et al., 2024). The study conducted by Negi et al. also highlights its importance for organizational effectiveness and continuity in the supply chain (Negi et al., 2025). The relationships between management practices and organizational performance have also been noted in studies exploring environmentally oriented supply chain practices, but may be affected by context (Kalpande & Toke, 2021; Micheli et al., 2020). Moreover, the overall linkage of environmental supply chain practices and company performance is backed by meta-analytical evidence (Qorri et al., 2018).

The results indicate that the integrated approach of improving SCM practices should be adopted rather than emphasizing single operational activities. Specific focus can be given to dimensions with higher R2 values with operational performance; remember that regression coefficients are not a measure of causal priority. There is the potential for enhancing communication, information sharing, supplier engagement and responsiveness. Managers should also consider the feasibility of their technological investments in relation to their organizational capabilities to ensure that they can implement them effectively and yield measurable results.

The cross-sectional design does not allow for causal interpretation and questionnaire-based measures can cause common-method bias or subjectivity. Lack of full documentation of samples limits generalizability. Also, the original definitions of the questionnaires should be provided to support construct interpretation and measurement validity. Longitudinal data, objective operational indicators, and multiple organizational samples should be included in future research. The study also examined the relationships among SCM dimensions and the operational outcomes through confirmatory factor and structural equation analysis, and other robustness analyses could further support the statistical inference of this study.

5. Conclusion

The present research study was conducted to investigate the relationship between supply chain management (SCM) practices and organizational operational performance, and the results obtained from the questionnaires were analyzed. The results showed that all five SCM practice dimensions were significantly positively correlated with operational performance, suggesting that good SCM plays a vital role in organizational operations. The results of multiple linear regression showed that the five dimensions of SCM together accounted for 66.2% of the variance in operational performance, which means that they have high explanatory power. Of the dimensions studied, ME had the highest positive relationship, with LP, CRM, and QIS showing lesser positive relationships, and UIT did not show a significant independent positive relationship after adjusting for the other variables. The results of the reliability analysis showed that the internal consistency of the questionnaire responses was high, with all six measurements showing a high consistency. The results indicate that organizational capabilities for supply chain coordination, collaborative practices, information sharing, and operational management can be enhanced to achieve better performance. The lack of causal interpretation and generalizability is due to the use of self-reported questionnaire data and the cross-sectional study design. Future studies should include longitudinal studies, objective operational performance measures, and larger, more varied samples in organizational settings. Overall, the study makes a contribution to the knowledge of relationships between the SCM practices and organizational operational performance and offers evidence for managerial decisions, operational planning and further studies in the area of effective supply chain.

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