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The Effect of Supply Chain Management on Organizational Performance at Ileys Enterprise Company in Buroa Somaliland

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ABSTRACT

This study assessed the effect of supply chain management practices on the organizational performance of Ileys Enterprise in Buroa, Somaliland. The study focused on four core dimensions: Strategic Supplier Partnership, Customer Relationship, Level of Information Sharing, and Quality of Information Sharing. A mixed-methods approach was employed, utilizing both descriptive and explanatory research designs. The study applied a structured questionnaire to a census of 187 employees, achieving a 100% response rate. Quantitative data were analyzed using SPSS version 27, with descriptive statistics (mean, standard deviation) and inferential statistics (correlation and multiple linear regression analysis) to assess relationships among variables. Qualitative responses from open-ended questions were thematically analyzed to support the statistical results. The regression findings revealed that Strategic Supplier Partnership ($\beta = 0.331$) and Quality of Information Sharing ($\beta = 0.297$) had the strongest positive effects on organizational performance. Customer Relationship ($\beta = 0.258$) was also statistically significant, while Level of Information Sharing ($\beta = 0.120$) showed a weaker, marginally significant effect ($p = .059$). The model explained 37.0% of the variance in organizational performance ($R^2 = 0.370$), indicating moderate predictive power. Qualitative insights supported these results, highlighting that customer responsiveness and supplier coordination were the most effective practices, while information-sharing systems remained underdeveloped. The study concludes that enhancing supplier collaboration and improving the accuracy and reliability of shared information are essential for boosting organizational performance. It recommends greater investment in real-time information systems, supplier engagement strategies, and internal integration of supply chain functions to strengthen organizational outcomes.

INTRODUCTION

In the context of real- world Applications, Supply chain management (SCM) has become a critical factor influencing organizational performance through various sectors. As industrial face increasing global challenges, the integration of effective Supply chain management not only enhances operational efficiency but similarly contributes significantly to Improve customer satisfaction and competitive advantage, indicates that specific dimensions of supply chain Management, such as supplier partnership, customer relationship, level of information sharing and quality of information sharing play critical roles in improving organization performance (Manuela, 2019).

Due to developments in information systems, management science, logistics, operations management, and other domains, supply chain management has grown steadily in importance as a source of competitive advantage for businesses and organizations over the last ten years. Better usage and deployment of resources throughout the entire organization is what supply chain management promises. Effective SCM not only Efficient processes but also improve responsiveness to market demands and customer needs (Slam *et al.,* 2023).

Theoretical perspective of Supply chain management (SCM) has evolved significantly due to advancements in technology, logistics, and management practices. Ongoing debates within the field include the integration of digital tools, sustainable supply chains, and strategies to address global disruptions (Stroumpoulis & Kopanaki, 2022). Different authors explore how varies supply chain management dimensions such us Strategic supplier partnership, Customer relationship, level of information sharing and Quality of information sharing contribute to organizational success.

Previous studies explain that effective supply chain management has a direct impact on the overall financial and marketing performance of an organization. A study conducted in the textile industry in India concluded that supply chain management significantly influence organizational performance. Key Factors highlighted were sources management, partner management, and supply chain communication. The study found out that although supply chain management has improved, organizations lack the common and strong platform for efficient interactions. Finally, it underlined how the organization should use technology and training human resources while enhancing the staff's capabilities and the company's performance. While current practices are beneficial, constant attention to spending, especially on training and human capital as well as supply management, is vital in maintaining and enhancing excellent performance and

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market competitiveness (Kowsalya, 2024).

A study conducted in the fast-moving consumer goods sector in Karu, Nigeria, concluded that supply chain management significantly affects organizational performance. Specifically, the analysis of strategic supplier partnerships, customer relationship management and information sharing has received positive working performance results. The staff was also highly compliant to sound supply chain management principles; however, McGregor may improve interdepartmental teamwork and communication to increase supply chain efficiency. Although the current supply chain management practices are effective some potential areas which may be developed to guarantee sustained motivation and much higher supply chain performance in the future include (Chileshe & Phiri, 2022).

When we look for the definition of supply chain management, we find a number of scholarly definitions. According to Chileshe and Phiri (2022) defines Supply chain management is the planning and management of all activities involved in sourcing and procurement, conversion, and all Logistic Management operations Coordination and collaboration with channel partners, which might include suppliers, intermediaries, third-party service providers, and customers, is also important in today's globalized business environment, Supply chain management plays a critical role in enhancing operational efficiency, reducing costs, and improving customer satisfaction, which are essential for maintaining a competitive advantage.

Currently there is no existing study specifically examining the effect of supply chain management on organizational performance in the Context of the Somaliland industry. However, the purpose of this study is to examine how supply chain management affects organizational performance at Ileys Enterprise in Buroa, Somaliland, using the framework mentioned above.

However, most of the researches such as above study were focus on developed countries which have different economic, political, technology, social, legal and cultural status. As a result, it may be difficult to directly apply and generalize that the same practices and collaboration as well as problems of supply chain management.

As the knowledge of the researcher is concerned, there is an empirical research gap on the effect of supply chain management on organizational performance from perspectives of strategic supplier partnership, customer's relationships, Level of information sharing, and Quality of Information sharing on organizational performances at Ileys Enterprise in Burao Somaliland.

Therefore, for the effort to achieve generalization of the causal relationship between supply chain management and organizational performance, this study partially fills the existing literature gap and to contribute the debate by testing the relationship between supply chain management measurements and organizational performance in the study area.

Objectives of the Study

General Objectives

The main objective of this study is to examine the effect of supply chain management on organizational performance at Ileys Enterprise Company in Buroa Somaliland.

Specific Objectives

- To examine the effects of strategic supplier partnership on organizational performance at Ileys Enterprise Company in Buroa Somaliland.
- To examine the effects of customer relationship on organizational performance at Ileys Enterprise Company in Buroa Somaliland.
- To investigate the effects of level information sharing on organizational performance at Ileys Enterprise Company in Buroa Somaliland.
- To assess the effects of Quality of Information Sharing on organizational performance at Ileys Enterprise Company in Buroa Somaliland.

LITERATURE REVIEW

In recent years, companies both domestically and globally have placed greater emphasis on integrating supply chain management into their operations in order to achieve a competitive edge. Numerous companies have recognized the significance of developing an integrated relationship with suppliers and consumers. Supply chain management is the term used to describe this instantaneous integration of internal procedures, upstream supplier performance, and customer requirements (Chen & Paulraj, 2004). There is a need for improved operational management techniques to cut costs and enhance efficiency as the central government's support for its agencies decreases. Thus, implementing sound SCM techniques can offer a useful way to achieve these objectives.

There have been several definitions of supply chain management throughout history; we think it is feasible to create a single, comprehensive definition of SCM. A review of the literature demonstrated that supply chain management entails a number of businesses, a number of business operations, and the coordination of those operations across supply chain functions and enterprises (Mentzer *et al.,* 2001).

According to Hura and Dushimimana (2024) Supply Chain Management SCM is essential for coordinating all activities involved in sourcing, procurement, conversion, and logistics. Effective SCM enhances organizational efficiency and responsiveness, which are critical in today's competitive business environment.

The planning and administration of all sourcing, procurement, conversion, and logistics management operations are included in supply chain management (SCM). Coordination and cooperation with channel partners—who may be suppliers, intermediaries, outside service providers, or clients—are also included. For businesses to gain a competitive edge and improve overall performance, supply chain management is essential (Sangari *et al.,* 2015).

A number of authors has defined the notion of supply chain management. According to Weeks and Mileski (n.d.) Suppliers, manufacturers, distributors, and customers can all integrate their operations through supply chain management (SCM), which lowers costs and speeds up customer response.

Numerous investigations were carried out by researchers to ascertain whether SCM improves organizational performance (Zailani *et al.,* 2012).

(Li *et al.,* 2006) had conceived and developed five aspects of supply chain management (SCM) practices: postponement, level of information sharing, quality of information sharing, customer relationship, and strategic supplier partnership. They also tested the connections between these SCM practices and organizational performance, including financial and market performance. The findings suggested that improved organizational performance could result from increased SCM practice levels.

Practices in supply chain management affect an organization's competitive edge in addition to its overall performance. This should increase a company's competitive edge in terms of cost/price, quality, delivery reliability, speed to market, and new product development. Prior research has demonstrated that the different elements of supply chain management strategies, like strategic supplier partnerships, affect different elements of competitive advantage, including cost and price. Strategic supplier partnerships can improve supplier performance, shorten time to market, and strengthen customer relationships. Quality Information sharing helps businesses make dependable deliveries and launch products into the market fast, which results in high levels of supply chain management (Handfield, 2007).

Conceptual Framework

A conceptual framework, according to Wilson *et al.* (2015), can be a written or visual product that explains the key concepts, variables, or subjects to be examined and, as a result, illustrates the purported relationship between them. The conceptual framework describes the link between independent and dependent variables in the study. Organization performance was the dependent variable since its success depends on individual outcomes of Supply chain management, which was independent variable.

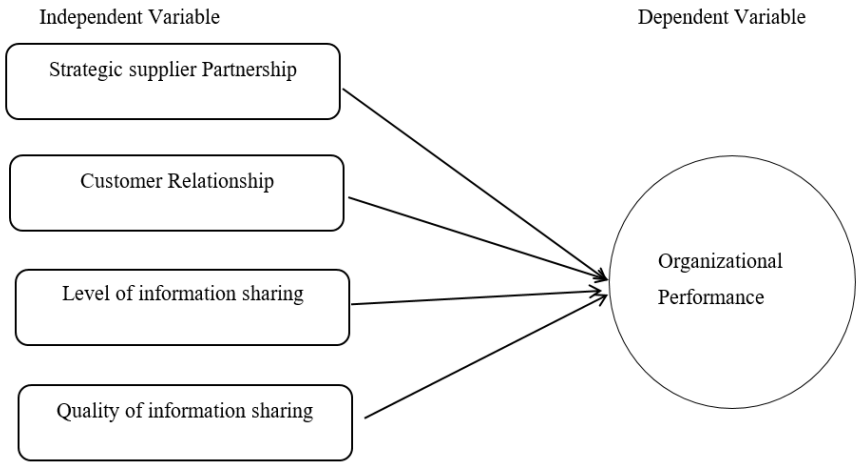

Figure 1: Conceptual framework

MATERIALS AND METHODS

Research Design

This study was used Descriptive and explanatory research Design, explanatory research was determined the effects of different variables of the study. The reason for using an explanatory research design in this study is that the researcher believes it is appropriate for examining the effects of different dimensions of supply chain management on organizational performance. This study specifically investigates how various aspects of supply chain management influence organizational performance across two key areas: Financial Performance and Market performance. While descriptive research design was used to design to see employees' opinions regarding supply chain management in the organization. Descriptive studies present facts, existing conditions concerning the nurture of persons, and several objectives or classes of events and may entail procedures of enumeration and induction analysis, classification details, and measurement (Creswell, 2014).

Research Approach

In this study, both quantitative and qualitative approaches was used to help as to investigate the effect of supply chain management on organizational performance at Ileys Enterprise in Burao, Somaliland.

Population and Sampling

Population

The target population of study comprises employees who are currently working in Ileys Enterprise Company in Buroa Somaliland. The employees was considered to know the nature of supply chain management to satisfy customers towards and increase performance of the

organization. In this study, the target population was 350 employees working in different sectors of Ileys enterprise in Buroa Somaliland.

Sampling and Sampling Techniques

To ensure a proportionate representation of all levels for the target population, for this study, a Simple Random Sampling technique was employed. This method ensures that every member of the population has an equal chance of being selected, which helps to eliminate bias and provides a representative sample.

The sample size used in a study is usually determined based on the cost, time or convenience of collecting the data and the need for it to offer sufficient statically power. From the target population of 350, the researcher uses Yamane's' formulas to determine the target respondents of the study. The sample size for this study was 187, which is calculated as follows:

$n = N/1 + Ne^2$

Source: (Yamane, 1967)

Where n = actual sample size

N = total population

$n = 350/1+350(0.05)^2$

n = 187

Therefore, the sample size is 187 and the questionnaire was distributed for these employees.

Data Source and Methods of Data Collection

Data Source and Types of Data

This study primary data was used; Primary data was collect mainly from respondents who are currently working in the organization using close-ended structured questionnaires to Ileys Enterprise Employee.

Methods of Data Collection

The study was used questionnaire to collect data. The questionnaire was divided into four sections: The first section was designed to analyse demographic data, which focused on collecting the respondent's personality characteristics. The second section examined at four dimensions of Supply chain management at Ileys enterprise. The third section consist of questions based on the identified organizational Performance. The fourth section consist of questions open-ended Questions. Therefore, the questionnaire was consist of these four sections. The questionnaire have had a Likert scale of five multiple choice options for each question and was adopted to represent the four levels of preference that include: Strongly Disagree, Disagree, Agree, and Strongly Agree.

Method of Data Analysis

In order to analyze the quantitative data collected using questionnaires, Statistical Package for Social Sciences (SPSS Version 27) was used to present and analyze the collected data from respondents using related tables and graphs. The data collected from the field was store, edit, and code and enter into the SPSS. The study focused on the following dimensions of independent variables that were four dimensions of Supply chain management and the effect on organizational Performance, which are dependent variable, which was measured by a five-point liker scale. A descriptive statistics such as frequencies and percentage was used to analyze the demographics related information of respondents. Correlation test was used to determine the nature, direction and significance level of the relationship of variables. Regression analysis was also carried out to determine effect of Supply chain management on organizational Performance.

RESULTS AND DISCUSSION

Introduction

This section presents the findings of the study and discusses their implications in relation to the effect of supply chain management on Organizational Performance at Ileys Enterprise in Buroa Somaliland. The results are drawn from both quantitative data collected through Questioner and qualitative insights gained from Open Questions with Managerial Staff. By integrating these findings, we aim to provide a comprehensive understanding of how effective Supply chain management practices can enhance Organization Performance.

Table 1: Respondents General Information

Variable	Category	Frequency	Percent	Valid percent
Gender	Male	146	78.1	78.1
	Female	41	21.9	21.9
	Total	187	100.0	100.0
Age	Less than 20	13	7.0	7.0
	21-25	41	21.9	21.9
	26-30	62	33.2	33.2
	31-35	56	29.9	29.9
	36-40	10	5.3	5.3
	Above 40	5	2.7	2.7
	Total	187	100.0	100.0

Education level	Secondary	34	18.2	18.2
	Diploma	52	27.8	27.8
	Bachelor's Degree	78	41.7	41.7
	Master's degree	21	11.2	11.2
	Ph.D	2	1.1	1.1
	Total	187	100.0	100.0
Position in organization	Managerial	42	22.5	22.5
	Non-Managerial	145	77.5	77.5
	Total	187	100.0	100.0
Work experience	Less-than 2 years	41	21.9	21.9
	2-4 years	77	41.2	41.2
	5 -10 years	53	28.3	28.3
	Above 10 years	16	8.6	8.6
	Total	187	100.0	100.0

Source: Researcher, 2025

As shown in Table 1, out of the 187 valid respondents, 146 (78.1%) were male and 41 (21.9%) were female. Hence, male participants significantly outnumbered female participants, indicating that the survey sample was predominantly male.

With respect to age, the distribution reveals that 13 respondents (7.0%) were under 20 years old, 41 (21.9%) were aged between 21 and 25, 62 (33.2%) fell within the 26–30 age range, 56 (29.9%) were aged 31–35, and only 10 (5.3%) and 5 (2.7%) were in the 36–40 and above 40 age brackets, respectively. This suggests that the majority of respondents (84.9%) were between 21 and 35 years old, indicating a predominantly young and early-career workforce.

Regarding educational attainment, 34 respondents (18.2%) had completed secondary school, 52 (27.8%) held a diploma, 78 (41.7%) had a bachelor's degree, 21 (11.2%) a master's degree, and 2 (1.1%) held a Ph.D. This shows that 54.0% of the respondents had at least a bachelor's degree, implying a moderately high level of education among the surveyed group.

In terms of organizational roles, 42 respondents (22.5%) were in managerial positions, while 145 (77.5%) held non-managerial roles. This indicates that the perspectives captured in this survey primarily represent operational-level employees, with a smaller proportion of management included.

Lastly, concerning work experience, 41 respondents (21.9%) had less than 2 years of experience, 77 (41.2%) had between 2 and 4 years, 53 (28.3%) had 5–10 years, and 16 (8.6%) had over 10 years of experience. Thus, 63.1% of participants had fewer than 5 years of experience, suggesting a relatively young workforce in terms of tenure. However, with 36.9% having 5 or more years of experience, the data reflect a blend of both early-career and more seasoned employees.

Descriptive Statistics of Independent Variables (Strategy Supplier Partnership, Customer Relationship, Level of Information Sharing and Quality of Information sharing)

Table 2 presents the descriptive statistics regarding strategic supplier partnership practices as reported by the 187 respondents. The analysis reveals consistently high agreement across all five items, as all mean scores are above 4.00 on a 5-point Likert scale, indicating strong alignment with strategic partnership principles.

Table 2: Strategy Supplier Partnership

Strategy Supplier Partnership	N	Mean	Std. Deviation
We consider quality as our number one criterion in selecting supplier	187	4.15	.463
We regularly solve problems jointly with our suppliers	187	4.17	.401
We entered into long term contract agreement with reliable suppliers	187	4.07	.529
We have continuous improvement programs that include our key suppliers	187	4.14	.430
We include our key suppliers in our planning and goal setting activities	187	4.18	.396
Overall	187		

Source: Researcher, 2025

The highest-rated item was "We include our key suppliers in our planning and goal setting activities", with a mean score of 4.18 and a standard deviation of 0.396, suggesting that supplier involvement in organizational planning is a widely adopted practice among respondents.

Similarly, the item "We regularly solve problems jointly with our suppliers" also scored highly, with a mean of 4.17 and the lowest variability (SD = 0.401), indicating both high agreement and consistency in responses.

The emphasis on quality-based supplier selection is evident in the item "We consider quality as our number one criterion in selecting supplier", which had a mean of 4.15 (SD = 0.463). This demonstrates that supplier selection is largely driven by quality considerations rather than solely cost or convenience.

Furthermore, the item "We have continuous improvement programs that include our key suppliers" received a mean of 4.14 with a standard deviation of 0.430, indicating that ongoing supplier development efforts are actively pursued.

The item with the lowest mean—though still strong—was "We entered into long-term contract agreements with reliable suppliers", which scored 4.07 (SD = 0.529). Despite being slightly lower, this still reflects a general preference for long-term collaborative relationships with trustworthy suppliers.

Overall, the responses suggest that strategic supplier partnerships are robust and well integrated within the organizational procurement strategies, with a clear emphasis on collaboration, long-term engagement, and joint value creation with key suppliers.

Table 3: Customer Relationship

Customer Relationship	N	Mean	Std. Deviation
We frequently interact with customers to set reliability, responsiveness, and other standards for us.	187	4.04	.386
We frequently measure and evaluate customer satisfaction.	187	4.01	.374
We frequently determine future customer expectations.	187	3.96	.399
We facilitate customers' ability to seek assistant from us.	187	3.89	.538
We periodically evaluate the importance of our relationship with our customers.	187	4.00	.293
Overall	187		

Source: Researcher, 2025

Table 3 summarizes the respondents' perceptions of customer relationship management practices within their organizations. The responses indicate an overall strong commitment to maintaining and evaluating customer relationships, with all mean values approximating or exceeding 4.00 on a 5-point Likert scale.

The highest-rated item was "We frequently interact with customers to set reliability, responsiveness, and other standards for us," which recorded a mean score of 4.04 and a standard deviation of 0.386. This suggests that companies are proactive in engaging with customers to collaboratively define performance standards, reinforcing mutual expectations and service quality.

Closely following was "We frequently measure and evaluate customer satisfaction" with a mean of 4.01 (SD = 0.374), indicating that systematic monitoring of customer feedback is a common and routine activity among the surveyed organizations.

Additionally, the item "We periodically evaluate the importance of our relationship with our customers" achieved a mean of 4.00 and the lowest standard deviation (0.293), highlighting consistent agreement across respondents and reinforcing the strategic value placed on customer relationships.

The item "We frequently determine future customer expectations" yielded a slightly lower, but still strong, mean score of 3.96 (SD = 0.399). This demonstrates a forward-looking approach by organizations, seeking to anticipate changing customer needs.

The lowest-rated item was "We facilitate customers' ability to seek assistance from us," with a mean of 3.89 and the highest variability (SD = 0.538). Although still relatively high, this suggests that some organizations may face challenges in maintaining easily accessible support channels for their customers.

Overall, the descriptive statistics indicate that customer relationship management is actively practiced, with particular emphasis on interaction, satisfaction monitoring, and relationship evaluation. However, there remains some variability in the ease with which customers can access support services, pointing to a potential area for operational improvement.

Table 4 displays the descriptive statistics relating to the level of information sharing between the organization and its supply chain partners. The data show that respondents generally perceive a high degree of information exchange and transparency, with all mean scores ranging from 3.89 to 3.94 on a 5-point Likert scale.

The highest-rated item was "We inform supply chain partners in advance of changing needs," which had a mean score of 3.94 and a standard deviation of 0.396. This indicates that proactive communication of changing demands is a well-established practice within the surveyed organizations.

Similarly, the item "We and our supply chain partners exchange information that helps establishment of business planning" received a mean of 3.93 (SD = 0.441), highlighting a collaborative approach to strategic alignment and planning.

The item "Our supply chain partners keep us fully informed about issues that affect our business" had a mean of 3.92 and the highest standard deviation (0.507), suggesting a slightly wider variation in respondents' experiences but still reflecting a strong overall tendency

Table 4: Level of Information sharing

Level of Information sharing	N	Mean	Std. Deviation
We inform supply chain partners in advance of changing needs.	187	3.94	.396
We and our supply chain partners exchange information that helps establishment of business planning.	187	3.93	.441
Our supply chain partners share business knowledge of core business processes with us.	187	3.89	.479
Our supply chain partners keep us fully informed about issues that affect our business.	187	3.92	.507
We and our supply chain partners keep each other informed about events or changes that may affect the other partners.	187	3.90	.381
Overall	187		

Source: Researcher, 2025

toward open communication.

The statement "We and our supply chain partners keep each other informed about events or changes that may affect the other partners" recorded a mean of 3.90 (SD = 0.381), reinforcing the notion of mutual awareness and timely information flow within the supply chain.

The lowest-rated item was "Our supply chain partners share business knowledge of core business processes with us," with a mean of 3.89 and a standard deviation of 0.479. Although still relatively high, this score suggests there may be slightly limited depth of knowledge sharing related to internal processes, possibly due to confidentiality concerns or competitive sensitivity.

Overall, the findings reflect a positive and consistent culture of information sharing within supply chain relationships. While the results suggest a solid foundation of communication practices, there is room for enhancement, especially in deep-level knowledge exchange related to core operations.

Table 5 summarizes respondents' perceptions of the quality of information sharing between their organization and supply chain partners. The analysis reveals consistently high ratings, with all mean values ranging between 3.86 and 3.98, indicating a generally strong assessment of the information shared across the supply chain.

Table 5: Quality of Information sharing

Quality of Information sharing	N	Mean	Std. Deviation
Information exchange between our supply chain partners and us is timely.	187	3.86	.442
Information exchange between our supply chain partners and us is Reliable.	187	3.91	.467
Information exchange between our supply chain partners and us is adequate.	187	3.90	.434
Information exchange between our supply chain partners and us is complete.	187	3.89	.528
Information exchange between our supply chain partners and us is accurate.	187	3.98	.492
Overall	187		

Source: Researcher, 2025

The highest-rated item was "Information exchange between our supply chain partners and us is accurate," with a mean score of 3.98 and a standard deviation of 0.492. This suggests that accuracy is well maintained and recognized as a key strength in information exchange.

The second highest mean score was for "Information exchange... is reliable", which received a mean of 3.91 (SD = 0.467), indicating that respondents trust the dependability of the information shared among partners.

The item "Information exchange... is adequate" followed closely with a mean of 3.90 (SD = 0.434), reflecting satisfaction with the sufficiency of information received for operational and strategic decision-making.

Completeness of information, assessed by the item "Information exchange... is complete," had a slightly lower but still strong mean of 3.89 and the highest variability (SD = 0.528), suggesting some variation in perceptions of whether shared information is fully comprehensive.

The lowest-rated item was "Information exchange... is timely," with a mean of 3.86 and a standard deviation of 0.442. Although relatively lower than the other items, this still indicates generally positive views, though timeliness may be a slight area for improvement in some organizations.

In summary, the findings demonstrate that the quality of information sharing is robust, especially in terms of accuracy and reliability. However, slightly lower scores in timeliness and completeness may highlight areas where supply chain communication could be further optimized for greater efficiency and decision-making support.

Table 6 provides the descriptive statistics for respondents' perceptions of their organization's performance across several key performance indicators. The results show that overall, respondents perceive their organizations to be performing strongly, with all mean scores hovering

Table 6: Organizational Performance

Organizational Performance	N	Mean	Std. Deviation
Market share.	187	4.03	.326
Return on investment.	187	4.02	.395
The growth of market share.	187	4.03	.394
The growth of sales.	187	4.02	.387
Growth in return on investment.	187	4.00	.388
Profit margin on sales.	187	3.99	.359
Overall competitive position.	187	3.96	.413
Overall	187		

Source: Researcher, 2025

around or slightly above 4.00 on a 5-point Likert scale.

The items "Market share" and "Growth of market share" both received the highest mean score of 4.03, with standard deviations of 0.326 and 0.394 respectively. These findings indicate that respondents believe their organizations have both a strong current market position and a positive trajectory in gaining additional market presence.

Closely following are the indicators "Return on investment" and "Growth of sales," each with a mean of 4.02 and standard deviations of 0.395 and 0.387 respectively. This suggests that participants generally view their organizations as financially healthy and expanding in terms of revenue generation.

The item "Growth in return on investment" yielded a mean of 4.00 (SD = 0.388), which further supports the perception that the organizations are experiencing positive financial trends.

The lowest-rated item—though still relatively strong—was "Overall competitive position" with a mean of 3.96 and a standard deviation of 0.413. This score, while still favorable, may reflect a slightly more conservative view of competitive standing, possibly due to market dynamics or increased competition.

Similarly, "Profit margin on sales" had a mean of 3.99 (SD = 0.359), indicating general satisfaction with profitability, though it may also highlight cost pressures or efficiency concerns in some organizations.

Overall, the data suggest that organizational performance is perceived as strong and consistent across various financial and strategic metrics. Respondents appear to have a positive outlook on growth, profitability, and competitiveness, with relatively low variability in responses, indicating broad consensus on performance perceptions.

Table 7: Correlation Analysis of Variables

		Strategic Supplier Partnership	Customer Relationship	Level of information Sharing	Quality of Information Sharing	Organizational Performance
Strategic supplier partnership	Pearson Correlation	1	.289**	.158*	.076	.426**
	Sig. (2-tailed)		.000	.031	.303	.000
	N	187	187	187	187	187
Customer relationship	Pearson Correlation	.289**	1	.170*	.313**	.392**
	Sig. (2-tailed)	.000		.020	.000	.000
	N	187	187	187	187	187
Level of information sharing	Pearson Correlation	.158*	.170*	1	.197**	.259**
	Sig. (2-tailed)	.031	.020		.007	.000
	N	187	187	187	187	187
Quality of information sharing	Pearson Correlation	.076	.313**	.197**	1	.413**
	Sig. (2-tailed)	.303	.000	.007		.000
	N	187	187	187	187	187

Organizational performance	Pearson Correlation	.426**	.392**	.259**	.413**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	187	187	187	187	187

***. Correlation is significant at the 0.01 level (2-tailed).*

From the above Table 7 result, it can be observed that strategic supplier partnership is the most correlated variable with organizational performance (with the r value of 0.426), followed by quality of information sharing (with the r value of 0.413), customer relationship (with the r value of 0.392), and level of information sharing (with the r value of 0.259) respectively.

Furthermore, according to Andy (2006), the interpretation of correlation values is as follows: values between 0.1 to 0.29 indicate small or weak correlations, values from 0.3 to 0.49 represent moderate correlations, and any value greater than 0.5 shows a strong correlation, while zero indicates no correlation between variables.

Based on this guideline, all the independent variables under supply chain integration demonstrate a moderate to weak correlation with organizational performance. This implies that effective supplier partnerships, strong customer relationships, and enhanced quality and level of information sharing significantly contribute to improving the performance of the organization.

Therefore, the findings suggest that in the context of supply chain integration, particularly in the studied organization, improvements in strategic collaboration, communication practices, and partner relationship management are positively associated with enhanced organizational outcomes.

Table 8: Model summary Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.608a	.370	.356	1.59175

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

In the model summary Table, the multiple correlation coefficient (R) is 0.608, indicating a moderate positive correlation between the selected supply chain management practices—Quality Information Sharing, Strategic Supplier Partnership, Level of Information Sharing, and Customer Relationship—and the dependent variable (e.g., Organizational Performance, if applicable).

The R Square value of 0.370 suggests that approximately 37.0% of the variance in the dependent variable is explained by these independent variables collectively. This implies that 63.0% of the variance may be due to other factors not included in this model.

The Adjusted R Square value of 0.356 further confirms that even when adjusted for the number of predictors, the model still explains 35.6% of the variation in the outcome variable. The slight reduction from the R Square reflects a correction for possible overfitting due to the number of predictors in the model.

Table 9: ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	270.528	4	67.632	26.693	.000b
	Residual	461.129	182	2.534		
	Total	731.658	186			

a. Dependent Variable: OP

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

Table 10: Regression Coefficients Table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.878	2.094		3.763	.000
	SLP	.331	.062	.332	5.366	.000
	CR	.258	.093	.180	2.777	.006
	LIS	.120	.063	.116	1.900	.059
	QIS	.297	.060	.309	4.924	.000

a. Dependent Variable: OP

The Standard Error of the Estimate is 1.59175, indicating the average distance that the observed values fall from the regression line. A lower standard error would suggest better predictive accuracy.

Overall, the model demonstrates that while the predictors have a statistically moderate effect, a significant portion of the variation in the outcome is still influenced by other factors not included in the analysis. Further studies may explore additional variables to increase the explanatory power of the model.

CONCLUSIONS

The study reveals that Strategic Supplier Partnership and Quality of Information Sharing significantly enhance the organizational performance of Ileys Enterprise, affecting key metrics like market share, return on investment, and overall profitability. Effective supply chain management is essential, emphasizing collaboration and reliable communication among all stakeholders involved in the process. This fosters greater efficiency and drives sustainable growth.

Recommendations

To strengthen performance, Ileys Enterprise should formalize long-term agreements and continuous improvement initiatives with key suppliers. Additionally, boosting customer engagement through regular feedback and tailored services will enhance customer relationship management.

Improving information sharing is crucial; implementing integrated systems for timely and consistent data flow across departments and supply chain partners is recommended. Investing in the quality of information is vital, ensuring that shared data is accurate and timely while providing training to address any quality gaps.

Finally, adopting real-time supply chain management technologies, such as ERP systems and analytics tools, will support better decision-making.

Future studies should include a diverse sample of organizations and explore comparative sector analyses. Longitudinal designs will capture dynamic changes, while incorporating additional variables like technological capability will provide deeper insights into supply chain management's impact on performance. Qualitative research will also enrich understanding and validate quantitative findings.

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