

# The Influence of Supply Chain Management Strategies on Organizational Performance in Hospitality Industry

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**Abstract:** The study's primary goal is to analyze the connection between SCM practices and organizational performance, and it also aims to evaluate the moderating role of management type. Quantitative data collected from Jordan's hotel and restaurant workers via questionnaire. Structural equation modeling is used to examine the hypothesized relationships. Organizational Performance is positively impacted by effective information sharing. Information Quality (IQ) positively affects Organizational Performance (OP), and Strategic Supplier Partnerships (SSP) play a crucial role. Customer Relationship Management (CRM) had no discernible effect on OP, according to the study. OP is positively impacted by Postponement (POS) techniques. When implemented, postponement increases the efficiency of the supply chain and the happiness of guests. Type of Management's moderating effect is investigated. It moderates the effects of Strategic Supplier Partnerships (SSP), Information Quality (IQ), Customer link (CR), and Postponement (POS) on Organizational Performance (OP) but has no effect on the link between Information Sharing (IS) and Organizational Performance (OP). The success of Jordan's hotel sector relies in part on how well its supply chain is managed. Insights from this research can help those working in the hotel industry improve supply chain operations and efficiency. Improving guest experiences and being competitive in Jordan's fast-paced hospitality industry may be driven through bolstering cooperation, creating strategic partnerships, and investing in information quality.

**Keywords:** Organizational performance (OP), Strategic supplier partnership (SSP), Level of information sharing (IS), Customer relationship (CR), Level of information quality (IQ).

## 1 Introduction

Today, we are witnessing unprecedented levels of global commerce and business, constant technological advancement, and rapidly changing client expectations [1]. The finest supply chain strategies of today require a demand-driven operating model that can integrate all people, processes, and technology to deliver products and services with unprecedented speed and accuracy [2]. The Internet, technological advancements, and the explosive development of a demand-driven global economy have changed all of these preconceptions. The modern supply

chain is no longer a linear line [3]. Instead, they are amalgamations of unrelated networks that are continuously accessible [1]. At the center of these networks, customers expect their orders to be fulfilled when they want and in the manner they desire.

Although systems for supply chain management (SCM) have always been vital to any organization, their importance as a measure of a company's performance has increased significantly [4, 5]. In today's unpredictable and constantly shifting economic landscape, the only companies that can survive and thrive are tech-driven and adept at managing supply chains [6, 7].

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The modern supply chain is broader and more complex, and firms gain substantial advantages by utilizing their strategic and operational abilities [8]. A strategic partnership emphasizes direct, long-term relationships and fosters collaborative problem-solving and planning [9-11]. These strategic alliances are formed to advance mutually beneficial outcomes and sustained engagement in one or more crucial strategic domains, such as technology, products, and markets [1, 12, 13]. Organizations may be able to operate more efficiently with a select group of significant suppliers if they form strategic alliances with them and agree to share responsibility for the success of the products [14-16]. Early-stage suppliers may offer more cost-effective design alternatives, aid in selecting the most suitable materials and technologies, and contribute to the development of evaluations. Strategically linked organizations can save time and effort by collaborating closely. A highly innovative supply chain may heavily rely on supplier collaboration.

The cultural diversity and variety of tourist destinations in Jordan have propelled the expansion of the country's hospitality industry [17]. As the industry becomes more customer-centric, hotels in Jordan face the imperative challenge of streamlining their operations in order to generate outstanding guest experiences and maintain a competitive advantage [11, 14, 18]. In this environment of constant change, supply chain management (SCM) procedures have become essential strategic instruments with the potential to have a significant impact on organizational performance in the hotel industry [1, 2].

The hotel industry is frequently credited with the conception of supply chain management, which has since evolved into a framework comprising the coordination and incorporation of activities, processes, and resources throughout the entire supply chain [9, 19]. SCM approaches have attracted the attention of the hotel industry due to their potential to increase productivity, profitability, and consumer satisfaction [20-22]. By optimizing the flow of products, services, and information [2, 23, 24], hotels can enhance inventory management, reduce costs, and boost customer satisfaction.

This research has the potential to have a significant influence due to the information it could provide to hotel operators, regulators, and academicians working to enhance service quality and reduce costs. By casting light on the effect SCM methods have on organizational performance, this study aims to assist hotels in Jordan in adjusting their SCM strategies to meet the challenges of an evolving and more competitive global market.

Despite the fact that SCM approaches have demonstrated promise in a variety of industries [25], their implementation in the Jordanian hotel industry necessitates a careful evaluation of local factors and potential problems, which must be taken into account as we continue our investigation. This study will attempt to provide a comprehensive and objective evaluation of SCM, taking

into account both its potential benefits and implementation challenges. It is impossible to exaggerate the importance of supply chain management in the hospitality industry. It is an essential element of the hotel industry. Supply chain management generates long-term competitive advantages in the hotel industry because it is the determining factor between successful and unsuccessful hotel operations [19, 22].

The primary objective of this study is to examine the relationship between SCM practices and organizational performance; the secondary objective is to determine the moderating influence of management type. Following this introduction, we will review the pertinent literature, analyze the results, and draw conclusions that may influence hoteliers' strategic decisions and guide future research in this important field.

## 2 Literature Review

[2] investigated the impact of (SCI) on the operational performance of manufacturing organizations, as well as the moderating influence of knowledge management (KM) on the link between supplier integration (SI), customer integration (CI), internal integration (II), and operational performance (OP). The PLS-Structural Equation approach was used to evaluate survey data from 277 Jordanian manufacturing and industrial enterprises. The statistics show that (CI), (II), and (SI) are all positively and substantially related to operational success. (OP) has a strong and positive moderate association with (CI), (II), and (SI). However, there is no link between (KM) and (OP). Furthermore, further research may be undertaken to determine the relevance of the study's results to different populations of varying sizes in other nations. A long-term research that examines the rise of several indicators might provide further light on the link between SCI and OP.

[1] examined the influence on organizational performance of different supply chain management elements (customer connection, level of information, sharing delay, sharing quality of information, and strategic supplier partnership). According to the study's findings, sharing delay, information sharing quality, and strategic supplier collaboration all have a significant favorable influence on organizational performance. However, there is no statistically significant association between customer relationship and organizational performance. The link between information level and organizational performance is statistically significant. This research also found that Supply Chain Complexity, as a moderator, helps organizations improve their efficiency by engaging with Strategic Supplier Partnership, Level of Information, Sharing Quality of Information, and Sharing Postponement. It should be highlighted, however, that the findings are inconsistent with earlier research, and the link between these parameters and organizational success is still not completely understood. This emphasizes the need for more

study in this area to acquire a better understanding of how these characteristics influence organizational effectiveness. [4] investigated the impact of green supply management methods on the competitive advantage and organizational performance of Bali's five-star hotels. This study's quantitative design included 145 respondents from 5-star hotels in Bali, Indonesia, who were then evaluated using SmartPLS software. According to the findings, green supply chain management methods have a favorable and substantial impact on the performance and competitive advantage of five-star hotels. Furthermore, the findings demonstrate that competitive advantage acts as a mediator. The theoretical study results are the link between variables, particularly competitive advantage as a mediator variable, whilst the practical research findings suggest that managers must establish competitive advantage in order to increase hotel company performance.

[5] investigated the influence of supply chain management methods on manufacturing company organizational performance. A quantitative technique and descriptive type with convenience sampling and regression analysis using linear regression were used with a sample of 200 respondents working at diverse industrial enterprises in Karachi, Pakistan. According to the research, strategic supplier alliance, knowledge management competency, and customer connection all have a substantial impact on organizational success. Revalidation of variables was not performed in this research due to the small number of data. Second, a sophisticated supply chain management concept encompasses the networks used by businesses to manufacture and transport the final product. As a result, the full domain was not investigated in this study. Future study on the higher-order model might be conducted utilizing the same constructs to determine the in-depth link between independent factors and the dependent factor using a complicated statistical approach.

[6] investigated the impact of SCM methods on competitive advantage and organizational performance. The information for this research was gathered from 165 workers of one of the SMEs. PLS-SEM was used to evaluate survey data. According to the findings, rising levels of SCM practices may lead to enhanced competitive advantage and better organizational performance. Furthermore, competitive advantage may directly improve organizational performance.

[26] evaluated the impact of green supply chain management methods on the environmental performance of Indonesian SMEs. In this study, a quantitative approach is employed to investigate a specific population or sample, and research instruments using partial least squares - models of structural equations (PLS-SEM) are used. This study's respondents include 89 Indonesian small and medium company managers and owners. According to the findings, internal variables such as strategy direction and internal environment management are not motivating SMEs to pursue green supply chain management. Meanwhile, an external component such as government legislation is important in implementing green supply chain

management. Furthermore, it demonstrates that implementing green supply chain management will have an impact on the environmental performance of SMEs. The results also show that internal issues have no effect on environmental performance while using green supply chain management. Green supply chain management, on the other hand, has the potential to mediate government laws aimed at improving the environmental performance of SMEs.

[7] investigated the impact of supply chain management methods on firms operating in the Gedeo zone. The study employed a mixed research strategy, with respondents chosen from each organization's workers using a stratified proportional technique to distribute a questionnaire and semi-structured interviews conducted using a deliberate sampling technique. The study included correlation and regression, as well as theme analysis. The study's findings show that supplier integration, information sharing, delay, and outsourcing have a statistically significant favorable effect on the effectiveness of humanitarian aid groups.

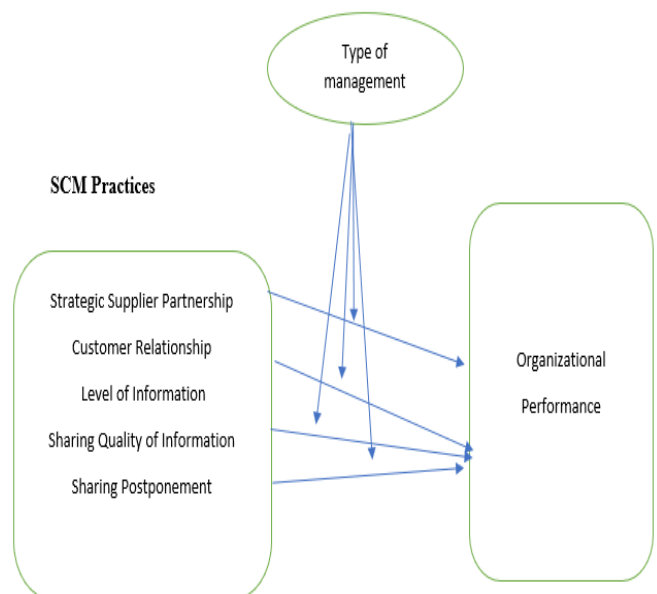


Fig. 1: The model of the study.

## Hypothesis

- H1: There is a substantial association between strategic supplier partnership (SSP) and OP  
 H2: There is a significant link between customer relationship (CR) and OP.  
 H3: There is a substantial association between the level of information sharing (IS) and organizational success.  
 H4: There is a substantial association between information quality (IQ) and OP.  
 H5: There is a substantial association between Postponement (POS) and OP.  
 H6: There is a substantial association of the type of management as moderator between and SCM techniques and OP.

## Methods:

In order to investigate the link between SCM practices and OP, and the possible influence of management type as a moderator on this link, this study will adopt a quantitative research approach. This study aims to learn more about Jordan's tourist sector. For this survey, we will distribute 450 questionnaires to selected Jordanian tourism firms.

Only 256 out of a possible 450 surveys were considered valid. The study's administrative strategy is to distribute a standardized survey to a random selection of community members. In the survey, we will inquire about SCM techniques, Customer relationship (CR), Strategic supplier partnership (SSP), Information sharing (IS), information quality (IQ), organizational performance (OP), postponement (POS), and management type as moderator. The data will be analyzed using SmartPLS software.

We will use this tool to investigate the interrelationships between the variables, and to assess whether or not the type of management has a moderating role in the relationship between SCM techniques and OP. Validity and reliability of the questionnaire will be tested in a pilot study. Other forms of cross validation will be used to further verify the reliability of the study's results.

### Data Analysis

A factor analysis was performed utilizing the 24 questions that assess the five aspects to determine convergent and discriminant validity for SCM practices (SCMP).

Only loadings greater than .60 are shown for clarity. As indicated in Table 2, all items loaded on their respective factors, with the majority loadings exceeding .60. The total variation explained by the five components is 77.06 percent. One component with seven elements was identified when the organizational performance (OP) was factor analyzed. As indicated in Table 1, all items loaded on their respective factors, with the majority loadings exceeding .70. Cronbach's Alpha was used to analyze the dependability of SCM practice, competitive advantage, and organizational performance [27]. Tables 2 provide the means, correlations, and reliability coefficients for each construct.

All constructions have dependability ratings more than .70, which is regarded satisfactory [28].

**Table 1:** Means, standard deviations, correlations, and reliability of SCM practice.

	Mean	1	2	3	4	5	Reliability
1. Level of information sharing	3.79	-					0.93
2. Strategic supplier partnership	3.51	0.38	-				0.95
3. Level of information quality	3.80	0.41	0.07	-			0.92
4. Customer relationship	4.01	0.53	0.25	0.60	-		0.85
5. Postponement	3.89	0.05	0.04	0.25	0.03	-	0.76

### Validation of second-order constructs

SCM practice was envisioned as a second-order model with five dimensions. To assess if a higher-order factor model is adequate for SCM practice, structural equation modeling was applied. The second-order model fit statistics were GFI=.87, AGFI=.85, CFI = 94,  $\chi^2/df = 1.46$ , and RMSR = .058, indicating an acceptable model-data fit. All of the coefficients were significant at P.01. The goal coefficient was determined as the ratio of the chi-square value for the order model to the chi-square value for the higher-order model. The analysis demonstrated an acceptable fit to the data. The major fit indices are: GFI=.87, AGFI=.85, CFI = 94,  $\chi^2/df = 1.46$  and the RMSR = .058.

**Table 2:** Factor analysis result for SCM practice.

Item	F1-IS	F2-SSP	F3-IQ	F4-CR	F5-POS
SCMP/IS1	0.83				
SCMP/IS2	0.81				
SCMP/IS3	0.80				
SCMP/IS4	0.68				
SCMP/IS5	0.82				
SCMP/IS6	0.80				
SCMP/SSP1		0.89			
SCMP/SSP2		0.93			
SCMP/SSP3		0.94			
SCMP/SSP4		0.94			



SCMP/SSP5		0.92			
SCMP/IQ1			0.86		
SCMP/IQ2			0.84		
SCMP/IQ3			0.83		
SCMP/IQ4			0.83		
SCMP/IQ5			0.77		
SCMP/CR1				0.75	
SCMP/CR2				0.74	
SCMP/CR3				0.80	
SCMP/CR4				0.62	
SCMP/CR5				0.66	
SCMP/POS1					0.87
SCMP/POS2					0.86
SCMP/POS3					0.74
Eigenvalue	4.77	4.54	3.90	3.19	2.09
% of variance	19.88	18.91	16.25	13.30	8.72
Cumulative % of variance	19.88	38.79	55.04	68.34	77.06

**Table 3:** Factor analysis result and reliability for organizational performance.

Item	F1
OP1	0.81
OP2	0.77
OP3	0.81
OP4	0.79
OP5	0.76
OP6	0.75
OP7	0.75
Eigenvalue	4.24
% of variance	60.57
Cumulative % of variance	60.57
reliability	0.89

### 3 Hypothesis results:

The calculated structural model was used to evaluate path estimates and overall model fit based on the underlying hypotheses. The statistical findings from testing 10 hypotheses about the connections between different factors and their effect on Organizational Performance (OP) are shown in Table 4. The study's research goals served as the basis for developing and testing the study's hypotheses.

1. There is significant relationship between IS and OP: Hypothesis 1 proposed a favorable correlation between Information Sharing (IS) and Organizational Performance. A favorable correlation between IS and OP was found statistically (t-value = 3.410, p 0.001). These findings are consistent with [1] and support acceptance of Hypothesis 1 that more efficient information exchange along the supply chain is related to better organizational performance.
2. There is significant relationship between SSP and OP: The second hypothesis proposed a link between Strategic Supplier Partnerships (SSP) and improved organizational performance. Statistical analysis showed that SSP was positively associated with OP (t-value = 3.330, p 0.001).

Consistent with [1], these results support Hypothesis 2, which states that firms that have established strategic alliances with their suppliers often do better overall.

3. There is significant relationship between IQ and OP: This hypothesis postulated that there is a positive correlation between a company's IQ and its OP. The correlation between IQ and OP was found to be statistically significant (t-value = 2.380, p = 0.020). These findings provide credence to Acceptance of Hypothesis 3, which states that improvements in information quality have a favorable effect on organizational performance. The findings line up with those of [1].

4. There is significant relationship between CR and OP: In Hypothesis 4, it was claimed that Customer Relationship (CR) and Organizational Performance (OP) are positively correlated. However, the correlation between CR and OP was not statistically significant (t-value = 0.100, p = 0.920). Thus, the research did not reveal evidence of a causal relationship between CR and OP, refuting Hypothesis 4. The findings line up with those of [1].

5. There is significant relationship between POS and OP: In Hypothesis 5, it was proposed that Postponement (POS) and Organizational Performance (OP) would be positively correlated. The correlation between POS and OP was found to be statistically significant (t-value = 4.000, p 0.001). Supporting Hypothesis 5, these results suggests that strategic delay has a beneficial impact on organizational performance.

6 Type of Management positively moderating the relationship between IS and OP: Hypothesis 6 stated that the Type of Management modifies the association between Level of Information Sharing (IS) and Organizational Performance. There was no statistically significant relationship found in this study between Type of Management and IS and OP (p = 0.220, t-value = 1.217). Because of this, we cannot conclude that the kind of management greatly affects the effect of IS on OP (Hypothesis 6).

7. Type of Management positively moderating the relationship between SSP and OP: According to this hypothesis, the link between Strategic Supplier Partnerships (SSPs) and OP is moderated by the management style in place. Type of Management and SSP interacted in a significant way with OP (p = 0.04, t-value = 2.054). This finding suggests that SSP's impact on OP is very context-dependent, with different management styles leading to quite different outcomes.

8. Type of Management positively moderating the relationship between IQ on OP. The link between Information Quality (IQ) and Organizational Performance was expected to be moderated by the Type of Management in Hypothesis 8. Type of Management and Intelligence Quotient interacted in a significant way (p = 0.001, t-value = 6.292) to affect OP. This shows that the effect of IQ on OP varies greatly according on managerial approach.

9. Type of Management positively moderating the relationship between CR on OP. The link between

Customer link (CR) and Organizational Performance (OP) is moderated by the Type of Management, as postulated in Hypothesis 9. Based on the data, Type of Management and CR had a significant interactive influence on OP ( $p = 0.01$ ,  $t\text{-value} = 2.609$ ). This suggests that the impact of CR on OP varies greatly by management approach.

10. Type of Management positively moderating the relationship between POS and OP: postulated that the link between postponement and organizational performance is moderated by the type of management. In the statistical study, OP was shown to be affected by both the Type of Management and the POS, with an interaction effect of  $p = 0.03$ ,  $t\text{-value} = 2.182$ . This finding suggests that the effect of POS on OP is very context-dependent, depending on the management style in question.

**Table 4:** Examination of hypothesized associations.

path	Hypothesis	Std. $\beta$	SE	t-value	p-value	Outcome
IS-> OP	1	0.20	0.06	3.410	0.001	Supported
SSP -> OP	2	0.09	0.03	3.330	0.001	Supported
IQ -> OP	3	0.16	0.07	2.380	0.020	Supported
CR -> OP	4	0.01	0.04	0.100	0.920	Not supported
POS -> OP	5	0.57	0.14	4.000	0.001	Supported
Type of Management * IS-> OP	6	0.04	0.03	1.217	0.220	Not supported
Type of Management * SSP -> OP	7	0.03	0.02	2.054	0.04	Supported
Type of Management * IQ -> OP	8	0.22	0.04	6.292	0.001	Supported
Type of Management * CR -> OP	9	0.05	0.02	2.609	0.01	Supported
Type of Management * POS -> OP	10	0.09	0.04	2.184	0.03	Supported

statistical analysis and the evaluation of real-world occurrences in this unique setting.

An important element impacting Organizational Performance (OP) in Jordan's hotel sector was found to be efficient IS throughout the supply chain. Better results are often seen in the hotel industry as a whole when open lines of communication and procedures for exchanging data are encouraged and prioritized. Suppliers, distributors, and service providers all benefit from better coordination and decision-making when they have access to and can effectively communicate information throughout the supply chain network. In the hotel business, Strategic Supplier Partnerships (SSP) are essential to propelling Organizational Performance (OP). Supply chain efficiency and performance results increase for businesses that engage in building lasting relationships with their most important vendors. All parties involved in the hospitality supply chain benefit from reduced risk, better coordinated food, facilities, and other resources, and strong relationships.

Organizational performance in the Jordanian hotel sector improved with higher IQ of available information. The ability of hotels and other hospitality businesses to make sound, decisive choices depend on the integrity of their data and the effectiveness of their quality control procedures. The operations of the supply chain benefit from better information quality in many ways, including better visitor experiences, lower costs, and higher overall performance.

Customer Relationship (CR) and Organizational Performance (OP) were investigated in the Jordanian hotel business, but no significant correlation was discovered. The research concludes that other variables may have a more significant influence on organizational performance in the hotel sector than customer happiness and loyalty.

Meanwhile, in the Jordanian hotel business, the strategic use of postponement (POS) tactics has evolved as a desirable way to impacting Organizational Performance (OP) for the better. Postponement methods help businesses be more adaptable and responsive to customer needs, which in turn boosts supply chain performance, operational efficiency, and customer happiness.

In addition, the research investigated how the Type of Management has a moderating effect in forming these linkages in the hotel sector. Although Type of Management had no significant effect on the connection between IS and OP, it did moderate the links between SSP, IQ, CR, and POS. This discovery highlights the significance of management style in the context of Jordan's hotel sector when applying measures to enhance supply chain performance.

#### 4 Conclusions, recommendation, and contribution

The research examined the complex interplay of supply chain factors and their effect on OP in the Jordanian hotel sector. The following findings are the result of careful

#### 5 Recommendations:

The following suggestions are offered to hotels and other hospitality facilities in Jordan based on the study's insightful findings:

Establishing efficient information-sharing systems within hotels' supply chains should be a top priority for improving

cooperation and information sharing. Better decision-making, happier customers, and higher productivity may all result from increased supplier, retailer, and provider of services interaction and collaboration. The hotel industry would benefit from investing in the development of long-term, strategic partnerships with its most important suppliers. By working together with their suppliers, hotels and restaurants may improve supply chain coordination, lessen procurement risks, and boost performance.

Hotels may increase the quality of their data by concentrating on making supply chain data more precise and trustworthy. Maintaining accurate records is crucial for several reasons, including the effect on customer service, stock management, and operational efficacy. Despite the lack of correlation between CR and OP shown in the research, hotels would be wise to keep track of guest preferences and expectations anyhow. To stay ahead of the competition in Jordan's hospitality sector and consistently provide memorable stays for guests, a customer-centric strategy is essential. Hotels may benefit from delay methods because they allow staff to be more adaptable and attentive to guests' needs. Such methods have the potential to boost supply chain efficiency and customer satisfaction.

## 6 Contributions:

The findings of this research have important implications for supply chain management in the Jordanian sector of hospitality.

Insights into the connections between supply chain factors and OP in the context of Jordanian hotels and motels are presented via the supplied empirical findings. This research sheds light on the cultural and economic factors that shape the dynamics of the hospitality supply chain. This research provides useful recommendations to management teams in the hotel industry by highlighting the moderating influence of the Type of Management in forming specific relationships. Better performance results and alignment with the specific demands and problems of Jordan's hospitality sector might result from an understanding of the influence of management style on supply chain strategy. Insights and suggestions made in this study may help hotels and other hospitality businesses improve their supply chain operations and overall efficiency. The research has clear implications for the hotel sector in Jordan, offering practical advice on how to improve services for customers and save costs.

This study fills a gap in the literature by bridging the gap between theoretical considerations and the realities of the Jordanian hotel industry's supply chain. The knowledge obtained is important for the development and continued success of the hotel sector in Jordan because of the specific nature of that sector. As a result of this research, we now have a better understanding of the variables that affect OP in Jordan's hotel sector. Incorporating the suggested changes will help hotels and other hospitality establishments in Jordan make better decisions and boost

supply chain performance, which in turn will increase guest satisfaction and strengthen their competitive position in the country's fast-paced hospitality market.

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