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AN ANALYSIS OF SUPPLY CHAIN MANAGEMENT PRACTICES IN ANDHRA PRADESH MANUFACTURING COMPANIES

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ABSTRACT

The purpose of this study is to develop and test an architecture for Supply Chain Management Practices (SCMP) that takes into account delay, levels of information flow, and strategic supplier alliances. To find out how these traits impact the performance of manufacturing firms (MFP), the study uses linear regression, ANOVA, and Pearson correlation to examine data from 100 top executives in Andhra Pradesh manufacturing organisations.

Results show that sharing knowledge improves MFP, while delay and strategic supplier agreements don't help at all. Importantly, the study indicated that higher SCMP levels boost firm and supply chain performance; this is helpful information for SCM evaluations by supply chain managers.

The findings of this pioneering study on supply chain management (SCM) in the manufacturing sector of Andhra Pradesh have important consequences for developing nations. Because growing the manufacturing sector and associated supply chains is essential to a flourishing economy, the results of this study couldn't be more relevant.

KEYWORDS: Process, Practice, Manufacturing, Industry, Supply Chain, and Manufacturing Company Performance are all relevant terms.

INTRODUCTION

An increasingly vital tactic for companies looking to increase profits while preserving a competitive edge is supply chain management (SCM). Because SCM has such a profound impact on operational performance, there has been a surge in academic research on the topic during the past decade.

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Consequently, there is a wealth of literature on many facets of supply chain management (SCM), such as supplier engagement, management, and resilience; practices, sustainability, and partnerships within the supply chain; and much more besides. Because of its multidisciplinary character, SCM encompasses a broad variety of study problems and is thus investigated from multiple angles. There are two schools of thought when it comes to supply chain management (SCM) research: purchasing and supply management, which emphasises on the big picture of corporate strategy, and transportation and logistics management, which looks at SCM through the lens of integrated logistics systems that cut down on inventory both inside and between companies.

While Supply Chain Management (SCM) has been the subject of much study, a large chasm still separates theory from practice. Conceptual ambiguity has arisen as a result of the area's multidisciplinary character and its ever-changing features, which has led to this gap, as stated by Cigolini et al. (2004) and Li et al. (2006). A further contributing factor to the mismatch is the extensive nature of SCM research. But studies on SCMPs across sectors and nations have helped fill this knowledge vacuum by illuminating circumstances where SCMPs really shine. Importantly, developing-world manufacturing firms have not been the subject of much study into supply chain management (SCM) strategies that could provide them an edge. A distinctive setting for future studies is the thriving economy of Andhra Pradesh, which is driven by small and medium-sized manufacturing enterprises (SMEs) and a developing network of transit options. Studying SCMPs in the manufacturing sector of Andhra Pradesh is essential for enhancing our knowledge of SCM theory and practice and for better understanding the unique characteristics of this sector.

The study's overarching objective is to provide empirical support for a method for assessing the connections between SCMPs, supply chain performance, and organisational success among manufacturing firms in Andhra Pradesh. SCMPs are seen as multi-faceted ideas that cover supply chain traits at both ends of the chain. We have developed and validated three key SCMPs, and they are indispensable to the supply chain in every way. We used survey data to experimentally evaluate the operational measures we developed for these constructs. Critical to business success, SCMPs are the focus of this study to shed light on their scope and activities for academics and manufacturing firms. Manufacturing enterprises in Andhra Pradesh benefit greatly from the information it gives since it establishes a dependable procedure for assessing and applying SCMPs.

Examination of existing literature.

Developing a Strong Bond with Suppliers

A Strategic Supplier Engagement (SSP) is an approach to working with suppliers that emphasises long-term partnerships, collaborative planning, and problem-solving. It is a joint effort between a firm and its suppliers. By enhancing the strategic and operational capabilities of both sides, SSP aims to help them achieve their goals. For a supply chain to be competitive, SSP must promote collaborative

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planning and issue solutions. Numerous studies have shown the significance of SSP, including one that found a substantial correlation between effective supplier management and better performance outcomes (Azar) and another that found that managing inter-organizational links is an essential resource for organisations (Griffin and Harvey, 2001). Moreover, SSP is acknowledged as a critical capability in the supply chain, offering support in the administration and coordination of partner-related transactional activities, ultimately improving operational performance and efficiency (Wu et al., 2006).

H1: Companies do better when they work together with strategic suppliers.

Supply chain management places a premium on the idea of LIS, or information sharing level. It lays forth the parameters within which a supply chain partner may be provided with personally identifiable information. Included in this pooled data set could be anything from long-term objectives and plans to more specific details on logistics, transportation, and warehousing. Client information (demographics, preferences, and buying habits) and market data (trends, competition analysis, and industry forecasts) may also need to be shared in order for LIS to function well. With the growing relevance of data integration, companies are realising the value of forming strategic partnerships in the supply chain based on mutual respect, cooperation, and transparency. Because of the current economic situation, LIS is essential for building stronger relationships among supply chain partners so that they can cooperate better, respond to shifting market conditions, and accomplish common goals. Evidence from a number of studies confirms that LIS is beneficial; these studies all find that LIS improves supply chain performance, efficiency, and competitiveness.

Suppliers and customers must have regular, genuine, and one-on-one communication in order for supply chain management to be effective. Better cooperation and planning are the results of this cooperative technique, which allows vendors to share critical information with their suppliers, who in turn supply critical facts on production and delivery schedules. Because IS encourages open communication, suppliers may quickly react to consumer input, modify production plans, and guarantee on-time product delivery. The coordinated decision-making of both customers and providers is one way in which IS offers tremendous economic advantages. Logistics integration, says Prajogo and Olhagner (2012), is made possible by IS and IT, which allows for synchronised replenishment, collaborative product creation and development, and better performance results in the end. Supply chain visibility, error and delay reduction, and overall efficiency can be achieved through the implementation of IS, which in turn increases customer happiness and loyalty. Moreover, IS enhances market resilience and competitiveness by enabling firms to respond more efficiently to demand fluctuations, supply chain disruptions, and other external variables.

The growth and development of a manufacturing company and its relationships with its suppliers can only be enhanced via the implementation of knowledge management (KM) methods. A collaborative

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learning environment is created by the use of KM techniques, which enable knowledge sharing throughout the supply chain. In this setting, businesses are able to learn from one another and share insights about network-wide challenges, which allows them to make better use of their combined expertise. Knowledge management solutions can help manufacturing organisations enhance their performance by developing their capabilities and processes. As a company evolves, its knowledge, capabilities, and behaviours can be assessed using the Manufacturing Firm Performance (MFP) and Supply Chain Performance (SCP) performance indicators. Businesses may refine their tactics for boosting creativity, productivity, and competitiveness by keeping an eye on these measures, which show how well their knowledge management procedures are working and where they can make improvements. A learning-oriented supply chain, where knowledge exchange and cooperation are key components of supply chain operations, might be developed by merging KM techniques with supply chain management.

H2: There is a favourable correlation between the amount of information supplied and the performance of a company.

Supply chain management (SCM) strategies often make use of postponement, which entails moving certain operations or activities, such production, procurement, or delivery, to a later phase of the supply chain. There will be less inventory and less chance of unsold products if final product development is delayed until as near to the end user as possible. Businesses may adapt more quickly to shifting consumer expectations, extend the life of their inventory, and boost supply chain efficiency by delaying product modification and final assembly until closer to sale time. In the SCM literature, this idea has been investigated, evaluated, and proven to be successful in enhancing supply chain performance by a number of researchers, including Ferreira et al. (2015) and Li et al. (2005, 2006). Postponement is an essential part of supply chain strategies for industrial enterprises in Andhra Pradesh. This helps them to respond swiftly to changing market conditions and customer requests, which is especially important given the region's dynamic demand climate. Incorporating postponement into a company's SC practice framework can help with demand volatility, inventory cost reduction, and overall supply chain agility.

As a management strategy for supply chains, postponement entails putting off certain activities until the chain reaches its last stage. In situations when there is a lot of change, including changes in volume and product variety, which can cause uncertainty and risk for businesses, this technique can be quite helpful. Businesses might delay procedures like final processing or production to increase efficiency and decrease risk. Delaying product differentiation could enhance the efficacy of a marketing plan, according to Alderson (1950), who initially introduced the concept of postponement in marketing literature. Delaying may lessen uncertainty-related costs and physical transportation of things, which in turn reduces inventory levels and improves consumer reaction, according to Alderson.

The ability to put things off has grown in popularity and practicality thanks to advancements in fields like transportation, manufacturing, and information technology. The supply chain as a whole benefits

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from postponement because it lowers inventory levels, makes customers more responsive, and increases supply chain efficiency. To better adapt to fluctuating customer demands, cut down on waste, and lower inventory levels, several businesses delay final processing or production until closer to the point of sale. Postponement also helps businesses reduce inventory expenses and increase overall competitiveness while offering more product customisation and variety. Companies in the modern day need to be nimble to adapt to ever-shifting customer expectations and market circumstances, making the advantages of postponement all the more apparent (Yang et al., 2004).

H3: Postponement has a positive relationship with firm's performance Proposed Theoretical Framework and Hypothesis Proposition

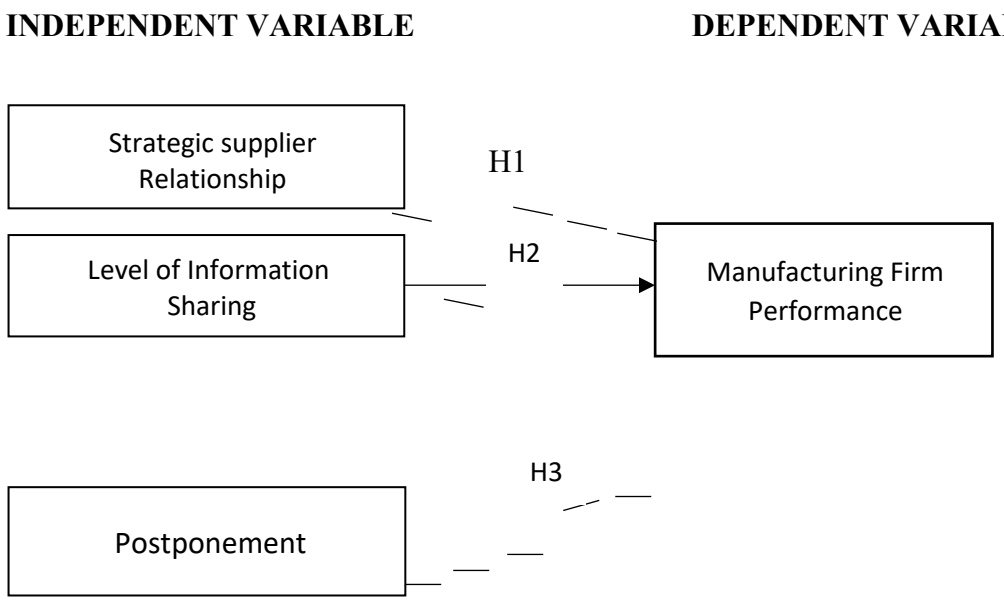

Figure 1: Proposed Research Model

Research Methodology:

This study relies solely on primary data gathered from a well-crafted questionnaire that investigates the complexities of supply chain management techniques and their significant influence on the performance of manufacturing enterprises in Andhra Pradesh. The questionnaire was sent out to a wide range of organisations and individuals working in the business in order to gather useful replies, drawing on their expertise and knowledge. We learn more about the complex relationship between supply chain management strategies and the performance of manufacturing firms because we used a

large sample size (1,000 managers and industry participants) to guarantee thorough and representative data collection. Adding credibility and authority to the study, a formal cover letter from the institution was included to help with the distribution of the questionnaire. This adaptive data gathering system was able to be cost-effective, efficient, and self-administered through the use of email dissemination. Several advantages, such as reduced processing and distribution costs, quicker response times, more flexibility, and less physical follow-ups, are offered by this distribution approach (Sundram, Chandran, and Bhatti, 2012). The research used this method to collect reliable data and lay the groundwork for analysing the interplay between supply chain management strategies and the success of manufacturing firms in Andhra Pradesh.

A systematic follow-up procedure was also put in place to ensure that as many people as possible were able to complete the surveys. A week following the first contact, respondents were prompted to finish and submit the survey through personalised phone calls and email reminders. Replies were re-engaged and survey participation was encouraged by this kind reminder. With 249 surveys returned by the end of the data collection period, we can say that the response rate was satisfactory. On the other hand, we only utilised surveys that were completely filled out in order to guarantee the accuracy and trustworthiness of the data. After rigorous screening, one hundred questions were deemed eligible for inclusion in the sample. Note that all respondents were seasoned experts in their fields, with a focus on supply and distribution; this guarantees that their opinions are well-informed and applicable. Respondents were assured their answers would remain anonymous and confidential to encourage open and honest feedback by establishing a climate of trust. Researchers approached and interviewed qualified experts in the subject to gather data during the fieldwork phase.

The Statistical Package for the Social Sciences (SPSS) was utilised to conduct a thorough data analysis in order to investigate the relationship between the attributes of the scale and the proposed model. We used statistical approaches that adhere to well established research assumptions to guarantee the results are accurate and reliable. In order to determine how reliable the multi-item variables were, we utilised Cronbach's Alpha, a statistical measure that looks at how consistently a group of questions meant to measure the same thing performs. Prior to analysing the data, we conducted the reliability study to ensure that the indicators for each construct were internally consistent. As stated by Hair et al. (1998), this study aims to ascertain the degree to which a set of items reflects a shared variance source. A measurable measure of how effectively a series of questions represents a single underlying construct is Cronbach's coefficient alpha, which was utilised to evaluate the measures' reliability. According to Nunnally and Bernstein (1994), Cronbach's alpha is the ratio of the total covariances among the linear combination components to the sum of all elements in the variance-covariance matrix of measurements of measures.

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A closer value to 1.0 suggests more dependability when interpreting Cronbach's alpha values. As a rule of thumb, reliabilities below 0.60 are classified as bad, those between 0.70 and 0.80 as acceptable, and reliabilities above 0.80 as good (Sekaran 2006). The fundamental mechanisms driving the correlations between the variables were examined using multiple regression analysis, which, in addition to reliability analysis, examined causal links between distinct constructs. The study used many statistical methods to fully understand the topic and guarantee the reliability of the results. Results: The surveys were sent out at random to a thousand people, and 249 of them filled them out. The study only accepted 100 legitimately completed surveys. We separated the 100 respondents' demographics by occupation, geographic region, company size, and number of years in business.

Respondent's Profile		
	Frequency	**Percent**
Job Tittle		
Top Management	20	20%
Middle Management	24	24%
Supervisory Level	29	29%
Non- Managerial	27	27%
Location		
Vijayawada	21	21%
Guntur	19	19%
Vishakapatnam	24	24%
Tirupati	21	21%
Nellore	15	15%
Size of Firm		
51-100	21	21%
101-300	22	22%
301-500	18	18%
500-5000	19	19%
More than 5000	20	20%
Years in Business		

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Less than 2 years	27	27%
2-5 years	26	26%
6-10 years	23	23%
More than 10 years	24	24%

Table 1: Demographic Features of study respondents

Source: SPSS Statistic Version

Analysing the qualities of measuring scales and their components is an important step in assuring the accuracy and reliability of study findings. The SPSS software was used to check the dependability of the model's variables. A commonly used reliability test, Cronbach's Alpha Index, was employed to assess the internal consistency of the scales. As a correlation coefficient, this indicator (which ranges from 0 to 1) provides a numerical assessment of the dependability of the measurement scale. To find out if the survey is valid and the results are good for more research, researchers might utilise Cronbach's Alpha Index (Hair et al., 1998). Actually, meeting the criteria of Cronbach's Alpha test is necessary for moving forward with the analysis (Nunally, 1967). An acceptable Cronbach's Alpha value, according to Hair et al. (1998), is one higher than 0.7. The study's reliability for this construct, strategic supplier alliance, is satisfactory, although somewhat below the suggested threshold (Cronbach's Alpha reliability exceeds 0.6, as indicated in Table 2). Still, the results imply that the strategic supplier relationship evaluation scale has a fair amount of internal consistency, which is a good starting point for additional research.

Reliability Statistics	Alpha	No. of items
Reliability Strategic Supplier	.818	17
Partnership Reliability Level of	.308	6
Information Sharing Reliability	.048	6
Postponement	.555	6
Reliability Firm’s performance		

Table 2: Reliability measurement

Source: SPSS Statistic Version

Finding the Relationships:

Jahangir and Begum (2008) used Pearson correlation to determine the strength and direction of linear correlations among the variables. The values of the correlation coefficient were interpreted in accordance with the recommendations made by Wong and Hiew (2005). These guidelines specify that

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a link is weak if the value is between 0.10 and 0.29, medium-strength if it is between 0.30 and 0.49, and high if it is between 0.50 and 1.0. Nevertheless, multicollinearity happens when there is a significant degree of correlation between two or more model variables. This produces redundant data, which in turn can cause misunderstandings and inaccurate conclusions. Using a correlation matrix and Jensen's (2005) criterion, this study investigated the interrelationships of the variables in order to identify multicollinearity. The good news is that multicollinearity is not an issue in this study because none of the variables are greater than 0.9, as seen in Table 3. This finding lends credence to the results' validity and reliability by suggesting that the model's variables supply data that is both unique and non-redundant.

Variables	Strategic supplier partnership	Level of information sharing	Postponement	Firm's performance
Strategic supplier partnership	1			
Level of informationsharing	.537**	1		
Postponement	.280**	-.147	1	
Firm's performance	-.138	.099	-.017	1

Table 3: Correlation Analysis

Source: SPSS Statistic Version

Results from the SPSS Statistics Version

The correlation analysis yielded valuable insights on the nature and direction of the relationships between the analysed variables; these findings are presented in Table 3. This research is helpful because it determines how much each factor affects the others, which clarifies the intricate dynamics at play. A comprehensive analysis of the correlation matrix depicts a moderate to large association between level of information sharing and strategic supplier partnerships, demonstrating the inextricable interdependence of the two variables. This study found that enterprises which establish solid strategic alliances with their suppliers are more inclined to share information freely and work

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together, which can increase trust, motivate creativity, and boost supply chain efficiency.

When compared to this, the weak correlation between strategic supplier partnership, delay, and company performance suggests that these factors are not strongly related. The poor correlation between delay, information exchange, and company performance also suggests that these factors do not significantly affect one another. According to these results, further investigation is needed to clarify the complex relationships between strategic supplier alliances, information sharing, and delay or business performance. Nevertheless, these relationships are essential to effective supply chain management. As a whole, correlation analysis sheds light on the interrelationships of the variables, illuminating strengths and weaknesses that can assist with supply chain optimisation and strategic decision-making.

By analysing the relationships between a single dependent variable and a number of independent variables, regression analysis sheds light on the intricate web of relationships between these variables (Hair et al. 2005). Delays, information sharing levels, and strategic supplier agreements were examined as direct influences on manufacturing company performance using multiple regression analysis in this study. We hypothesised that these characteristics would have an effect on manufacturing company performance, and we built this model to test that hypothesis. This was accomplished by conducting direct correlation analyses using multiple regression analyses (MRA), which led to a more thorough comprehension of the elements impacting the performance of manufacturing firms. In order to compensate for the effects of other variables, this study employed MRA to learn which independent variables were most important in predicting the performance of manufacturing firms. For industrial companies seeking to enhance their supply chain strategies and overall performance, it also offers practical insights.

Model	**Unstandardized Coefficient**		**Standardized Coefficient**	**t**	**Sig**
	B	**Std. Error**	**Beta**		
1 (Constant)	439.241	47.608		9.226	.000
Strategic Supplier Partnership	-1.908	.836	- 0.276	-2.281	.025

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Level of information sharing	3.157	1.521	.243	2.075	.041
Postponement	.258	1.086	.024	.238	.813
F Value			2.102		
Sig			.000		
Adjusted R^2			.032		
R^2			.062		

Table 4: Regression Analysis Summary for Variables Manufacturing Firm's Performance

Table 4's results provide some insight into the connections between strategic supplier alliances, information exchange level, delay, and producing company performance. A total of 0.062 for the R-squared value suggests that delay, level of information exchange, and strategic supplier alliance account for approximately 6.2% of the variance in manufacturing company performance. These characteristics may not be as important to a company's success as others since they do not explain 93.8% of the variance in financial results.

More research by Sundram et al. (2016) reveals that a manufacturing company's performance was examined using multiple regression analysis to determine the effect of a strategic supplier relationship, the amount of information exchange, and delay. Find out which way the independent variables are correlated with firm performance and how much of a correlation there is in the Unstandardised Beta Coefficients column. Assuming all other conditions stay constant, the analysis shows that a one-unit increase in strategic supplier partnerships reduces firm performance by 1.908 units. Assuming all other independent variables stay the same, however, a one-unit increase in information sharing is linked to a 3.157-unit gain in firm performance, while a one-unit rise in postponement corresponds to a 0.258-unit improvement [16]. Research like this sheds light on the knotty relationship between manufacturing firms' performance, levels of information sharing, delays, and primary supplier partnerships.

According to the Standardised Beta Coefficients study, the amount of information exchange (beta weight: 0.243), is the most significant determinant of company performance. There is no correlation between the firm's performance variance and either delay or strategic supplier alliance. Predicting the dependent variable from the independent factors is possible with the values for the regression equation that are produced by these results. To find the value of this variable by regression, use the given

equation.

The Y-intercept is 4,39.241 plus (-1.908x1) plus 3.157x2 plus 0.258x3.

Coefficients from regressions on strategic supplier partnerships, levels of information exchange, and delays shed light on the relationships between these factors and business success. An inverse relationship between strategic supplier partnerships and company performance is indicated by the negative value of the strategic supplier partnership coefficient, which is -1.908. Firm performance drops by 1.9 units for every one unit rise in key supplier ties, suggesting that putting too much emphasis on these partnerships could be detrimental to performance.

However, there is a positive association between information sharing and business performance, as indicated by the amount of information provided (correlation coefficient = 3.157). Therefore, information sharing is a key factor in promoting company success, since firm performance improves by 3.16 points for every unit increase in sharing. Additionally, there is a small but positive correlation between postponement and business performance (r=0.258), suggesting that postponement is an important factor in this relationship. This shows that there is a positive correlation between delay and business performance, suggesting that delay might have a favourable effect on corporate success.

Implications:

Finding out how different supply chain management strategies affected the productivity of Andhra Pradesh's manufacturing companies was the principal goal of this research, which was successfully accomplished. With 6.2% of the variance explained, the data showed that the amount of information sharing was the sole significant factor influencing company success. This study resolves gaps in our understanding and sheds light on the impact of supply chain management techniques on manufacturing companies in Andhra Pradesh by covering a wide range of topics.

Finally, the data provided an answer to the primary research question by showing that the amount of information sharing significantly affected company performance. Information sharing significantly affected business performance, according to the sub-research questions, however strategic supplier alliances and delay had no noticeable influence. Findings like this stress the significance of taking important elements into account when making policies that would have a positive impact on the industrial sector and the government of Andhra Pradesh.

Businesses are now competing not only with one another but also with supply chains in today's market (Andersen and Skjoett-Larsen, 2009; Li et al., 2006). To stay ahead of the competition, companies are implementing supply chain management practices (SCMPs) to boost efficiency, cut costs, and

improve quality. Regarding particular environmental circumstances, however, there are still doubts regarding the possible benefits of SCM over current methods (Trkman and McCormack, 2009; Meehan and Muir, 2008). Research like this provide credence to the premise that strategic supply chain management plans (SCMPs) implemented with precision can boost supply chain and company performance. This report provides practical advice for manufacturing organisations looking to enhance their supply chain strategy and market competitiveness by emphasising the significance of information exchange.

A number of studies have shown that different companies use and understand supply chain management (SCM) in different ways because the term is not defined precisely (Li et al., 2006; Cigolini et al., 2004). This ambiguity has led to a wide variety of SCM strategies being employed by organisations. As an example, although some companies still view SCM mainly in relation to buying and managing suppliers (Banfield, 1999), others link it to logistics and transportation, with an emphasis on reduced inventory (Rudberg and Olhager, 2003). Many businesses are unsure about which supply chain management (SCM) techniques to use and how to do it correctly, even if they recognise the need of having such strategies.

Businesses should shift their attention from antiquated supply chain management (SCM) procedures including purchasing, supplier management, transportation, and logistics to more cutting-edge methods, according to the study's results. Some examples of this include building SSPs, improving information sharing with trading partners, and establishing effective internal lean systems. Organisational performance and supply chain management skills can both benefit from adhering to these guidelines. This study offers a helpful framework for supply chain managers in manufacturing companies, especially those in developing countries, to assess and enhance their present SCM strategies. The study's results provide a thorough and useful tool for evaluating SCM systems, which helps businesses make better decisions and be more successful.

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