AMERICAN COLLEGE OF TECHNOLOGY
DEPARTMENT OF BUSINESS STUDIES
MASTER OF BUSINESS ADMINISTRATION PROGRAM

The Impact of Supply Chain Management Practices on Organizational Performance: A Case Study at Dashen Brewery Factory

A Thesis Submitted to the Department of Business Studies of American College of Technology

as a Partial Fulfillment of the requirement of the Award of Master of Business Administration

By

Habtamu Getnet Wubu

Advisor

Dr. Aderaw Gashaye

July 2024,

Addis Ababa

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DECLARATION

I, Habtamu Getnet Wubu hereby declare that a research report work entitled **"The Impact of Supply Chain Management Practices on Organizational Performance: A Case Study at Dashen Brewery Factory"** submitted to The Department of Business studies of American College of Technology in partial fulfillment of the requirements for the award of the Master Business Administration is a record of original work done by me during 2024 academic year under the supervision and guidance of **Dr. Aderaw Gashaye** and it has not formed the basis for the award of any Degree/Diploma/Associate ship/Fellowship or other similar title of any candidate of any university.

Place: Addis Ababa

Date: _____

_____

Signature of the Candidate

CERTIFICATE

This is to certify that the thesis work entitled" The Impact of Supply Chain Management Practices on Organizational Performance: A Case Study at Dashen Brewery Factory" submitted to the Department of Business Administration, MBA Program in partial fulfillment of the requirements for the award of the **Master of Business Administration** is a record of original research work done by **Habtamu Getnet Wubu** during the period 2024 academic year under my supervision and guidance and the thesis has not formed the basis for the award of any Degree/Diploma/Associate ship/Fellowship or other similar title of any candidate of any University and it complies with the regulation and accepted standards of the College.

Name of Advisor: _____

Signature: _____

Date: _____

APPROVAL SHEET

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Advisor

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External Examiner

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Name:_____

Signature: _____

Date: _____

TABLE OF CONTENTS

Contents   Page

LIST OF FIGURES

LIST OF TABLES

LIST OF ACRONYMS (ABBREVIATIONS)

SCM: Supply Chain Management

SD: Supplier Development

CRM: Customer Relationship Management

LM: Logistics Management

SS: Strategic Sourcing

SC: Supply Chain

IS: Information Sharing

SPSS: Statistical Package for Social Science

SSP: Strategic supplier partnership

CR: Customer relationship

LIS: Level of information sharing

LIQ: Level of information quality

ABSTRACT (EXECUTIVE SUMMARY)

The study investigated supply chain management practices and the impact they have on organizational performance at Dashen Brewery Factory. To achieve this, a quantitative research method was employed. A structured closed-ended questionnaire was used to collect data from the participants. Since specific sections are targeted, purposive sampling technique was used to select participants. Descriptive and inferential statistics were used to analyze the data. Means and standard deviations were used to look into the practices of the supply chain management. Correlation was computed to examine the relationships among the independent variables and between the independent and the dependent variables. Likewise, regression was computed to notice significant impacts of the independent variables over the dependent variable. The results of the study, in this regard, showed that supply chain management practices have considerable impact on organizational performance in terms of strategic supplier partnership, customer relationship, information sharing, and information quality. The study, furthermore, revealed that there found to be strong correlation among the indicators of supply chain management practices. It was also observed that with the exception of information sharing, the rest of the variables indicated positive correlation with organizational performance. Likewise, the result of R^2 shows that the organizational performance of Dashen Brewery Factory may account of 93.1% of the practice of supply chain management. The coefficients ascertained the influence of each supply chain management practice indicator on organizational performance. In this case, strategic supplier management and level of information quality significantly and positively affect organizational performance. However, customer relationship and level of information sharing do not show significant positive impact on organizational performance at Dashen Brewery Factory. It is, therefore, recommended that attention should be paid to the most significant indicators that mainly affect the factory.

<div align="center">**CHAPTER ONE: INTRODUCTION**</div>

1.1. Background of the Study

Supply chain management (SCM) originated in the United States around the 1980s (Abushaikha, 2014). The concept of supply chain management aims to achieve a long-term benefit for organizational benefits in various organizations connected by a "chain" (Burt et al., 2003) and allows organizations to cost-effectively work with key suppliers who are willing to take responsibility for sharing risk management. Supply chain management was introduced by Booz Hamilton consultants in the early 1980s and has been widely used since then.

In Europe, particularly in the United Kingdom, supply chain management can be traced back to a time when specialization marked the beginning of management performance and the early stages of transportation brokerages and warehouse management for storage and inventory. Additionally, non-resource-based bearers expanded beyond transportation and coordination to encompass supply planning, collaboration, and performance management.

Similarly, in Asia, particularly in Malaysia, the origins of supply management in manufacturing can be traced back to 1832. It was introduced to enhance financial management in the public sector and ensure cost-effective procurement. The implementation of Supply Chain Management led to the decentralization and delegation of procurement authority to public institutions by the government, resulting in procurement reforms. Supply chain management (SCM) in Ethiopia focuses on efficiently managing the processes of suppliers, logistics, and meeting customers' requirements among supply chain partners (Bilen, 2020).

The integration of essential business operations throughout the supply chain is becoming more widely acknowledged as supply chain management. Three main components carry out the implementation process: the supply chain network structure, the supply chain operations, and the elements of management. Purchasing, production, stock, warehousing, and distribution decisions should all be integrated into the supply chain network structure. However, it is crucial to create a set of standard operating procedures that will guarantee the reasonable behavior of the people or businesses involved in the supply chain. Last but not least, in order to audit supply chain performance in accordance with the strategy, control mechanisms must be defined. To

do this, procedures and activities are coordinated in order to create connections between the people in the supply chain and to make the best choice. Furthermore, product innovation, product quality, timely delivery of the product, and competitive pricing all play a role in establishing and maintaining a company's competitive advantage, according to Yegon et al. (2015). To further develop SD, clients should pick between two models-immediate or circuitous-with the venture of assets and the association's obligation to the program recognizing the two. According to Gichohi et al. (2018), the indirect SD strategy is passive and only focuses on "supplier identification, evaluation, and selection" in order to satisfy the requirements of a buyer.

In the current global economy, businesses must find ways to cut costs without sacrificing output or quality standards in order to meet goals. To accomplish these objectives, businesses need to successfully navigate a variety of obstacles. Greg (2016) notes that new technologies combined with free market economies are opening up new supply and demand marketplaces globally. For example, a lot of businesses are searching for supplies from China. However, a sizable portion of these businesses lack the data and expertise required to push more production and supply offshore. The worldwide norms of free market competition mandate that survival is limited to the strong. Because of this, industries all over the world are rapidly consolidating. Thus, businesses must choose the best suppliers and integrate them into their core operations.

In Ethiopia, every factory has different sections that make decisions on service quality and developmental plans for achieving its vision and mission (Bilen, 2020). She further stated that Ethiopia's distillery area is still in its early stages. Thus, the business is drawing in global enterprises with different passage focuses. The country's ever-increasing demand for beer has resulted in periodic increases in the number of beer-producing businesses. As a result, these substitute products appear to face intense competition, and marketing and promotional efforts are becoming increasingly aggressive. Businesses and the government of Ethiopia are also getting into the brewing business by buying state-owned breweries and building new ones with a lot of money invested in the country (Bilen, 2020).

As of now, the bottling works industry accommodates neighborhood use in view of creating interest of blend in the country, yet it has a remarkable potential to develop its creation and enter the item business. Some of them have already started producing and plan to trade beers. Modern supply chain management is an indispensable competitive weapon in such a rapidly

expanding and highly competitive industry. Ethiopia's brewery's supply chain operational excellence and the country's performance supply chain management practices are little known, despite the fact that supply chain management is a competitive tool (Bilen, 2020). As a consequence of this, the primary objective of this thesis was to investigate how practices of supply chain management performed and influence organizational performance in the context of Dahen Brewery located at Gondar.

This study, therefore, investigated supply chain management practices and the impact they have on organizational performance at Dashen Brewery Factory and thereby leave recommendations for making service quality effective and efficient.

1.2. Objectives of the study

1.2.1. General Objective
The general objective of the study is to investigate the supply chain management practices on organizational performance of Dashen Brewery Factory.

1.2.2 Specific objectives
The specific objectives of this study are:

➢ To examine the practices of supply chain management in Dashen Brewery Factory.
➢ To look into the relationships (correlations) of the supply chain management indicators in Dashen Brewery factory
➢ To investigate the impacts of supply chain management on organizational performance at Dashen Brewery Factory.

1.3. Statement and Justification of the Problem

According to Golicic and Davis (2012), all businesses, whether public or private, can gain from implementing supply chain management procedures to improve organizational performance through logistics management, supply chain integration, and knowledge management in supply chain. Regardless of its significance impact, Supply Chain Management was established late in Ethiopia, and there have been insufficient follow-ups to assure its effectiveness throughout the first deployment period (Bilen, 2020). She further stated justifies that Ethiopia's brewery factory's primary objective is to generate optimal profit and suggests that they should maintain their cost low and raise their quality as per the expectation of the customers.

Researchers such as Bilen (2020) and Biruk (2021) claim that limited researches have been carried out in Ethiopia to examine the impact of supply chain management on the

organizational performance of Brewery's' factories which have been rapidly growing in the country. In other words, studies on the effects of SCM over Brewery factors are scarce. Therefore, this study was conducted to bridge this research gap.

Dashen Brewery has several stakeholders and the mission of this factory is to provide high quality beer for the general public. In the downstream of production of beer, however, the researcher has got informal information from some workers about the factory which seems to be confined with challenges such as lack of information exchange with partners. There has also been continuous service quality problem suggesting that the SCM principles implemented might have not promoted effective and efficient service quality.

To this end, the study investigated the impacts of supply chain management on organizational performance at Dashen Brewery Factory, thereby leave recommendations for better quality service.

1.4. Delimitation of the study

This study has been conducted at Dashen Brewery Factory located in Gondar, Ethiopia. The members of this study are current workers who are engaged in the major processes of the factory such as Finance, Quality Control, Procurement, and the like. The variables addressed in the study are supply chain management practice indicators: Strategic Supplier Partnership (SSP), Customer Relationship (CR), Level of Information Sharing (LIS), Level Information Quality (LIQ) and the impact these variables have on the Organizational Performance (OP) of the Factory.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

For this study, literature on supply chain management practices are examined in this chapter that provides a summary of the previously published research vis-à-vis the supply chain management indicators and organizational performance.

2.2. Supply Chain Management

Ageron et al., (2012) stated that strategic management of the entire supply chain in an organization, from raw materials to finished goods, is what is meant by the term supply chain management (SCM). in order to secure long-term success, there are several advantages to integrating supply chain management with sustainable development which has a strong focus on environmental sustainability (Badiezadeh et al., 2018). In this case, supply chain partners are crucial to firms (Paluri and Mishal, 2020). Because of the emergence of lower-cost raw commodities and labor, as well as more readily available financing (Supply chains throughout the world are now a source of competitive advantage for businesses (Paluri and Mishal, 2020). Supply and circulation organizations have been urged to cooperate all the more near guarantee that items streams are appropriately which are composed of nodes and links, as opposed to chains. Subsequently, an inventory network is where every player should work out some kind of harmony among control and rise.

2.3. Supply Chain Management Practices

As per Govindaraju, Sundram, and Muhammad (2016), the two-overlap objective of inventory network the executives (SCM) rehearse is to improve the exhibition of every association and the store network all in all. As indicated by past examination (Tahoon, Bahi, Elsehily, and Nasreldeen, 2017), productive SCM can work on hierarchical execution and accomplish upper hand (CA). SCM "practices are practices designed to manage and coordinate the entire supply chain's activities in a seamlessly integrated manner from the origin of raw materials to the end customer," according to Okongwu, Brulhart, and Moncef (2015). "Linkage between SCM practices and organizational performance could be, on the one hand, direct or indirect, and on the other hand, sequential, non-sequential, intra-dependent or reverse.

As indicated by Tatoglu et al. (2016), in spite of the way that the writing presents SCM rehearses as a complex build according to different points of view, there is no agreement with respect to their extension. Vital provider association, client relationship, data sharing, data quality, inside lean practices, and deferment were the six SCM components identified by Li et al. (2006). In any case, these parts are seen as nonexclusive SCM practices, especially in the collecting industry. As a result, Kumar (2016) identified the following practices that can be applied to the dairy production network: "Data and Correspondence Innovation Practices," "Provider Relationship Practices," "Store network Assembling Practices," "Stock administration framework," "Warehousing The board Framework," "Transportation The executives Framework," and "Client Relationship The executives (CRM)." Coordinated operations the executives (LM) rehearse, key obtaining (SS) rehearses, provider advancement (SD) rehearses, and CRM rehearses are undeniably integrated into the ongoing review. Upstream and downstream dairy store network exercises are intertwined with the internal tasks of the dairy handling company through these SCM exercises.

Competent SC, according to Govindaraju et al. (2016), requires training that can combine an organization's internal tasks with its upstream and downstream exercises. Consequently, these procedures ought to cover intra-organization integration and link it to the dairy supply chain's upstream and downstream activities. Anatan (2014) used "strategic supplier partnership, customer relationship, level of information sharing, quality of information sharing, and postponement" as measures of SCM practices. Spina, Di Serio, Brito, and Duarte used "collaboration, demand and supply planning, inventory production and distribution management, and logistics" as measures of SCM practices.

According to Tatoglu et al. (2016), despite the fact that the literature presents SCM practices as a multidimensional construct from various perspectives, there is no consensus regarding their scope. According to Li et al. (2006), strategic supplier partnership, customer relationship, information sharing, information quality, internal lean practices, and postponement are the six components of SCM practices. However, these parts are regarded as standard SCM practices, particularly in the manufacturing sector. As a result, "Information and Communication Technology Practices, Supplier Relationship Practices, Supply Chain Manufacturing Practices, Inventory Management System, Warehousing Management System, Transportation Management System, Customer Relationship Management (CRM) were identified by Kumar (2016) as being applicable to the dairy supply chain. Logistics management (LM) practices, strategic sourcing (SS) practices, supplier development (SD) practices, and CRM practices are

all incorporated into the current study. Upstream and downstream dairy supply chain activities are connected to the internal operations of the dairy processing company by these SCM practices.

2.3.1 Strategic Supplier Partnership

Long-term sustainable performance is stated as SC's long-term goal in which it creates a feeling of loyalty amongst partners and customers (Agus, 2015). An SSP is an agreement between the supplier and customer to ensure that all parties are on the same page about the production and demand of the commodities, which in turn improves operational efficiency and SC performance. (Fauziah et al., 2019) Both the customer and the supplier need a strategic supplier connection for a long-term cooperation. Relevant information is essential to long-term supplier relationships (Kumar, 2016)

As a result, integration improves decision-making, increases knowledge sharing, aligns capabilities, creates learning routines, and boosts SC partners' performance. Trust upgrades the level of responsibility between the two gatherings, diminishes value-based costs, further develops collaboration, improves the fulfillment of the two gatherings, diminishes the structure al contracts, and decreases clashes (Bahjat. et.al, 2014). A company's activities in managing its relationships with customers and suppliers are referred to as the supplier and customer relationship. These activities aim to increase customer satisfaction, synchronize supply chain activities with suppliers, and capitalize on suppliers' capacity to deliver superior products to customers.

2.3.2. The Customer Relationships

How cheerful clients are with their administration and how grumblings about their products are taken care of is a significant piece of the idea of client relationship (CR), which centers around fulfilling clients and keeping them steadfast (Hussain et al., 2018). In addition, businesses advised managers to concentrate on enhancing customer relationship management (CR) in order to achieve high levels of customer satisfaction and experience and encourage customers to use their services (Wang & Kim, 2017). Managers with a high CR, in the words of (Al-Weshah et al., 2019), can grow their business and build a solid foundation on this basis, which can improve organizational performance.

2.3.3. Level of Information Sharing

Information sharing (IS) refers to the movement or transfer of product information to other partners of manufacturing enterprises (Khan & Siddiqui, 2018). According to (Rached et al., 2015), the presence of information systems in manufacturing businesses is also a crucial

component because they help to provide partners with a clear image on a daily basis and significantly improve SC performance. It has also been demonstrated that increasing IS lowers logistical costs, increases connectedness, and boosts motivation to perform better. Additionally, it is generally acknowledged that information gathered from IS can be utilized to enhance SC's operational performance, thereby enhancing SC's overall performance (Marinagi et al., 2015).

2.3.4. Level of Information Quality

A significant piece of the present modern industry spins around the nature of data (level of intelligence). The objective is to supply buyers with precise and different data that will help them have a superior comprehension of and admittance to the things they are keen on buying (Sagawa and Nagano, 2015). According to Fauver et al. (2017), companies' performance is thought to be improved by IQ, which provides a comprehensive picture of the services they offer. It has likewise been shown that customers are bound to buy an item with a high enlightening level of intelligence since it helps them in achieving their objectives by giving solid information (McKnight et al., 2017).

2.4. Supply chain management and organizational performance

Currently, the competition in the global market is significantly more noticeable between supply chains than organizations due to the benefits that can be achieved in the supply chain, which requires the improvement of organizational performance (Singh, 2011). Therefore, "the management of the store network has become a fundamental success factor for associations, where extensive expertise requires internal and external strategic logistics management, supply chain integration and information management throughout the supply ((Kumar, 2015). A successful inventory network must to connect the individuals of the system and their particular skills to ensure a continuous flow to regulate the operation of the free market "Scanning increases performance, with authoritative" individual verifications, as well as throughout all supply chains.

21st Century Foundations for Improving Organizational Performance Business networks have made great strides in the global market, providing "a competitive advantage to organizations in the supply chain (Kumar, 2016).It is further suggested that the emergence of an association is and one of the trends of contemporary economic considerations is that resistance does not remain focused on associations against organizations, but can nevertheless involve supply chains against supply chains (Kumar, 2015).

2.5 The main components of supply chain management system

The main components of supply chain management system according to Soin (2014) are:

A. Logistics (transportation): It includes the process of flowing, moving and transferring materials inside and outside the company's borders, and determining itineraries and movement schedules.

B. Planning: It includes forecasting the volume of demand for the product and cooperative planning between different departments within the organization.

C- Supplier Relations Management: It is to build a strategic partnership with suppliers by developing long-term relationships so that the organization, in partnership with suppliers, can create and develop plans for product design and development, respond to modern technology, and build capabilities that enable the company to be more flexible to meet the demands of markets and customers. The relationship of the organization with its suppliers also contributes to solving the problems faced by one of them because it will certainly affect the other. The partnership relations should be with the fewest number of suppliers and may sometimes reach only one supplier. These few suppliers must be ready to bear the consequences and responsibilities of the strategic partnership relationship between them and the company. The relationship between the company and suppliers must be based on mutual trust, credibility and sharing of benefits and risks. Information and training should be exchanged between the two parties in order to achieve their common goals, and ultimately to satisfy the final customer.

D- Purchasing: It includes central procurement, contacting suppliers, evaluating suppliers, providing strategic resources, and reducing the number of suppliers to the lowest possible number in order to ensure that company obtains privileges from these suppliers in the company's interest.

E- Inventory management: It include sizing and downgrading the appropriate stock, which leads to reducing storage costs and managing assets within warehouses.

F- Manufacturing methods: It aims to reach an optimal way of appropriate cost, adequate quality and production in quantities that suit customers' desires.

G- Requests management: It includes the process of selling to customers and receiving funds in coordination with the Financial Department.

H- Internet that supports supply chain and integration with the entire chain: It means linking the supply chain management to the customer and coordinating within the organization between all departments at all levels, using the Internet and activating electronic commerce.

I. Information systems for supply chain management: It means establishing an information system that includes all the information related to parties' chain with the ability of customers to enter the information system for supply chain management.

J- Customer Relationship Management: It includes the management of customer information and the processes that belong to customers and those dealing with them and aims to establish strategic partnership relationships to increase and improve customer satisfaction. Customer relationship management is an important component of supply chain management. It is the cornerstone for achieving lasting competitive advantage, so through strategic relations with the client, the client always prefers to obtain his needs from the organization that establishes good relations with him, thus increases its sales and achieves more profits and market share. By identifying the desires of customers and working to meet them in partnership with suppliers of the organization, the organization, with participation of suppliers and customers, can reach creativity, development, quality improvement, cost reducing, flexibility achievement and speed of quality, so achieving competitive advantage.

K- Indicators and means for managing and improving performance: They include monitoring and following up on the main factors affecting the supply chain and working to optimize the performance of the supply chain, which is a control process primarily aimed at evaluation, improvement, and removal of obstacles and hurdles to optimal supply chain performance.

2.6. Importance of Supply Chain Management
The advantages for consumers come into play when there's a decrease in stock levels achieved by shipping items straight to the buyer's location. Regarding its effect on resources, it's initially hard to categorize it as purely financial gains, and it can offer advantages for both buyers and sellers, as outlined by (Al-Kanaani and Al-Ali, 2014). Al-Barazi (2012):

Cost Reduction: A key advantage from managing the supply chain within companies is the ability to enhance competition and boost customer buying power by decreasing costs. To achieve this, companies are prompted to revisit their marketing strategy, focusing on the elements they can influence to cut expenses and improve efficiency. It's a common understanding among experts that the marketing strategy comprises four fundamental

components: product, price, promotion, and finally, place. Specifically, the "place" component pertains to the logistics involved in distributing goods, including expenses for transportation, store rent, operational demands, retail-related costs, and inventory handling fees (Al-Kanaani and Al-Ali, 2014). The process of transforming raw materials into finished products and services, from their start to the point of use by consumers, involves numerous steps, which supply chain management handles to ensure the quality of purchased materials and services. The tiers of the deliver chain ought to extend from the main providers to the final customer. this contemporary view of the supply chain ends in the fulfillment of strategic and sensible benefits, so a aggressive gain can be accomplished for all supply chain partners (Obaidat and Shawish, 2001). The supply chain is a link that starts and ends with the consumer. All substances, finished merchandise, facts, and deals go with the flow via this ring. it's also a dynamic community of centers for all corporations with special and contradictory desires. supply chain control is a combination of science and art.

If a company and enterprise want to improve how it gets the raw materials it needs to make a product, provide a service, and ship or deliver it to customers. It is used as a description of all the parts and processes that overlap to make sure that the right amount of the product is in the right places at the right time at the lowest cost (Koch, 2005).

Communication with Customers: Supply chain management helps the company get in touch with customers and deal with them because the chain helps the company find out what the customers want, when they need something, and how quickly it can get it. Inventory network the executives has turned into a significant peculiarity because of the expense limitation through which the organization wants to be accomplished, and the likelihood to make the most of outer open doors because of connection between the organization and its clients and between the organization and providers. That is, the management of the flow of information, materials, services, and funds through any activity in a way that maximizes operation efficiency is the focus of administrative supply chain management (2012, Al-Barazi).

Market esteem: glorification in the store network prompts deals development, cost decrease, and proficient utilization of fixed resources. The right number of products quickly reach the market in an effective supply chain, resulting in high sales. When the customer goes to buy something, he finds what he needs. The stores lose no business that can be sold. (Kim, 2006).

Capital costs: In the event that the management of the supply chain is successful, the supply chain's capital costs, such as the costs of operating factories and warehouses, are kept to a

minimum. If demand exceeds production, stock will be kept to a minimum, reducing the number of stores required to serve customers (Jurek, 2011)

Capital reserve funds: The successful administration of the store network boosts the functioning capital of the organization in light of the fact that the stock will be straightforwardly changed over into notes receivable according to the monetary perspective. The company's market value will rise as a result of this inventory change. According to Day (2008), the need to effectively implement supply chain management is the driving force behind its importance. Ultimately, the following factors encourage businesses to adopt the supply chain management strategy:

1 -Need to improve operations.

2 -Raising the level of external purchase

3 -Reduce transportation costs

4 -Increasing the importance of e-commerce

5-Increasing competition pressures and expanding the scope of globalization 6- The complexity of supply chains, hence the need for effective inventory management

2.7. Requirements for success of supply chain management

A number of factors represent the success of the requirements for supply chain management as defined by Ross (2011):
• Ensuring mutual benefit by establishing trust among supply chain participants in order to accomplish the partnership's goals.

• Interest and Joint effort.

• Integrating the company's systems and operations into one another and bringing them into harmony.

• Actuating correspondences and diminishing the distance between all gatherings. • altering the culture of the company.

• Exchanging knowledge and information.

• Having goals in common that save time and increase productivity

In light of the foregoing, successful supply chain management necessitates the integration of all chain segments-suppliers, factories, warehouses, distributors, and retail outlets-as well as cooperation, planning, and coordination among supply chain partners to ensure efficient operations. Value is added to products and services as they are delivered from the manufacturer to the consumer, which is why supply chains are referred to as value chains. Worth or supply chains are the total of the different business of associations; they comprise of two parts for every association: Supply part and Request part (Stevenson, 2005).

The stock part starts with the start of chain and finishes with the inner tasks of the association. - The interest part of chain starts where the association's result is conveyed to the ongoing client and finishes with the end client in the chain. Sales and distribution are the components of the value chain that make up the demand chain. According to Hinterhuber (2002), the vital coordination of the value chain is a method of creating and acquiring value by effectively interconnecting previously distinct market-based activities to perform internal operations for the development of business network activities, which essentially create new markets.

Figure1. Conceptual Framework of the Study

Source: Own Survey (2024)

14

The above conceptual framework depicts the relationship between the independent and dependent variables. As can be seen in the figure, organizational performance of a factory is mainly dependent on the supply chain management practices. The successfulness of the organization in terms of its performance mainly relies on strategic supplier partnership, customer relationship, level of information sharing, and level of information quality. The aforementioned qualities of an organization like Dashen Brewery determines increased market share, increased growth in sales, increased growth in return on investment, increased profit margin on sales, increased overall competitive position, and increased quality of product.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

The purpose of this study was to investigate the impact of supply chain management practices on organizational performance at Dashen Brewery factory. In this section, research methodologies employed to achieve the research purpose are addressed.

3.2. Research design

As per Gray (2014), research design entails a methodical plan made by the researcher to collect, measure, and analyze the respondents' data. It is referred to as strategies of a researcher's inquiry into the subject at hand by authors. The methodology of enquiry utilized in this study is the quantitative. A structured questionnaire adapted from Elvis (2022) were used in this study to gather respondents' opinions, allowing for comprehensive knowledge of the phenomenon under investigation (Creswell, 2014). Utilizing questionnaires is advantageous because they are less expensive and, at best, provide anonymity. Kumar (2014) claims that research designs are of the assessment that the specialist saves time, human and monetary assets since they do not need to meet with each respondent. The disadvantage, on the other hand, is that the researcher does not get in touch with respondents, so they do not get a chance to talk to them about their questions. In this study, therefore, a case study was employed to look into the practice of supply chain management and its impacts on the organizational performance at Dashen Brewery Factory.

3.3. Research method

For this study, a quantitative research method was chosen. According to Edmonds and Kennedy (2013), quantitative research is the use of quantitative properties in conjunction with the systematic steps of scientific research. The decision for this quantitative methodology provides the specialist with a benefit of helpful information from respondents, In this case, the study employed a quantitative research method whereby advanced statistical packages are used.

3.4. Area of study

Dashen Brewery in the Amhara region is the focus of the research. It is found 780 km away from Addis Ababa. It has more than 1300 workers at various sections including finance, quality control, supply chain, production, procurement and the like which received the majority of the research's attention.

3.5. Population and sampling

Population describes the total quantity of case which is the subject of a study that consists of objects, people, and events. The population of this study consisted of employees at Dashen Brewery Factory.

3.5.1 Sampling Method

Sampling depicts the total number of items, people, and events in a case that is the subject of a study. In order to identify respondents for this study, purposive sampling will be used. This depends on the way that the actual review embraces a contextual investigation approach managing a specific district. In other words, this is based on the fact that the study itself will adopt a case study approach dealing with a particular Factory.

3.5.2 Purposive Sampling

Purposeful sampling is a method of sampling that is used in special circumstances where the sampling is done with a specific goal in mind. The researcher wants to find out how well SCM will affect service quality for a Dashen Brewery Factory, so prefers to choose this approach based on these points of view. As a result, the population of the aforementioned Factory that is targeted consisted of people who are in charge of SCM in various parts of the Factory, such as finance, infrastructure, and management, procurement, service quality. As a result, the researcher will purposefully select a sample of approximately 100 respondents for this study from a total population of above 1300 workers at this Brewery factory, which is my case study, because I believe they possess the necessary information.

3.6. Data collection technique

The data collection technique in this study followed a quantitative approach. The main data collection technique was questionnaires.

3.6.1. Questionnaires

In empirical research, a questionnaire is an instrument for collecting data, according to Gray (2014). Respondents' information was gathered through the use of a closed-ended questionnaire adapted from Elvis (2022). The purpose of the questionnaire was to gather information and opinions about the impacts of the supply chain management practices on organizational performance at Dashen Brewery. For each section, structured questions were used. The use of this instrument ensures the researcher's objectivity and suspends personal prejudices and

biases. A total of 100 questionnaires were distributed to employees. They were knowledgeable enough to complete the questionnaires and can make an educated decision.

3.7. Data analysis and statistical techniques

Without interpretation and analysis, data are meaningless. Through the use of questionnaires, data from employees were gathered and compiled into what is referred to as 'raw data.' Each question on the questionnaire and the data that goes along with were organized and presented as variables during the process of collecting data. Utilizing computer programs like MS Excel and the Statistical Package for Social Science (SPSS), the analysis was made. Hence, Descriptives were utilized. In this case, means and standard deviations have been employed. Likewise, inferential statistics such as correlation and regression were also used to notice significant relationships among the independent variables and between the dependent and the independent variables.

CHAPTER FOUR: RESULTS AND INTERPRETATION

4.1. Introduction

The empirical study's results are discussed in this chapter. The information was gathered by a structured questionnaire adapted from Elvis (2022). The surveys were distributed to the workers in the sections of Dashen Brewery infrastructure, finance, and supply chain personnel, procurement, quality control, who are directly involved in the major processes of the factory. The computer-based SPSS software was used to analyze the data. Both descriptive and inferential statistics were employed to analyze the data. The descriptive statistics such as mean and standard deviations were used to look into the practices of supply chain management. Whereas, correlation and regression were computed to come across the relationship of the variables as well as the impacts of the independent variables over the dependent variable which is the organizational performance of Dashen Brewery Factory.

4.2. SECTION A: BIOGRAPHICAL DATA

The characteristics of the respondents to this study in terms of age, educational background, and experience are represented in this section.

4.2.1. Age of the respondents

In order to determine the respondent's age group, it was crucial to examine the sampled population's age structure.

Figure 2. Age of the respondents
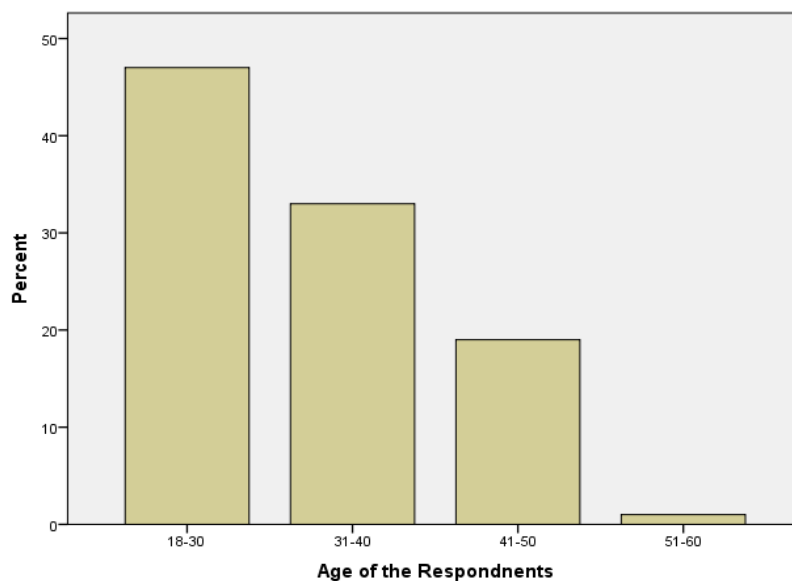
Figure 1 shows clearly that there were no employees over the age of 61 working in the specified sections. Majority of respondents were between the ages of 18 and 30, indicating that in the factory there are active young workers who are able keep learning about Dashen Brewery's SCM culture. This, however, may have disadvantage for service quality. Very few workers are between the age of 51 and 60 showing that the factory seem to have very few experienced workers in terms of their age level. About 32 percent of the workers are also between 31-40 age level showing that they are still in the active working ability stage where they contribute to the successfulness of the factory.

4.2.2 Education qualification

For the Factory to be effective in SCM of service quality, the level of qualification stands out as a very important requirement in addition to the requirement for experience for a job. The study's respondents' level of qualification is shown in the figure below.

**Figure 3. Qualification of respondents**
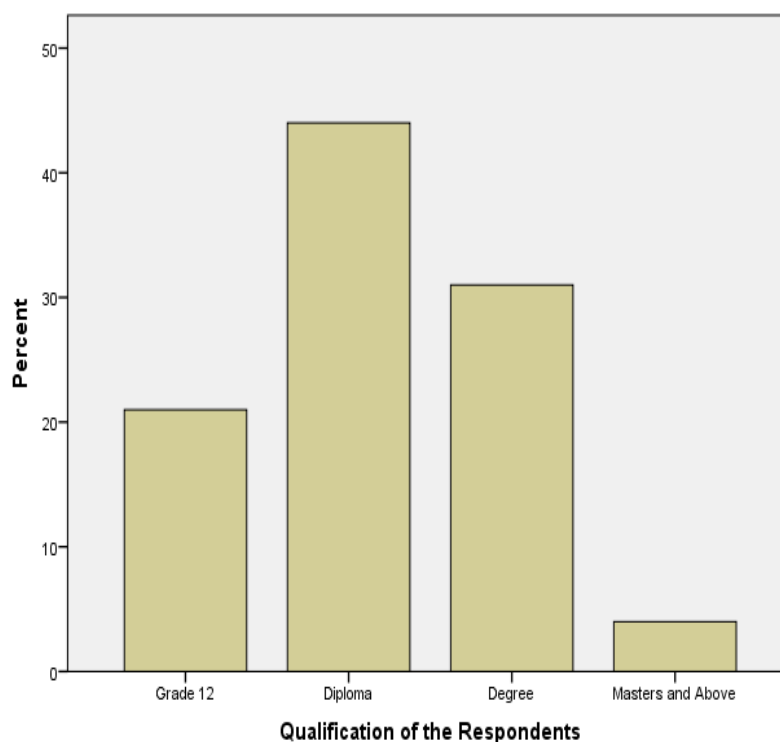
The educational qualifications of the employees are clearly depicted in Figure 2 above. The chart shows that 21% of these employees only have a grade 12 education, while only 3% of respondents have a master's degree and up to 43% have diplomas. Moreover, about 30% of the workers at the specified sections hold degrees indicating that, the majority of employees at the

Dashen Brewery are qualified, according to the results. However, this does not mean that they carry out their responsibilities in accordance with the SCM's principles.

4.2.3 Work Experience at the Factory
The inquiry was presented to decide the respondents' time of work at Dashen Brewery factory. The figure below shows the

Figure 4: Length of Employment at the Factory
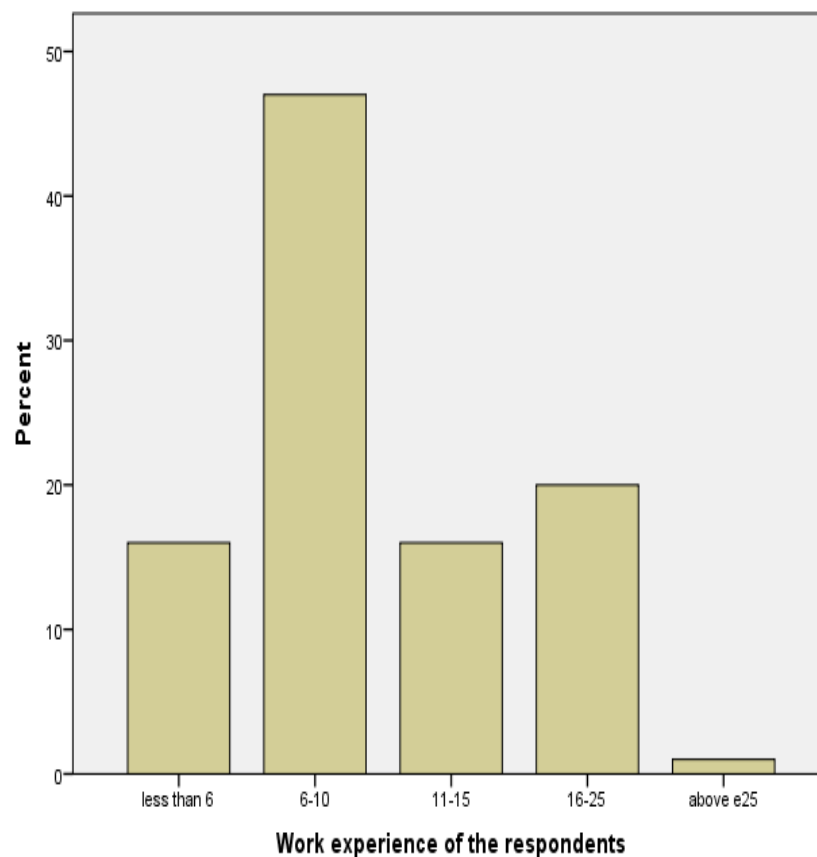
As per the diagram, about 17% of the workers have been utilized for less than six years, most of the workers have been employed for six to ten years, 17 percent have been employed for eleven to fifteen years, 20 percent have been employed for sixteen to twenty years, and 1 percent have been employed for more than 25 years. The figure shows that nearly half of the employees have been with the Factory almost six to ten years, so they are still familiar with the work environment and culture. While a small bunch of others have worked for less than 6 years which shows that they may not have adequate opportunity to find out about the cycle and strategies of the SCM.

4.3. SECTION B: Supply Chain Management Practices

Dashen Brewery's supply chain management practices are described in this section. The supply chain management indicators are strategic suppliers' management, customer relationship, level of information sharing, level of information quality. The section also addresses how this influences organizational performance. the data gained via questionnaire on Likert scale, where SD stands for "Strongly Disagree," D for "Disagree," N for "Neutral," A for "Agree," and SA for "Strongly Agree," responses were presented. The results in relation to the reliability of the items have been computed.

Table 1. Reliability Test

S/N	Indicators	Number of Items	Cronbach Alpha
1	Strategic supplier partnership (SSP)	6	.784
2	Customer relationship (CR)	5	.724
3	Level of information sharing (LIS)	6	.764
4	Level of information quality (LIQ)	5	.751
5	**Overall Test**	22	.787

4.3.1 Strategic Supplier Partnership

The researcher looked into how SCM worked in the Dashen Brewery to examine the supply chain practices to see if SCM's goals are being met vis-à-vis the trading partners.

Table 2. Strategic Supplier partnership

Descriptive Statistics					
Indicators	N	Min	Max	Mean	Std. Deviation
Quality is considered as our number one criterion in selecting suppliers.	100	1	5	3.68	1.004
We jointly solve problems with our suppliers.	100	1	5	3.53	.834
	100	1	5	3.52	1.096

To improve their product quality, we tend to help our suppliers.					
Our key suppliers are evolved in our continuous improvement program.	100	1	5	3.34	1.027
During our goal setting and planning, our key suppliers are considered.	100	1	5	3.33	1.092
In the new product development processes, our suppliers are actively engaged.	100	1	5	3.59	.922
Valid N (listwise)	100				

The opinions regarding the practices of supply chain management in terms of strategic supplier partnership in the Dashen Brewery are depicted in Table 2 above. The outcomes show that the majority of the respondents consider quality as a key for achieving the goal of the factory with a mean score 3.68, indicating that the higher the mean score, the more the respondents agree with the indicator. The standard deviation is indicated to be 1.004 which shows larger dispersion of the rating in terms of the first indicator. The second mean score is observed in the last variable with a mean score of 3.59, showing that respondents agree on the active engagement of the suppliers in the process product development. This is backed by the level of standard deviation (9.22), indicating that most of the participants seem to agree on this variable since the score is somewhat close to the mean score. The mean score 3.52 showed that in terms of helping suppliers in order for improving their product quality, most of the participants found to agree on exerting active support as the mean score with 1.096 standard deviation. However, the mean score 3.34 and 3.33 indicated that some respondents remain neutral on whether their key suppliers are engaged in the continuous improvement program and they seem to not value the key suppliers to be considered during goal setting and planning.

4.3.2. Customer Relationship
Satisfying customers and keeping their spirit with the products of a factory is crucial for the sustainability of its service quality which in turn keeps well-handled customer relationship. Table 3 hereunder outlines the results of the study as regards customer relationship at Dashen Brewery Factory.

Table 3: Customer Relationship

Descriptive Statistics					
Indicators	N	Min	Max	Mean	Std. Deviation
To set reliability, responsiveness, and other standards, we frequently interact with customers.	100	1	5	3.27	1.213
We evaluate and measure customer' satisfaction on a regular basis.	100	1	5	3.46	.846
We anticipate and speculate future customer' expectations.	100	1	5	3.51	1.096
We assist customers to build their capacity.	100	1	5	3.32	1.024
We periodically evaluate the importance of our relationship with our customers.	100	1	4	3.06	1.135
Valid N (listwise)	100				

With regard to customer relationship, the table above depicts that with the exception of measuring customers satisfaction and anticipating future customer expectations, the rest of the variables show larger mean score, having strongly disagree (1) as a minimum and strongly agree (5) as a maximum rate. In light of frequently interacting with customers, the table indicates that majority of the respondents are found to believe that the factory frequently interacts the customers in order to set reliability, responsiveness, and other standards as regards 3.27 mean score with 1.213 standard deviation. 3.46 mean score is observed which reveals most of the respondents seem to practice to evaluate and measure customers' satisfaction on a regular basis. In here, 0.846 standard deviation is also noticed, indicating that the score to measure this variable is close to the mean score. 3.51 mean score has also been depicted in the result, indicating that most of the participants believe that the factory is in a position to anticipate and speculate future customers' expectations. The least mean score, on the other hand, is 3.06 which is indicated in the last variable with 1.135 standard deviation.

4.3.3 Level of Information Sharing
A clear information system in a factory is crucial since it is of paramount importance to provide a clear image to the partners on a daily basis and boost the organizational performance. Table

4 below shows the respondents' responses about their factory with regard to information sharing/

Table 4: Level of Information Sharing

Descriptive Statistics					
Indicators	N	Min	Max	Mean	Std. Deviation
We launch communication channel with our trading partners as per the mutual needs.	100	1	5	3.68	1.004
Our partners share us trademarked information.	100	1	5	3.53	.834
We are kept fully informed about our business with our partners.	100	1	5	3.52	1.096
Our trading partners share business knowledge of core business processes with us.	100	1	5	3.34	1.027
During the establishment of business planning, we and the trade partners exchange information.	100	1	5	3.33	1.092
We and the trade partners share useful information about the changes and events that affect other partners.	100	1	5	3.59	.922
Valid N (listwise)	100				

Table 4 above shows indicators that measure the level of information sharing in Dashen Brewery Factory. As can be seen in the table, larger mean score (3.68) is observed demonstrating that participants seem to launch a useful communication channel whereby they can share information with trading partners by the principle of mutual benefit. Another larger mean score (3.59) with 9.22 standard deviation has been seen in the result, indicating that the respondents are in a position to share information with their partners to avoid the changes that may result in bad effects. The result also shows that most of the workers are on the practice of sharing trademarked information with their partners (Mean: 3.53). The practice of being informed about their business has been noticed in the result as mean score of this variable has become 3.52. The least mean scores in the result about level of information are observed to be 3.34 and 3.33 respectively, showing that there is practice of sharing business knowledge with

the partners as well as exchanging information during business planning preparation. .922 standard deviation is noticed in the last variable where majority of the participants are found to practice sharing information which they believe is useful to avoid negative consequences as a result of organizational changes.

4.3.4. Level of Information Quality

The quality information in a company or factory is a vitally important part of today's industrial operation. Providing partners and customers with accurate and diverse information can assist them to have a better understanding. Table 5 below shows the results of the respondents regrading level of information at Dashen Brewery Factory.

Table 5. Level of Information Quality

Descriptive Statistics					
	N	Min	Max	Mean	Std. Deviation
The information exchange launched between our trading partners and us is timely	100	1	5	3.32	1.081
Our trading partners and we exchange accurate information.	100	1	5	3.47	.834
The information exchange launched between our trading partners and us is complete	100	1	5	3.46	1.114
The information exchange launched between our trading partners and us is adequate.	100	1	5	3.40	1.015
The information exchange launched between our trading partners and us is reliable.	100	1	5	3.18	1.167
Valid N (listwise)	100				

Table 5 shows the level of information quality as a major indicator of supply chain management practices in Dashen Brewery Factory. The result, with regard to delivering information timely, found to have 3.32 mean score with 1.081 standard deviation, which is the second least score under the information quality category. The highest mean score, however, has become 3.47 with .834 standard deviation, indicating the accuracy of information the participants and their

trading partners share. The second mean score has also been 3.46 which indicates the completeness of the information that workers at Dashen Brewery Factory share with their trading partners. Similarly, the result is found to have 3.40 mean score that depicts that most of the respondents are found to exchange adequate information with partners. The least mean score has been 3.18 with 1.167 standard deviation about the reliability of the information the participants share with their trading partners.

4.4. Inferential Statistics
4.4.1. Relationships of the supply chain management indicators
Table 6. Summary of Descriptive Statistics for the Entire Supply Chain Indicators

Descriptive Statistics			
	Mean	Std. Deviation	N
Strategic Supplier partnership	20.99	4.160	100
Customer Relation Ship	16.62	3.689	100
Level of Information Sharing	20.02	4.439	97
Level of Information Quality	16.83	3.709	100

Table 6 above tells the means and standard deviations of the respondents' results of the four supply chain practices. From the table, we can notice that differences exist among the participants in terms of their opinions on the different indicators. As opposed to customer relationship and information sharing with 16.62 and 16.83 means respectively, strategic supplier partnership and level of information quality were found to have higher means. With regard to standard deviation, (97) larger dispersion of scores was which is close to mean is relatively observed in level of information sharing variable.

Table 7. Correlations

		Strategic Supplier partnership	Customer Relation Ship	Level of Information Sharing	Level of Information Quality	Operational Performance
		Correlations				
Strategic Supplier partnership	Pearson Correlation	1	.907**	.079	.859**	.948**
	Sig. (2-tailed)		.000	.443	.000	.000
	N	100	100	97	100	100
Customer Relation Ship	Pearson Correlation	.907**	1	.136	.922**	.921**
	Sig. (2-tailed)	.000		.184	.000	.000
	N	100	100	97	100	100
Level of Information Sharing	Pearson Correlation	.079	.136	1	.154	.090
	Sig. (2-tailed)	.443	.184		.131	.380
	N	97	97	97	97	97
Level of Information Quality	Pearson Correlation	.859**	.922**	.154	1	.905**
	Sig. (2-tailed)	.000	.000	.131		.000
	N	100	100	97	100	100
organizational Performance	Pearson Correlation	.948**	.921**	.090	.905**	1
	Sig. (2-tailed)	.000	.000	.380	.000	
	N	100	100	97	100	100
**. Correlation is significant at the 0.01 level (2-tailed).						

Table 7 above depicts the relationship of the variables, the indicators of supply chain management and the organizational performance. As shown in the correlation, strong relation is noticed between organizational performance and strategic supply management (r= .948) at p<0.01 level, showing that the more the strategic supplier management is practiced the better the performance of the organization becomes. The other positive relationship has been noticed between level of information quality and customer relationship with a correlation coefficient: r=0.922 where one can understand, from the study, that the information quality that workers in Dashen Brewery Factory use significantly correlates with customer relationship which might strengthen their mutual relationship that can positively affect the organizational performance. The result also shows that organizational performance has positive correlation with customer

relationship (r= 0.921), indicating that the successfulness of an organization relies on the relationship that the factory or company has with its customers. Furthermore, customer relationship shows significant correlation with strategic supplier management (r=0.907), indicating positive relationships between these variables. Another strong correlation has been noticed between organizational performance and information quality (r=0.905). However, weak correlation has been noticed between level of information quality and strategic supplier management where correlation coefficient is found to be: r= 0.848, showing significant relationship between the quality of information workers use with their partners and the suppliers' engagement.

4.5. Impact of Supply Chain Management Practices on Organizational Performance

Table 8. Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.965[a]	.931	.928	1.292
a. Predictors: (Constant), Level of Information Quality, Level of Information Sharing, Strategic Supplier partnership, Customer Relation Ship				

As can be seen above, 0.965 indicates the existence of strong relationship between the practices of supply chain management and the organizational performance in Dashen Brewery Factory. Level of information quality, level of information sharing, customer relationship and strategic supplier partnership significantly predicts the successfulness of the factory. The result of R square shows that the organizational performance of Dashen Brewery factory may account of 93.1% (.931) of the practice of supply chain management.

Table 9. ANOVA

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2063.286	4	515.82 2	308.9 55	.000[b]
	Residual	153.601	92	1.670		
	Total	2216.887	96			
a. Dependent Variable: Operational Performance						
b. Predictors: (Constant), Level of Information Quality, Level of Information Sharing, Strategic Supplier partnership, Customer Relation Ship						

The four indicators of supply chain management as can be seen in Table 9 significantly predict the organizational performance at Dashen Brewery factory, $F_{(4,92)} = 308.955$, $p<.00$, which indicates that the four supply chain practice indicators under the study have significant impact on organizational performance. Therefore, it is possible to say that the model is significant.

Table 10. Coefficients

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.046	.875		-2.338	.022
	Strategic Supplier partnership	.673	.077	.588	8.742	.000
	Customer Relation Ship	.191	.117	.148	1.625	.108
	Level of Information Sharing	-.018	.030	-.017	-.602	.549
	Level of Information Quality	.340	.096	.263	3.538	.001
a. Dependent Variable: Operational Performance						

In addition, coefficients were further assessed to ascertain the influence of each supply chain management practice indicator on organizational performance. As can be seen in Table 10, strategic supplier management and level of information quality significantly and positively affect organizational performance. On the other hand, since the values of 0.108 and 0.549 are

greater than the level of 0.05, customer relationship and level of information sharing do not have a significant positive impact on organizational performance at Dashen Brewery Factory.

CHAPTER FIVE: SUMMARY, CONCLUSIONS RECOMMENDATIONS

5.1. Summary

In this chapter, all of the discussions of the study that link the literature review to the data analysis results are presented in order to draw a final inference and provide recommendations when they are required. The purpose of the study was specifically to investigate the supply chain management practices and the impacts they have on organizational performance at Dashen Brewery Factory. The report on whether the research objectives have been achieved was also part of the discussion.

Regardless of its significance impact, supply chain management was established late in Ethiopia, and there have been insufficient follow-ups to assure its effectiveness throughout the first deployment period (Bilen, 2020).

Bilen (2020) justifies that Ethiopia's brewery factory's primary objective is to generate optimal profit and suggests that they should maintain their cost low and raise their quality as per the expectation of the customers. Dashen Brewery has several stakeholders and the mission of this factory is to provide high quality beer for the general public. In the downstream of production of beer, however, the researcher has got informal information from some workers about the factory which seems to be confined with challenges such as lack of information exchange with partners. In this case, there has also been continuous service quality problem suggesting that the SCM principles implemented might have not promoted effective and efficient service quality. This study was conducted, therefore, to investigate the supply chain management practices at Dashen Brewery factory and the significant correlations that the indicators of supply chain management that may directly or indirectly influence the performance of the factory.

In this regard, it was thought to be the most useful for obtaining opinions on the practice of supply chain management from a large population, a quantitative research approach was used. In addition, using the quantitative approach, it is simple to establish a connection between the various variables and their effects on the organizational performance through supply chain management in Dashen Brewery. A questionnaire, which was used for their study and consisted of closed-ended questions, is the instrument for data collection that is most relevant to a quantitative study. The officials and some workers who are currently involved with supply chain management completed the 100 questionnaires that were distributed.

The result discloses that there were no employees over the age of 61 working in the specified sections. Majority of respondents were between the ages of 18 and 30, indicating that in the factory there are active young workers who are able keep learning about Dashen Brewery's SCM culture. This, however, may have disadvantage for service quality. Very few workers are between the age of 51 and 60 showing that the factory seem to have very few experienced workers in terms of their age level. About 32 percent of the workers are also between 31-40 age level showing that they are still in the active working ability stage where they contribute to the successfulness of the factory.

With regard to qualifications, while only 3% of respondents have a master's degree and up to 43% have diplomas, about 30% of the workers at the specified sections hold degrees indicating that, the majority of employees at the Dashen Brewery are qualified. It was also that nearly half of the employees have been with the Factory almost six to ten years, so they are still familiar with the work environment and culture.

The outcomes of the study also show that the majority of the respondents consider quality as a key for achieving the goal of the factory showing that they agree on the active engagement of the suppliers in the process product development and for improving their product quality as well as engagement in the continuous improvement program during goal setting and planning.

With regard to customer relationship, the study shows that majority of the respondents are experiencing with active participation that considers customer satisfaction in terms providing them with quality beer. Regarding the level of information sharing in Dashen Brewery Factory, the result demonstrated that participants seem to launch a useful communication channel whereby they can share information with trading partners by the principle of mutual benefit. Moreover, according to the data gathered from the respondents, the level of information quality is found to be shared with due consideration the partners.

The study, furthermore, revealed that there found to be strong correlation among the indicators of supply chain management practices. It was also observed, from the results, that with the exception of information sharing, the rest of the variables indicated positive correlation with organizational performance. Likewise, the result of R square shows that the organizational performance of Dashen Brewery factory may account of 93.1% of the practice of supply chain management. The coefficients ascertained the influence of each supply chain management practice indicator on organizational performance. in this case, strategic supplier management

and level of information quality significantly and positively affect organizational performance. However, customer relationship and level of information sharing do not have a significant positive impact on organizational performance at Dashen Brewery Factory.

5.2. Conclusions

According to the findings of the study, the following conclusions are made.

➢ The majority of the officials/workers in charge of supply chain management were aware of the reason for its implementation; they are active young employees that are able to discharge responsibilities about the quality of the service vis-à-vis the customers' satisfactions. In addition, most of the employees were qualified with a minimum qualification whereby they can be dynamic to responsibly make decisions.

➢ supply chain management procedures in today's competitive business world, must be properly managed by firms and organizations in order to be successful in the process of providing customers high-quality services. Supply chain management techniques such as strategic supplier partnerships, customer relationships, information sharing and information quality levels are all part of the supply chain management process. In this regard, most of the officials and workers at Dashen Brewery Factory were in a good position to practice these quality service indicators wherein the performance of the factory mainly relies on.

➢ Supply chain management practice indicators such as strategic supplier partnership and information quality significantly contributes for the success of the factory; whereas, information sharing and customer relationship have little to do with the organizational performance.

➢ From the result, it was also shown that the supply chain management practices have favorable influence over the organizational performance.

5.3. Recommendations

Based on the findings of the study, the following recommendations are made.

➢ Supply chain management practices have considerable impact on organizational performance in terms of strategic supplier partnership, customer relationship, information sharing, and information quality. All these variables have unique

contribution for the success of the factory. Therefore, attention should be paid to the most significant indicators that mainly affect the factory.

➢ Strong customer relationship as regards organizational performance have considerable impact in most industries throughout the world. In this case, it is advised that the factory should maintain a strong partnership keeping the customer relationship at the front stage.

➢ The research investigated the practices of supply chain management on organizational practices at Dashen Brewery factory in relation to strategic supplier partnership, customer relationship, information sharing, and information quality. Thus, further studies are need how other variables of supply chain practices affect the factory.

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APPENDIX 1
Survey Questionnaire

AMERICAN COLLEGE OF TECHNOLOGY

The aim of this questionnaire is to assess the "**The Impact of Supply Chain Management Practices on Organizational Performance. A Case Study at Dashen Brewery Factory.** This questionnaire is for academic purposes only and any information gathered will remain confidential. Where alternatives have been provided in this questionnaire, please tick the appropriate response. For any other question write your answer in the space provided. Your participation and cooperation in this study is highly appreciated and valued.

SECTION A: DEMOGRAPHICS (Only circle one option under each question)

1. Age
   A. 18-30
   B. 31-40
   C. 41-50
   D. 51-60

2. What is your highest level of education?
   A. Grade 12
   B. Diploma
   C. Degree
   D. Masters and Above

3. How long have you been working in the Dashen Brewery factory?
   A. Less than 6 years
   B. 6-10 years
   C. 11-15 years
   D. 16-25 years
   E. Above 25 years

SECTION B: Supply Chain Management Practices of Dashen Brewery Factory

With regard the supply chain management practices of the Dashen Brewery Factory, please **tick** the appropriate number to indicate the extent to which you agree or disagree with each statement. The item scales are five-point Likert type scales with **1= Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 =Agree, 5 = Strongly Agree**

No.	Indicators	SD	D	N	A	SA
		1	2	3	4	5
	Strategic Supplier Partnership (SSP)					
1	Quality is considered as our number one criterion in selecting suppliers.					
2	We jointly solve problems with our suppliers.					
3	To improve their product quality, we tend to help our suppliers.					
4	Our key suppliers are evolved in our continuous improvement program.					
5	During our goal setting and planning, our key suppliers are considered.					
6	In the new product development processes, our suppliers are actively engaged.					
	Customer Relationship (CR)					
1	To set reliability, responsiveness, and other standards, we frequently interact with customers.					
2	We evaluate and measure customer' satisfaction on a regular basis.					
3	We anticipate and speculate future customer' expectations.					
4	We assist customers to build their capacity.					
5	We periodically evaluate the importance of our relationship with our customers.					
	Level of Information Sharing					
1	We launch communication channel with our trading partners as per the mutual needs.					
2	Our partners share us trademarked information.					
3	We are kept fully informed about our business with our partners.					
4	Our trading partners share business knowledge of core business processes with us.					
5	During the establishment of business planning, we and the trade partners exchange information.					
6	We and the trade partners share useful information about the changes and events that affect other partners.					
	Level of Information Quality (LIQ)					
1	The information exchange launched between our trading partners and us is timely					
2	Our trading partners and we exchange accurate information.					
3	The information exchange launched between our trading partners and us is complete					
4	The information exchange launched between our trading partners and us is adequate.					

No.	Indicators	SD	D	N	A	SA
		1	2	3	4	5
5	The information exchange launched between our trading partners and us is reliable.					
	Organizational Performance (OP) How well is Dashen Brewery Factory for the past five years?					
1	Increased Market Share					
2	Increased growth in sales					
3	increased growth in return on investment.					
4	Increased Profit margin on sales.					
5	Increased Overall competitive position.					
6	Increased quality of product					