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Supply Chain Integration and Market Orientation and Their Effects on Firm Performance (Evidence from manufacturing companies Shahid Salimi industrial town of Tabriz)

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ABSTRACT

The present study aims to investigate the impact of two different dimensions of supply chain integration (SCI) on two aspects of firm performance in the emerging economy of Iran. In addition, the moderating effects of market orientation on the relationship between supply chain integration and firm performance are explored. For this purpose, using a questionnaire to collect data from 182 manufacture companies based in the manufacturing companies Shahid Salimi industrial town of Tabriz and to test the hypotheses, SPSS19 and Lisrel software employed and structural equation modeling performed to assess the measurement model. The results show that Supply chain integration and market orientation have a significantly and positive effect on firm performance. But among the variables of information sharing and operational performance and firm performance wasn't found a significant relationship. Furthermore, Operational coordination is positively associated with operational performance

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INTRODUCTION

Today, the past production methods that they look less integration in their processes have lost their efficiency, and Supply chain has an ability to respond to the situation. As an integrated approach for the proper management of the flow of materials, goods, information and financial. For this philosophy implementation, the tools and techniques of program planning, such as the old and new mathematics, simulation, manufacturing, etc. are helping. There is a close relationship between design and current supply-chain management (material, financial, data) and the success of commonality. So that most of the e-commerce failure may be attributed to the problems due to design and supply chain management in flow. Supply chain management is a set of methods that will be applied for the effective supply of integrated production, producers, suppliers, warehouses, and stores the required products, lift up to a certain amount and at the time and location of determined produced and be supplied to the customer so to minimize the total chain cost and in the meantime be fulfilled the need for a high level of customer service [1]. The role of the entries, is the main role on the success or defeat of the supply chain, Therefore, inventory levels across the supply chain coordination is important. On the dominant production units in our country yet the traditional point of view in the programming the branch operations associated with the preparation and procurement is dominated. And forming units of supply chain provider, each one decide alone regarding the interest improvement that this applies to the majority of the time Increased the cost of chain, increasing the price of the product and as a result of a significant decrease in competitive power companies [2]. In this thesis it has been trying to measure and examine the effect of integrated supply chain for the company's performance, as well as a likely mediator that influences the direction of market-making in this regard, For the first time in Iran with studying manufacturing companies located on Shahid Salimi industrial twon of Tabriz.

2. The Theoretical principles and experimental history:

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Organizations are not in a vacuum. Every organization, including corporations, public companies, or small businesses who want to meet the diverse demands of customers and stakeholders, thus requiring materials, equipment, facilities and other providers of the organization and performance of an organization by activities of other organizations that comprise the supply chain, is impressed. Key to the survival of today's organizations lies in understanding customers' needs and respond quickly to the needs [3]. This is because of supply chain and supply chain management in recent years seems to have attracted many researchers and industrialists. All experts agree that major changes in inventory management and post them emerged in the 1970s and early 1980s. When the computer system so evolved that they could offer manage reports and other data more frequently. In the early 1990s, the concept of supply chain organization had not yet entered the popular lexicon. Staff were talking about access to resources or the production, distribution trends. They implement MRP, efficient response to customer demands [1] (ECR) that was One Primary Copy Of chain demand direction, and ongoing programs to fill the vacancy warehouses were set. In 1995 and 1996 supply chain found its place among public [4].

The supply chain includes all activities associated with the flow and exchange of goods and services, from stage Primary raw materials up to Final useable product stage by customer. The Transportation In addition Upon Materials Flow, Also includes Information and financial flow [5].

The supply chain integration [2] (SCI) Point out that the company manages processes within and between organizations jointly with channel partners, [6]. SCI helps the company to improve partner-driven processes through global collaboration and finally react to technology and market changes in time [7]. Figure 1. The integrated supply chain model [8] is shown.

The impact of supply chain integration on firm performance [3] have been considered by many researchers. Based on available history about SCI it was found that Larger Level of integration leads to better corporate performance [7]. Supply chain integration, can aid companies on business challenges at the strategic, operational and technological. Potential benefits of SCI have attracted many attention widespread and protection of positive effects is increasing. However, some researchers believe that Research on SCI must be shifted from its value justified case, to understand and recognize that it is applicable to the collection, [9]. In fact, with the aggravation of the phenomenon of globalization and competitiveness in the global economy, companies increasingly needs to act close to their supply chain partners. That the issue can be viewed on new approaches in some production and commercial companies in Iran. Forohelij (2002) and Rai et al. (2006) have proved that there was a significant positive relationship between SCI and the performance of the company in their research, while Flyien (2010) know this relationship significant.

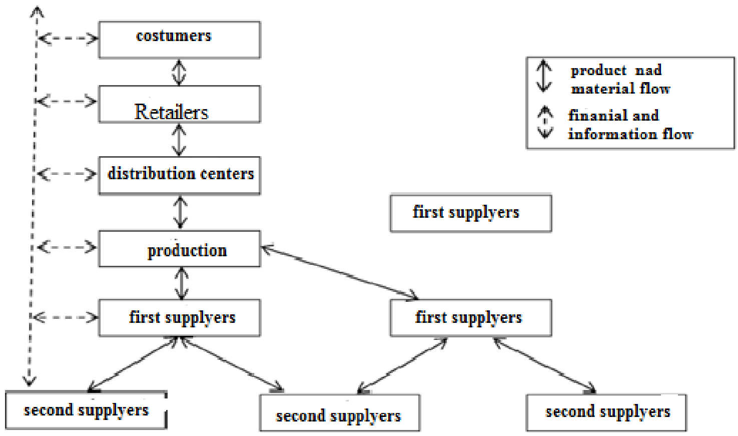

Fig. 1: integrated supply chain model

Market orientation[4], refers to market orientation to the direction that creates added value for its customers [10] and plays a fundamental role in strategy and organizational management [11]. Hence, to investigate the possible effects of market orientation on firm performance, It was leading to the opening of a new Bright Horizons understanding on the underlying mechanisms behind the impact SCI.

This research will provide the framework for defining the right scope SCI that Included to Information Sharing [5], and OCC [6]. The Information sharing refers to the extent to which information is shared among supply chain members, and together they exchange. The sharing of information, are the foundation SCI. No sharing of information, little of interest can be created in the supply chain integration. While the OCC, is reflecting Exchange and Correct Exchange decisions, Knowledge and sources throughout continuum Security that are ongoing to Purpose Upper win Performance and Coordination activities [12]. For example, empirical evidence suggests that information sharing in the supply chain helps to benefit from a competitive advantage to companies in various ways such as increased sensitivity to market trends and demands of the customer, reduce General cycle time and Cost Achieving Balance and innovative ideas for products / services [12, 13]. In addition, operational coordination helps on resulting in more efficient operation with quick, reliable and low risk in the supply chain that the company respond to uncertainty in the market enjoying a fast and accurate method [14]. These two dimensions of SCI can affect corporate performance in terms of operational performance and business performance,. In the literature, researchers have shown that these two dimensions of SCI can be used as important predictors of Mother Company Operation.

In addition, the company's market orientation, adjust the relationship between SCI and Company performance .Hefo and colleagues (2012) in their study support of mediation and moderation effect on the relationship between market orientation and performance of enterprise supply chain integration [15]. Orientation reflects the company Philosophy Strategic to participate in values-based company that can stay close to the market, and also help to identify potential sources that cause to the Creation of Competitive advantage For It [16]. In Conversely, SCI Covering Set of capabilities [17], which is due Market orientation, increases performance. Market orientation has three dimensions (philosophies) [7] customer orientation, competitor orientation [8] and Inter-functional coordination [9]. In Specifically, Coordination Inside Functional pointed out to Coordination Sources Company and Customer-oriented activities on the company [18]. In contrast, customer representative enough emphasis on understanding the objectives of the buyer and competitor orientation, focus and capabilities in order to identify the strengths and weaknesses of short-term and long-term strategies of major competitors and the potential [19]. Doublet (2006) and Min et al (2007) have stated that market orientation can be influenced by the supply chain management company, to affect a positive impact on its performance [15].

In order to provide a Definition About Company performance, we need to clarify the Several Subsequent relationship among SCI and Company performance. The concept of Organizational performance has many aspects, and each of them in different ways in previous studies on supply chain management, have been exploited. In this study, two Important aspects Namely Operational Performance [10] And business performance Work[11] will be examined; That specifically, Operation performance pointed out to correction and improvement of the Company reaction to Environmental Changes compared to other competitors, however that Operation performance pointed out to Financial Operation of Company on relating with Investment efficiency, profitability and net income.

In general it must be said that some studies have examined how is the effects of SCI upon Company performance, and knowledge gained from previous work in the context of developing economies may be directly due to differences between developed markets and developing economies, not applicable [20]. Therefore, understanding the effects of SCI at developing economies generally and on Iran Specifically, is Limited. In addition Empirical research findings on the relationship between SCI and Company are integrated ,For Instance some Of Studies show Significant and positive relation and some other meaninglessness . This inconsistency makes it important to identify the effects of contextual factors. In particular, there may have moderator that impact on the SCI trimmer and mediation upon company performance. In summary, considering that the success of supply chain management are essential to Iranian companies, the effects of SCI Upon Company performance on Iran Need To Check accurate and sophisticatedly. As we know this work is not performed up to now and this study is including the first attempts for this purpose. Moreover, in order to identify the mechanisms and the mechanisms influencing SCI, contextual factors such as market orientation, as moderators and mediators of the relationship SCI - performance, should be considered and examined.

3-the hypothesis development and the research conceptual model:

Regarding this research goals and the available history and the conceptual model of the research (figure2) this research assumption including 2 main hypothesis and 6 sub-hypothesis are developed as following:

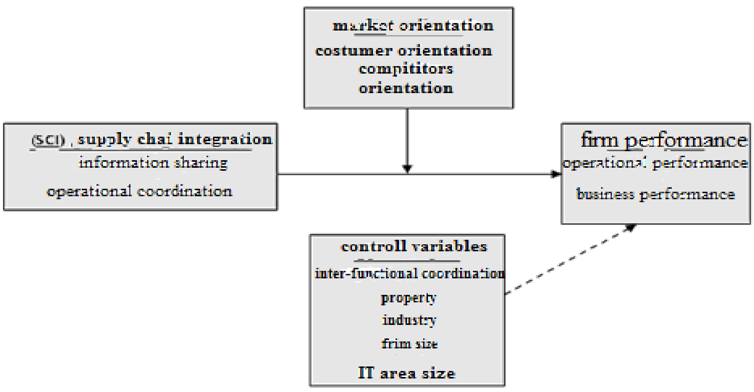

Fig. 2: the research conceptual model

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Research hypotheses:

The main hypothesis:

1-Supply chain integration has (SCI) positive impact on company performance.

Market orientation has a positive impact on firm performance.2

Sub- Hypothesis:

1.1- Information sharing has a positive impact on operational performance

1.2 - Information sharing has a positive impact on business performance

1.3-Coordination Operating has positive Impact on operational Performance

1.4- Coordination Operating has positive Impact on business performance.

2.1-High customer orientation has a positive impact on the relationship among SCI and company performance

2.2 Competitor orientation has a positive impact on the relationship among SCI and company performance.

4-methodology:

The present study was aimed at determining the extent and effect relationship between supply chain integration and market orientation on firm performance, in terms of the objective is applied and it is the descriptive about information gathering. Data collection tool of research were library studies and questionnaires. First, by referring to books, articles and research, the data required for theoretical issues were gathered. The questionnaire was designed in two parts. The first part of the study, control variables such as type of company, type of activity, number of employees, etc. The second part contains 30 questions which are based on the theoretical foundations of the research preparation. To measure variables range from five point Likert scale (1 = strongly disagree to 5 = strongly agree) was used. Table 1 shows the number of items used in the questionnaire for the measurement of each variable with its corresponding research that measures are adapted.

Table 1: The number of each variable items and each source

Research adapted	Items number	variable
[20]	5	Information sharing
[24]	5	Operational coordination
[25]	3	Competitors orientation
[25]	5	Costumer orientation
[25]	4	Inter-functional coordination
[17]	4	operational Performance
[26]	4	Business performance

To assess reliability, Cronbach's alpha coefficient was used that the results of Cronbach's alpha coefficients for each of the used variables is provided in Table 2. Since the values obtained to the questions, and separately for each of the variables, is above 0.7, thus it is indicating the high reliability of the questionnaire. The validity by using face validity (review and approval by the number of faculty research Tabriz University) was examined and approved.

The statistical population of this study includes companies in the Salimi martyr industrial city of Tabriz. According to statistics provided by the officials , the total number of companies in this town is 877, which 568 are operational, which due to the limited statistical population of this study, considering 95 percent of the dispersion In the sampling error (ε) 6% by using Cochran Formula and with Simple random sampling, 182 companies were selected from the target population and the numbers of 163 completed questionnaires were received and extracted data from this number have been studied.

$$n = \frac{N.Z^2_{\frac{\alpha}{2}}.p.q}{\varepsilon^2 (N-1) + Z^2_{\frac{\alpha}{2}}.p.q} \Longrightarrow n = \frac{568 * 1.96^2_{0.05} * 0.5 * 0.5}{0.06^2 * (568-1) + 1.96^2_{0.05} * 0.5 * 0.5} = 182$$

Table 2: The reliability of the questionnaire.

The model aspects(variables)	Cronbach's alpha coefficient	Total coefficient
Information sharing	0/731	0/754
Operational coordination	0/712	
Competitors orientation	0/717	
Costumer orientation	0/734	
Operational performance	0/802	
Business performance	0/828	

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Table 3: Descriptive statistics control variables of statistical population

Distribution basis statics		Absolute Frequency	Relative Frequency percentage
Distribution based on the type of activity	Manufacturing	123	75/5
	Commercial	40	24/5
Distribution based on the type of company	LLP	5	2/1
	Limited	148	90/8
	Partnership	10	6/1
Distribution on the basis of export activity	Have export	68	41/7
	Do not have export	95	58/3
Distributed based on the number of employees	Less than 10	35	21/5
	Between 10 to 50	65	39/9
	Between 50 to 100	34	20/9
	More than 100	29	17/8

5-data analysis:

In this section, In order to analyze the hypothesis of this research and according to the presented model In relation to the impact of supply chain integration external variables Includes information sharing and operational coordination, The Company's performance on the hidden internal variable Includes operational performance and business performance and with the mediation of the market orientation variable Includes competitors and customer orientation Using Lizerel software a structural equation model of the fitness test has been used. Fitted Nikooye indicators are given in table 4 that indicates the model fitting. Statistics value XI-two divided by the degrees of freedom is equal to 2.67, which given that the values less than 3 as an acceptable limit for this statistic can be considered, Therefore, this statistic has utility. As well as the values of the IFI and the NFI are higher than 0.90 and considering that the high amount of 0.90 represents the good model fit. Therefore, these three criteria also confirm a good fit of the model and finally, with respect to the value of value less than 0.80 and RMSEA for this statistic is acceptable, so this indicator confirms the model fitting, In total, according to statistics of the values given in table 4,model fitting will be approved.

Table 4: Values of the fitness model parameters

NNFI	SRMR	NFI	IFI	RMSEA	χ^2/df	Fitting
0/88	0/069	0/91	0/95	0/075	2/67	values

In order to test the raised hypotheses structural equations modeling in software Lizerel is used. The results related to rejection and failure to reject of the assumptions in the figures number 3 to 6 and tables' numbers 5 and 6 are presented.

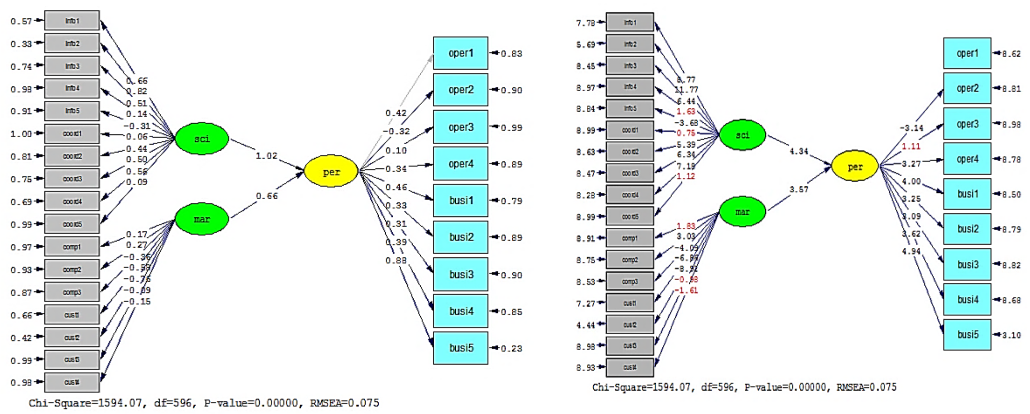

Fig. 3: Standard values (left) and significant t (right) of main hypothesis1 and 2

Table 5: Results of path coefficients and t-value of hypotheses 1 and 2

Path	Path coefficient	statics t	Test result
supply chain integration ← firm performance	1/02	4/34	Not rejected
market orientation ← firm performance	0/66	3/57	Not rejected

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As regards the amount of t-statistics in this respect for both the supply chain integration and the market orientation variable, is higher than 1.96 so the assumption of zero was rejected and it suggests that the supply chain integration and the market orientation have a significant impact on the company's performance and since this is a positive numeric value so this effect is to be positive.

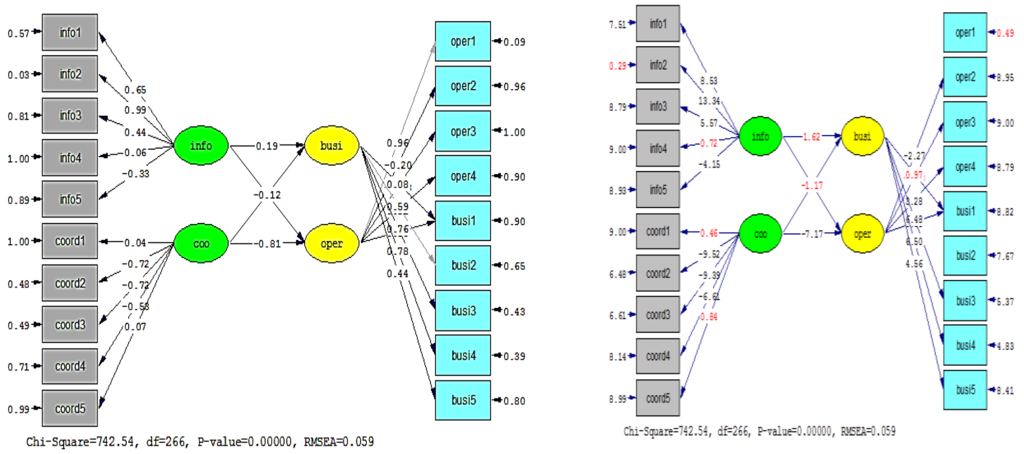

Fig. 4: Standard values (left) and significant t (right) of hypothesis1-1 and1- 2

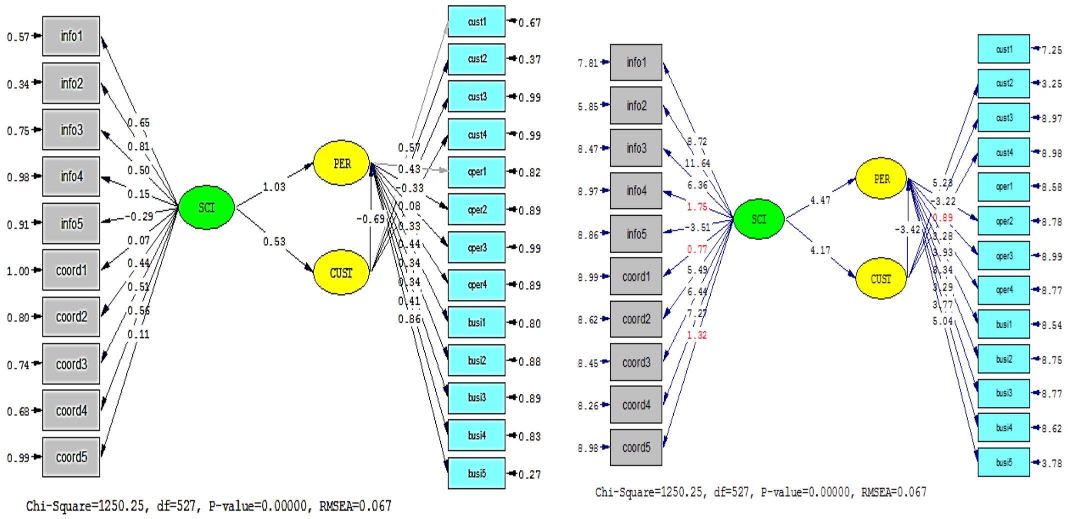

Fig. 5: Standard values (left) and significant t (right) of hypothesis1-3 and1- 4

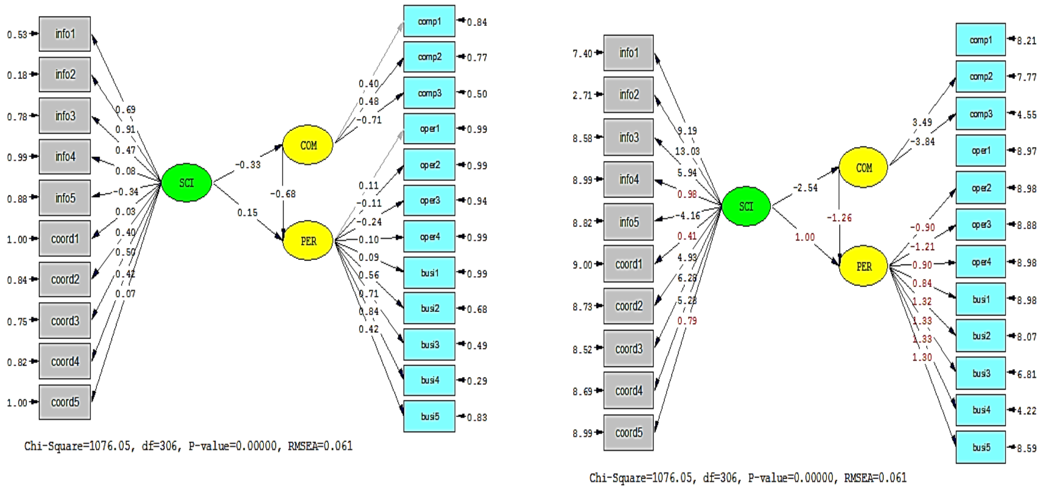

Fig. 6: Standard values (left) and significant t (right) of hypothesis2-1 and2- 2

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Table 6: Summary results of path coefficient and t-value of sub-hypotheses

hypothesis	Path direction	Path coefficient	T	Impact type	Result
1-1	Information sharing to operational performance	-0/12	-1/17	Negative and not-significance	rejected
1-2	Business performance to information sharing	0/19	1/62	Partial positive and not-significance	rejected
1-3	Operational coordination to operational performance operational performance	0/81	-7/17	Positive and significance	Not rejected
1-4	operational Coordination to business performance	-0/15	-1/20	Negative and not-significance	rejected
2-1	The positive impact of customer satisfaction on the relationship between SCI and performance	-1/3	4/47	Positive and significance	Not rejected
2-2	The positive effect of competitor orientation on the relationship between SCI and performance	0/15	1/0	Partial positive and not-significance	rejected

According to Table 6, the path coefficients and t values among Six Sub-hypothesis proposed in this study, the 1-3 and 2-1 hypothesis has not been rejected. The four hypotheses 1-1, 1-2, 1-4 and 2-2 have been rejected.

The results show that information sharing, does not affect operational and business performance. Information sharing, particularly has negative impact on operating performance. The findings of the research conducted in developed and mature market economies are not parallel, which means that even in developed economies information sharing in supply chain is effective method to solve the problem of asymmetric information, because it enabled the company to quickly access to current and historical information that will facilitate decision-making in the course of duties. [7].

But in an economy growing and sprang up in Iran, Information sharing has not been institutionalized that It can be an effective activity, to improve operational performance such as Quick delivery ,entering new markets and introduce products/services. In addition, the results show that information sharing does not have a direct effect on the performance of companies, this does not match with the results for studies in economy at growth markets ,In front of the results indicates that a larger bed of operational coordination lead to improve operational performance, These findings indicate that it helps companies operational coordination In Exchange, the accession and re-Alliance, and the creation of knowledge and the knowledge with supply chain partners that this will in turn enhance the operational performance of it. A clearly explanation is that with regard to the lack of significant effects of information sharing on business performance In Iran's economy growing and emerging, too much reliance on informal, on the bondage Limit sharing of information infrastructure element of SCI In helping companies to have a higher profit margin, Under such circumstances the information sharing is the main base of the SCI, It seems that it is essential and necessary activity to maintain on competition (i.e. the average profit margin of gain); But not enough to earn more profits and interests, [12]. In order to earn higher profit margins from the industry, Companies must shift up from information sharing to cooperation and coordination.

The results also suggest that Market orientation (with the involvement of next customer focus) adjust the relationship between SCI and the performance of the company. These adjustment effects are different during the relations between the levels of integrity and functional aspects. As Dong et al (2009) have titles that in the current digital market Supply chain management have shit up of the physical communication processes to data-centric integration during the upstream and downstream activities [21]. In other words, due to the increasing complexity of the brutal competition and supply chains, Companies in Iran requires close cooperation with their parties in reviewing of the environment with regard to the information required in their decision making so regardless of the orientation of enterprises, the broad use of information sharing Helps to improve company performance and enhance the effectiveness of its activities. Similarly customer-orientation better than the competitors orientation, adjust the relationship between information sharing and business performance. Though focusing on competitors can help companies to obtain business interest from information sharing. Previous studies have argued that although that competitor's orientation makes companies powerful for gathering information about competitors and stimulates the company for successful competition before getting more than usual benefits by competitors but do not improve business performance properly and directly [22]. In this case a competitors -oriented company can work efficiently and benefit in a way of its information exchanges with partners throughout the supply chain and therefore the business performance improvement.

The results show that Customer orientation, unlike competitors' orientation strengthen a positive relationship between the enhancement of operational coordination and operational performance. These findings confirm this point in that In fact the market orientation is a learning process that through which organizations learn all aspects related to their environment includes clients and competitors [23]. Such a learning process

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enables the company to work together with supply chain partners In order to re-design the processes and procedures within the scope of the enterprise and thus show more reactions to market changes and customer demands.

The further findings of the present study Indicates that it is Customer-orientation and not the orientation competitors, adjust the relationship between operational coordinating and the operation of the business. Different operational coordination and orientation focus can explain the effects of inadequate and non-significant adjustment of competitors' orientation. Specifically, studies have shown that a company can earn great benefits through operational coordination, In order to focus the company on its in-house trust between parties and [12].

In any case, the orientation of the competitors ,the company's focus on reflecting recognition of the strengths, weaknesses, capabilities and strategies of the competitors. According to Kavooseqil and Zehoo(2006) The trust will not be affected within the company through the company's competitors orientation because such an orientation is not associated direct with the business channels. In Iran, the nature of the fast-changing market, engage in undesirable and has made the orientation of the competitors, In the process of transformation of the market, Iran market turbulence and turmoil have been with competitive behaviors such as opportunism, an odd or even illegal activities. Under such circumstances The Company barely will be able to obtain reliable information and to be reliable about competitors and it may be that there is not proper mimic from competitors. Because of this the orientation of the competitors have no trace on how the operational cooperation, which influence of the business functioning,.

6. Discussion and Conclusions:

The purpose of this study is to explore that how the SCI influence the Operation Manufacturing companies in Iran. This work was performed for the first time in Iran. Generally, the results support theoretical propositions presented on the relationship between SCI And Operation Company (hypothesis 1) and show how the market orientation of the company's adjust the variable with involving customers relationship. The paper includes three theoretical findings. First, this study by distinguishing two dimensions of SCI (the Information sharing and operational coordination), has been rich and productive. This distinction is important because includes information sharing and operational coordination between small and distinct part of the SCI and has many effects on firm performance. According to research findings, sharing information on the company's performance do not affect in both business and operations and the operational coordination affect operational performance. The findings of this study was to verify the importance of SCI as a multidimensional construct on the relationship between SCI- output, The findings are consistent with the results of some past studies Such as Felyen, et al. (2010) and Wong et al(2011)

Second, this study helps to extend the literature by exploring the effect of moderating effect of implicit (market orientation). In addition, these findings suggest for a direct effect on them, SCI dimensions interact with market orientation and have an interactive effect on firm performance. Unlike previous studies which focused to mediate the effects of environmental and uncertainty regulators,

The evidence and reasons related to the current study suggests that company owner orientation can act as a major influential factor implied on the relationship between SCI-performance. Third, the present study examine the effect of SCI in the emerging economy and rapid growth in Iran, although the study only provides a picture of the moment of the SCI and the market orientation in Iran، Its findings expand to the knowledge engineer regarding the value of SCI in various social, political, and economic structure. In addition, the present study provides the argument that is an important management for companies to achieve high performance in Iran. First, provide help lines for administrators is made regarding the execution and implementation of SCI. The concept of an SCI which includes information sharing and operational coordination allows administrators to learn about the various stages of SCI. Second, various effects will contribute to information sharing and operational coordination to managers with the support of the decision making regarding the right integration strategy in order to improve performance. Finally, this study reminds managers to attend to the important role of market orientation that influence on the relationship between SCI and company performance. In particular, customer-orientation can strengthen the effect of SCI on the company performance, that's why managers should promote and foster market orientation while implementing SCI.

The results should be evaluated with its considered limitation. First, this study as the unit of analysis rather than specific supply chain relationship, manufacturing companies have been working in different fields of activity. Although this approach is widely followed in this study, the researchers stated that comparative data collecting from both aspects of the relationship within the firm, would be appropriate for conducted study in the field of the supply chain. Second, the context of the study includes economics and emerging growth companies of Iran. Demographic respondents may restrict the generalizability of the findings. Researchers should note that what have learned in the generalizability of the study in the others context. Future studies can compare the results from the different environments in order to obtain the desired results and interesting comparisons. The third study used a cross-sectional researching design. A longitudinal study could intensify the realization through the provision of information about relationships between independent and dependent variables. Finally, this study measured the company's performance based on respondents' subjective perception and imagination, so future studies should include objective measures of company performance.

Footnotes:

1. Efficient Consumer Response
2. Supply Chain Integration
3. Firm Performance
4. Market Orientation
5. Information Sharing
6. Operational Coordination
7. Customer Orientation
8. Competitor Orientation
9. Interfunctional Coordination
10. Operational Performance
11. Business Performance

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