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# AN ANALYSIS OF IMPACT OF PERFORMANCE MEASUREMENT ON SUPPLY CHAIN MANAGEMENT

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## ABSTRACT
Over the last two decades, there has been a great deal of discussion and investigation on the best ways to quantify supply chain performance. Academics, consultants, practitioners, and business managers have all recently paid a great deal of attention to Supply Chain Management (SCM) as a successful management philosophy that may aid businesses in enduring ongoing challenges and reaching the shared aim of increased customer satisfaction.

Numerous studies on SCPM have been published over the last decade as SCM has developed. When used properly, performance assessment may be an invaluable management tool and the means by which supply chain goals can be achieved.

Facilitates performance enhancement measures essential to achieving supply chain excellence. Within the scope of this thesis, a questionnaire-based survey was used to investigate the effect of performance measurement on supply chain management. It was discovered that performance indicators had a major effect on supply chain administration.

**Keywords**- Performance Measurement System, Supply Chain, Service quality, Productivity.

## I. INTRODUCTION
Management of the supply chain is a technique used by businesses to make sure their supply chain runs smoothly and cheaply. A company's supply chain consists of all the processes involved in turning raw materials into a finished product.[1]

The goal of supply chain management is to minimise overall system costs while trying to satisfy service level requirements by integrating suppliers, manufacturers, warehouses, and retail outlets in such a way that goods are produced and distributed in the right quantities, to the right locations, and at the right time.[4]

## II. OBJECTIVE
Following are the objectives of the present study:

- To study performance measurement and supply chain managements
- To evaluate the impact of performance measure on efficiency of on supply chain management
- To suggest methods to improve the performance measures for supply chain management

### A. Hypothesis of the study
- H0: There is no significant impact of performance measure on efficiency of supply chain management
- Ha: There is a significant impact of performance measure on efficiency of supply chain management

## III. METHODOLOGY
The methods used in this investigation are laid out in full in this section. In order to achieve the goals of this study, a research plan was developed.

A. Research design
B. Data collection
C. Primary source data
D. Questionnaire design
E. Sample designing

## IV. DATA ANALYSIS AND INTERPRETATION
In this section, we'll examine the responses we got from the survey. Tabular and graphical representations of the responses are provided.

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**A. Demographic information**

Table 1 Age Group Information

| Age group | | | | | |
|---|---|---|---|---|---|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 18-30 years | 90 | 35.3 | 35.3 | 35.3 |
| | 31-40 Years | 85 | 33.3 | 33.3 | 68.6 |
| | 41-50 Years | 45 | 17.6 | 17.6 | 86.3 |
| | 51-60 Years | 35 | 13.7 | 13.7 | 100.0 |
| | Total | 255 | 100.0 | 100.0 | |

The age group of respondents are mentioned in the above table. It can be inferred that 90 respondents are within the age group of 18-30 years, 85 respondents are within the age group of 31-40 years, 45 respondents are within the age group of 41-50 years and 35 respondents are within the age group of 51-60 years.

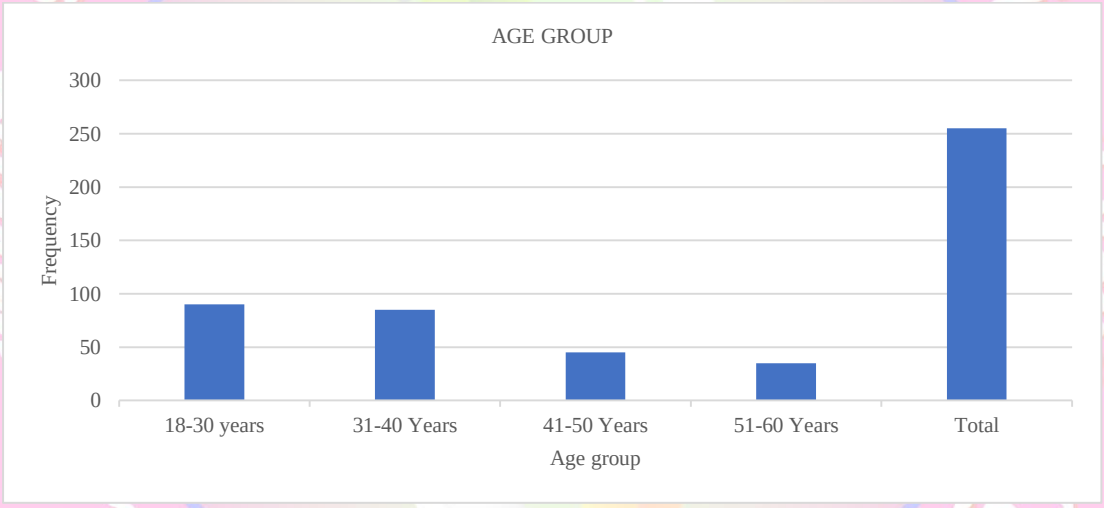


Figure 1 Information about age group

Table 2 Gender Information

| Gender | | | | | |
|---|---|---|---|---|---|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Male | 90 | 35.3 | 35.3 | 35.3 |
| | Female | 165 | 64.7 | 64.7 | 100.0 |
| | Total | 255 | 100 | 100 | |

It can be inferred from the table exhibited above that there are 90 male respondents in the study along with 165 female respondents.

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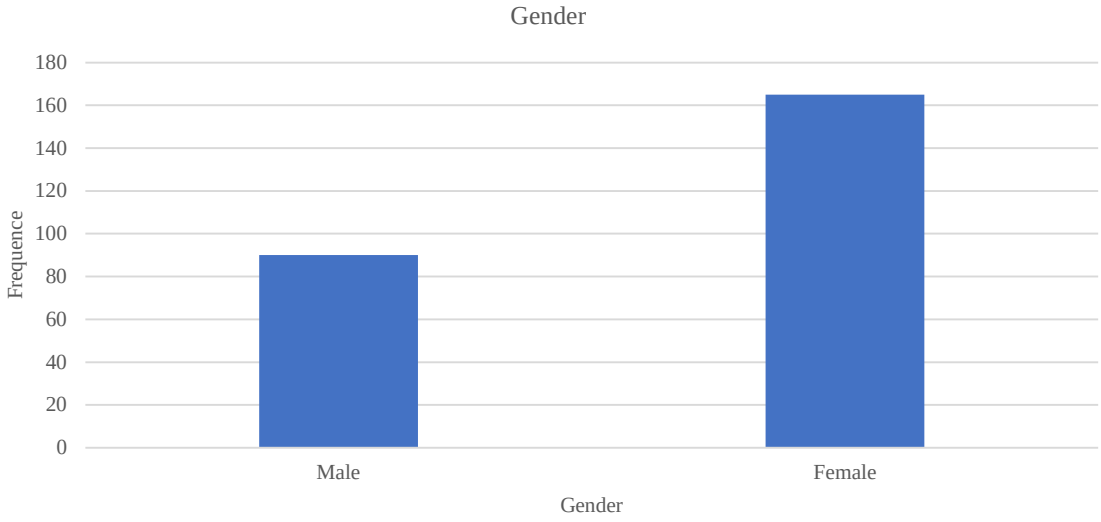


Figure 2 Information about the Gender

Table 3 Experience Information

| Experience | | | | | |
|---|---|---|---|---|---|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 1-3 years | 60 | 23.5 | 23.5 | 23.5 |
| | 3-5 years | 55 | 21.6 | 21.6 | 45.1 |
| | 5-7 years | 60 | 23.5 | 23.5 | 68.6 |
| | Above 7 years | 80 | 31.4 | 31.4 | 100.0 |
| | Total | 255 | 100 | 100 | |

It is inferred from the above-mentioned table that 60 respondents had an experience of 1-3 years, 55 respondents had an experience of 3-5 years, 60 respondents had an experience of 5-7 years, and 80 respondents had an experience of above 7 years.

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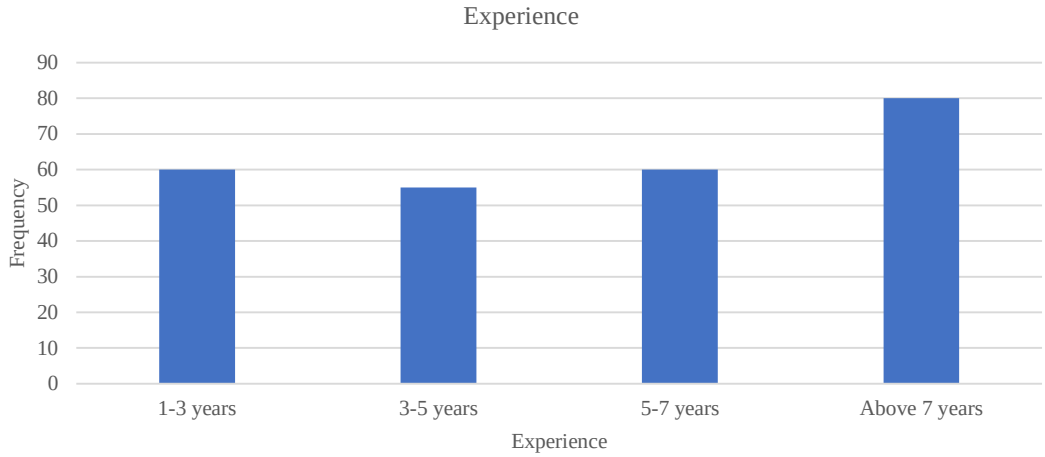


Figure 3 Information about experience

## B. Responses of the respondents

Table 4 Responses of the respondents

| Designing an efficient framework will improve the performance of the SCM | | | | | |
|---|---|---|---|---|---|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Agree | 175 | 68.6 | 68.6 | 68.6 |
| | Agree | 30 | 11.8 | 11.8 | 80.4 |
| | Neutral | 30 | 11.8 | 11.8 | 92.2 |
| | Disagree | 5 | 2.0 | 2.0 | 94.1 |
| | Strongly Disagree | 15 | 5.9 | 5.9 | 100.0 |
| | Total | 255 | 100 | 100 | |

As mentioned in the above-mentioned table, 175 respondents strongly agreed that designing an efficient framework will improve the performance of the SCM, 30 agreed over it, 30 were neutral, 5 disagreed and 15 strongly disagreed.

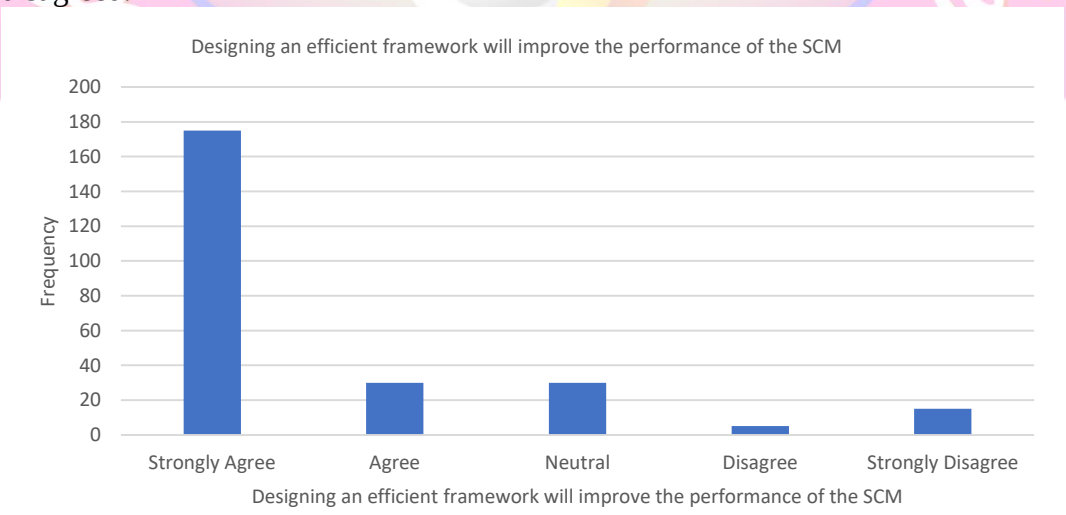


Figure 4 Designing an efficient framework will improve the performance of the SCM

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Table 5 Effectiveness of the team in purchasing the resources

| Performance measurement will show the effectiveness of the team in purchasing the resources | | | | | |
|---|---|---|---|---|---|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Agree | 140 | 54.9 | 54.9 | 54.9 |
| | Agree | 45 | 17.6 | 17.6 | 72.5 |
| | Neutral | 20 | 7.8 | 7.8 | 80.4 |
| | Disagree | 15 | 5.9 | 5.9 | 86.3 |
| | Strongly Disagree | 35 | 13.7 | 13.7 | 100.0 |
| | Total | 255 | 100 | 100 | |

As mentioned in the above-mentioned table, 140 respondents strongly agreed that performance measurement will show the effectiveness of the team in purchasing the resources, 45 agreed over it, 20 were neutral, 15 disagreed and 35 strongly disagreed.

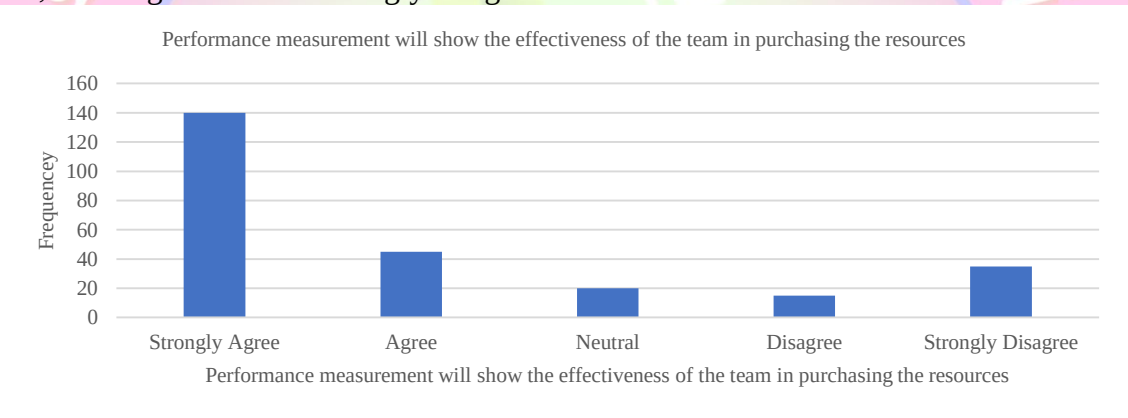


Figure 5 Performance measurement will show the effectiveness of the team in purchasing the resources

Table 6 Evaluating and Finding the issues in operations of the organization

| Performance measurement will help in evaluating and finding the issues in operations of the organization | | | | | |
|---|---|---|---|---|---|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Agree | 125 | 49.0 | 49.0 | 49.0 |
| | Agree | 45 | 17.6 | 17.6 | 66.7 |
| | Neutral | 5 | 2.0 | 2.0 | 68.6 |
| | Disagree | 25 | 9.8 | 9.8 | 78.4 |
| | Strongly Disagree | 55 | 21.6 | 21.6 | 100.0 |
| | Total | 255 | 100 | 100 | |

As mentioned in the above-mentioned table, 125 respondents strongly agreed that performance measurement will help in evaluating and finding the issues in operations of the organization, 45 agreed over it, 5 were neutral, 25 disagreed and 55 strongly disagreed.

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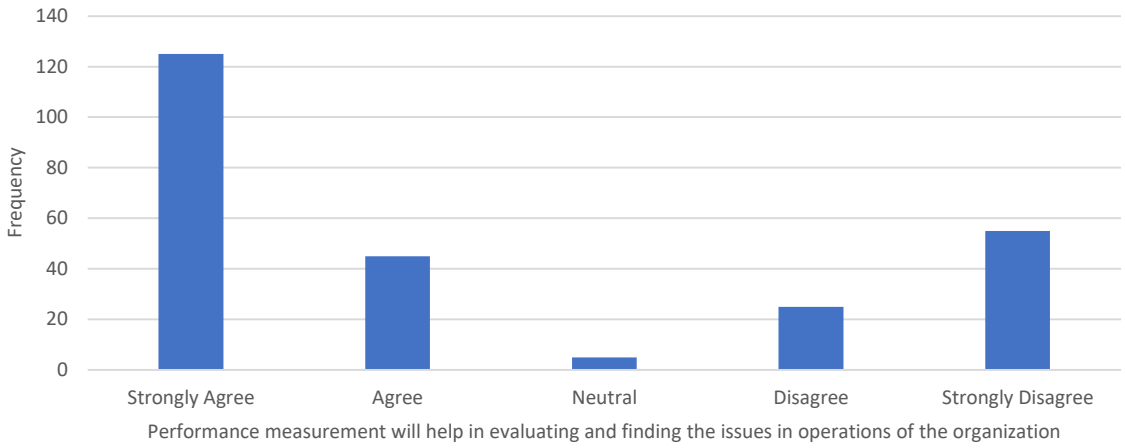


Figure 6 Performance measurement will help in evaluating and finding the issues in operations of the organization

Table 7 One of the important functions of resource management

| Performance management is one of the important functions of resource management | | | | | |
|---|---|---|---|---|---|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Agree | 105 | 41.2 | 41.2 | 41.2 |
| | Agree | 55 | 21.6 | 21.6 | 62.7 |
| | Neutral | 30 | 11.8 | 11.8 | 74.5 |
| | Disagree | 5 | 2.0 | 2.0 | 76.5 |
| | Strongly Disagree | 60 | 23.5 | 23.5 | 100.0 |
| | Total | 255 | 100 | 100 | |

As mentioned in the above-mentioned table, 105 respondents strongly agreed that performance measurement is one of the important functions of resource management, 55 agreed over it, 30 were neutral, 5 disagreed and 60 strongly disagreed.

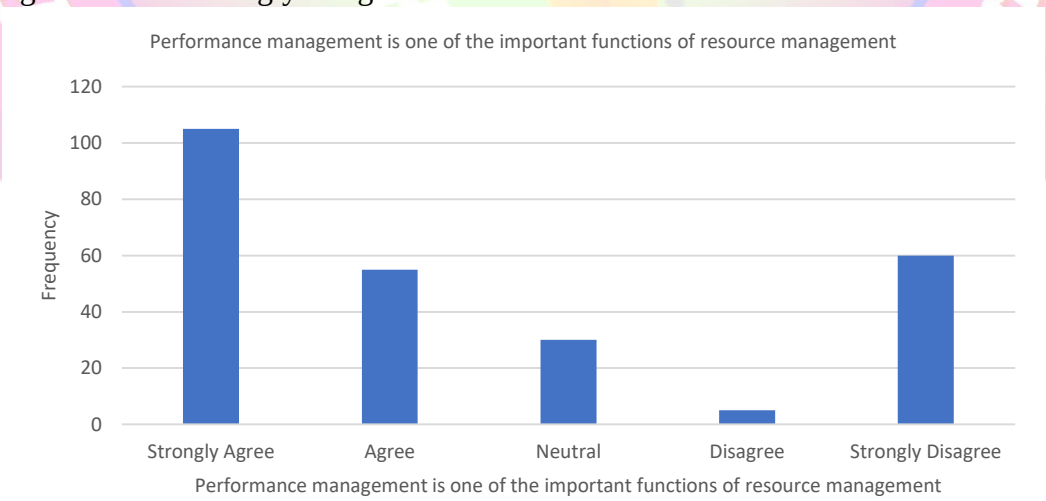


Figure 7 Performance management is one of the important functions of resource management

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Table 8 The information flow can be assessed and improved

| With the help of performance management, the information flow can be assessed and improved | | | | | |
|---|---|---|---|---|---|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Agree | 110 | 43.1 | 43.1 | 43.1 |
| | Agree | 15 | 5.9 | 5.9 | 49.0 |
| | Neutral | 85 | 33.3 | 33.3 | 82.4 |
| | Disagree | 20 | 7.8 | 7.8 | 90.2 |
| | Strongly Disagree | 25 | 9.8 | 9.8 | 100.0 |
| | Total | 255 | 100 | 100 | |

As mentioned in the above-mentioned table, 110 respondents strongly agreed that with the help of performance management, the information flow can be assessed and improved, 15 agreed over it, 85 were neutral, 20 disagreed and 25 strongly disagreed.

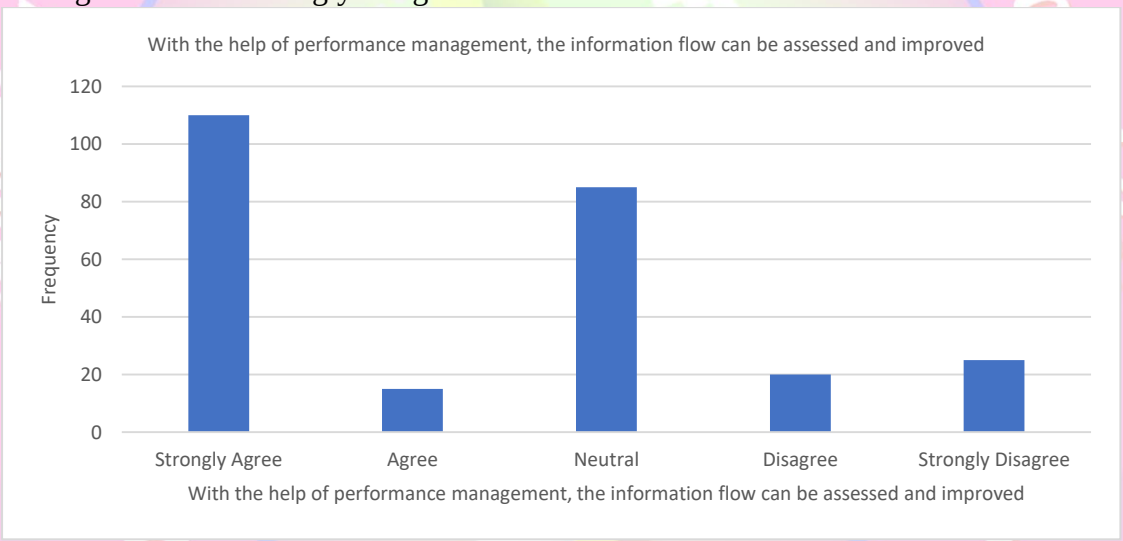


Figure 8 With the help of performance management, the information flow can be assessed and improved

Table 9 Improve the customer satisfaction rate

| An effective performance measurement system will improve the customer satisfaction rate | | | | | |
|---|---|---|---|---|---|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Agree | 110 | 43.1 | 43.1 | 43.1 |
| | Agree | 65 | 25.5 | 25.5 | 68.6 |
| | Neutral | 60 | 23.5 | 23.5 | 92.2 |
| | Strongly Disagree | 20 | 7.8 | 7.8 | 100.0 |
| | Total | 255 | 100 | 100 | |

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As mentioned in the above-mentioned table, 110 respondents strongly agreed that an effective performance measurement system will improve the customer satisfaction rate, 65 agreed over it, 60 were neutral, and 20 strongly disagreed.

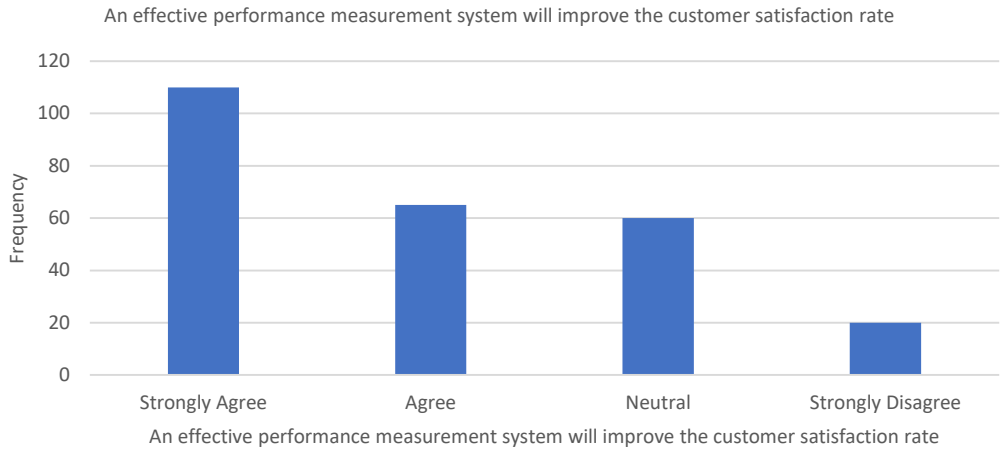


Figure 9 An effective performance measurement system will improve the customer satisfaction rate

Table 10 Customer to staff ratio

| Customer to staff ratio can be easily and effectively be managed with the help of performance measurement | | | | | |
|---|---|---|---|---|---|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Agree | 145 | 56.9 | 56.9 | 56.9 |
| | Agree | 75 | 29.4 | 29.4 | 86.3 |
| | Neutral | 10 | 3.9 | 3.9 | 90.2 |
| | Disagree | 10 | 3.9 | 3.9 | 94.1 |
| | Strongly Disagree | 15 | 5.9 | 5.9 | 100.0 |
| | Total | 255 | 100 | 100 | |

As mentioned in the above-mentioned table, 145 respondents strongly agreed that customer to staff ratio can be easily and effectively be managed with the help of performance measurement, 75 agreed over it, 10 were neutral, 10 disagreed and 15 strongly disagreed.

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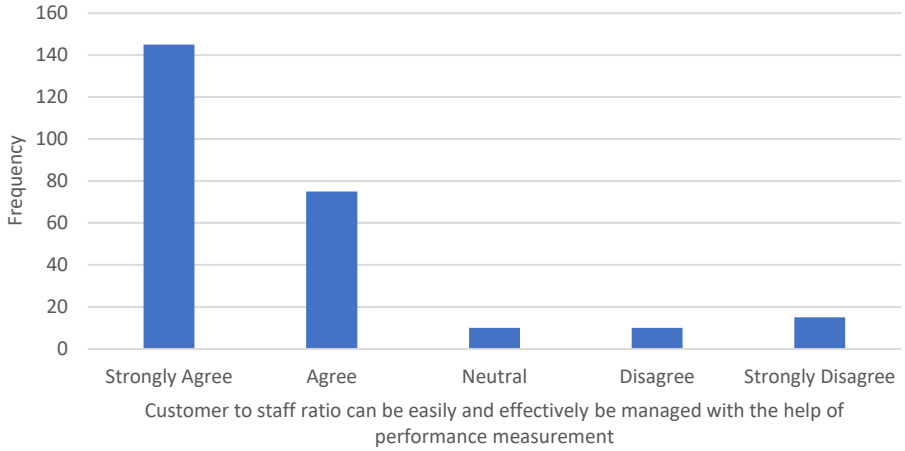


Figure 10 Customer to staff ratio can be easily and effectively be managed with the help of performance measurement

Table 11 Employee turnover rate

| Employee turnover rate is highly dependent on performance measurement and management | | | | | |
|---|---|---|---|---|---|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Agree | 130 | 51.0 | 51.0 | 51.0 |
| | Agree | 45 | 17.6 | 17.6 | 68.6 |
| | Neutral | 35 | 13.7 | 13.7 | 82.4 |
| | Disagree | 35 | 13.7 | 13.7 | 96.1 |
| | Strongly Disagree | 10 | 3.9 | 3.9 | 100.0 |
| | Total | 255 | 100 | 100 | |

As mentioned in the above-mentioned table, 130 respondents strongly agreed that employee turnover rate is highly dependent on performance measurement and management, 45 agreed over it, 35 were neutral, 35 disagreed and 10 strongly disagreed.

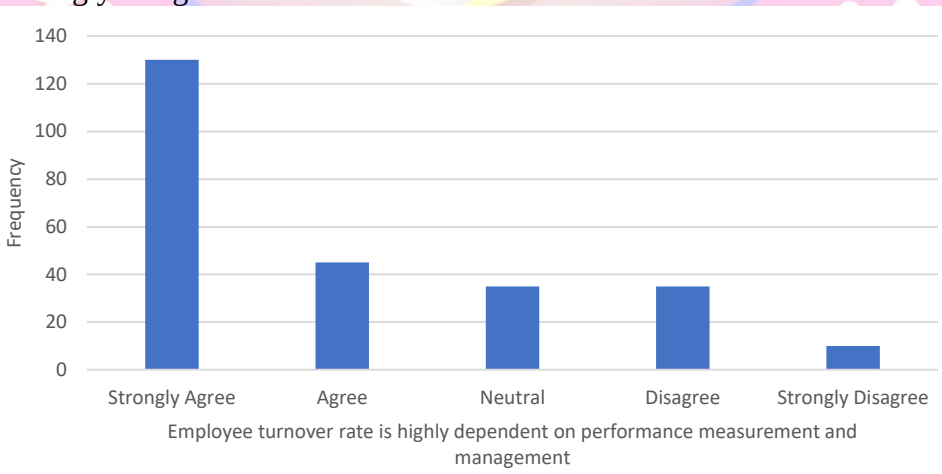


Figure 11 Employee turnover rate is highly dependent on performance measurement and management

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Table 12 Employee engagement can be improved

| With the help of effective performance measures, employee engagement can be improved | | | | | |
|---|---|---|---|---|---|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Agree | 135 | 52.9 | 52.9 | 52.9 |
| | Agree | 50 | 19.6 | 19.6 | 72.5 |
| | Neutral | 20 | 7.8 | 7.8 | 80.4 |
| | Disagree | 25 | 9.8 | 9.8 | 90.2 |
| | Strongly Disagree | 25 | 9.8 | 9.8 | 100.0 |
| | Total | 255 | 100 | 100 | |

As mentioned in the above-mentioned table, 135 respondents strongly agreed that with the help of effective performance measures, employee engagement can be improved, 50 agreed over it, 20 were neutral, 25 disagreed and 25 strongly disagreed.

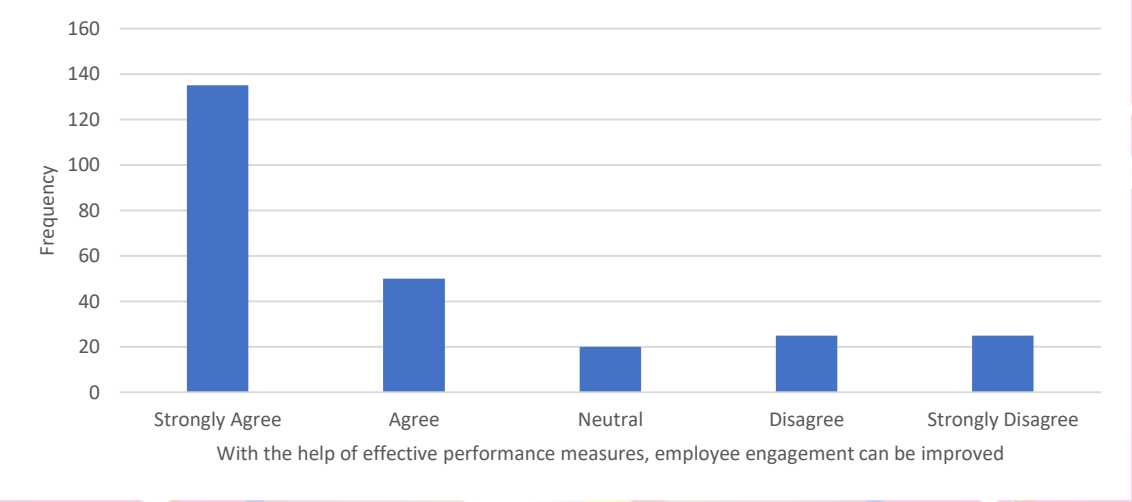


Figure 12 With the help of effective performance measures, employee engagement can be improved

Table 13 Evaluating future possibilities for return on investment

| Performance measurement will help on evaluating future possibilities for return on investment | | | | | |
|---|---|---|---|---|---|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Agree | 120 | 47.1 | 47.1 | 47.1 |
| | Agree | 20 | 7.8 | 7.8 | 54.9 |
| | Neutral | 90 | 35.3 | 35.3 | 90.2 |
| | Disagree | 5 | 2.0 | 2.0 | 92.2 |
| | Strongly Disagree | 20 | 7.8 | 7.8 | 100.0 |
| | Total | 255 | 100 | 100 | |

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As mentioned in the above-mentioned table, 120 respondents strongly agreed that performance measurement will help on evaluating future possibilities for return on investment, 20 agreed over it, 90 were neutral, 5 disagreed and 20 strongly disagreed.

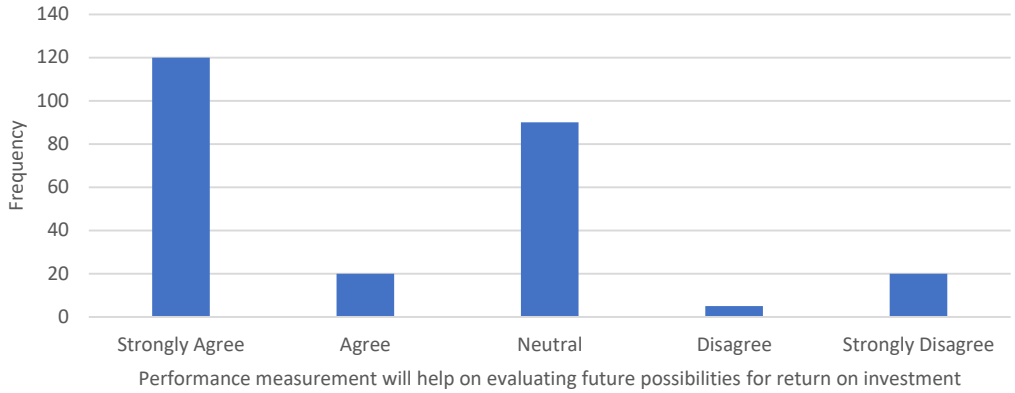


Figure 13 Performance measurement will help on evaluating future possibilities for return on investment

Table 14 Effectively design aligned with the organizational objectives

| Performance measurement strategies can be effectively design aligned with the organizational objectives | | | | | |
|---|---|---|---|---|---|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Agree | 95 | 37.3 | 37.3 | 37.3 |
| | Agree | 85 | 33.3 | 33.3 | 70.6 |
| | Neutral | 10 | 3.9 | 3.9 | 74.5 |
| | Disagree | 5 | 2.0 | 2.0 | 76.5 |
| | Strongly Disagree | 60 | 23.5 | 23.5 | 100.0 |
| | Total | 255 | 100 | 100 | |

As mentioned in the above-mentioned table, 95 respondents strongly agreed that performance measurement strategies can be effectively design aligned with the organizational objectives, 85 agreed over it, 10 were neutral, 5 disagreed and 60 strongly disagreed.

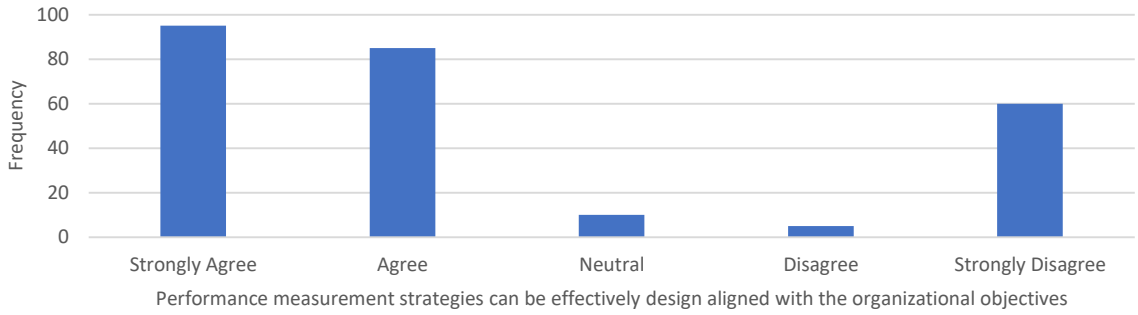


Figure 14 Performance measurement strategies can be effectively design aligned with the organizational objectives

**C. Hypotheses testing**

$H_0$: There is no significant impact of performance measure on efficiency of supply chain management

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$H_a$: There is a significant impact of performance measure on efficiency of supply chain management

Table 15 Impact of performance measure on efficiency of supply chain management

| ANOVA | | | | | |
|---|---|---|---|---|---|
| Impact of performance measure on efficiency of supply chain management | | | | | |
| | Sum of Squares | df | Mean Square | F | Sig. |
| Between Groups | 58.12745 | 1 | 58.12745 | 4.346137 | 0.039 |
| Within Groups | 1337.451 | 100 | 13.37451 | | |
| Total | 1395.578 | 101 | | | |

As inferred from the above-mentioned table, there is a significant impact of performance measure on efficiency of supply chain management, since sig.<0.05

## V. Conclusion

If a firm is serious about achieving its aims and objectives, it must recognise the value and significance of performance management inside the workplace. Managers with a firm grasp of performance management and the means to properly apply it have a distinct edge over their peers. This is because successful performance management aids companies in optimising the utilisation of their assets, including personnel, equipment, and processes.

A similar definition applies to performance management in the context of supply chain operations. Its aim is to help companies attain their objectives and goals by ensuring that they are making the most of their supply chains. Effective supply chain management methods, indicators, metrics, and technology are determined via supply chain performance analysis. It is essential to have the right performance management system in place for supply chain management to assist achieve corporate goals and objectives including increased profit and better information flow.

Enhancements in supply chain performance and more nuanced supply chain performance metrics are made possible by the widespread availability of the internet. It promotes coordinated, real-time data exchange in a "hands-off" operational mode, which will soon become a game-changer for supply chain efficiency. However, it also helps in the creation of supply chain-wide performance metrics like the inventory-service trade-off curve. Technology is also needed, but the final result will be a more comprehensive collection of supply chain metrics that can be used as reliable gauges of supply chain performance.

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