

**Impact Of Customer Orientation on Supply Chain Performance With
The Mediating Effect Of Integration And Moderating Effect Of Trust**



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LIST OF ABBREVIATIONS:

CO ----- Customer Orientation

SCP ----- Supply Chain Performance

3PL ----- Third Party Logistics

T ----- Trust

I ----- Integration

Abstract

Impact of customer orientation on supply chain performance with the mediating effect of integration and moderating effect of trust. Third-party logistics (3PL) service providers have helped us obtain a deeper knowledge of their operations employ value creation concepts like market orientation to favorably affect client processes, there are still substantial gaps in our understanding. There has been an increase in academic interest in the impact of market orientation upon third-party logistics providers businesses, as well as a desire for more theoretically oriented 3PL research (Fugate et al., 2008; Martin and Grbac, 2003; Mason et al., 2006; Min and Mentzer, 2000). Data is collected from the SME industry of Lahore, Islamabad and Sahiwal and it is quantitative research. The respondents are working in supply chain department of their respective companies. Our finding states that there is an impact of supply chain performance by the customer orientation of 3PL service providers. Although the hypothesis of moderation and mediation failed.

Chapter 1. Introduction

1.1. Background of the Study

In the twenty-first century, the period of fast change is often referred to. The era's name is a combination of globalization, technical progress, and modern science's impact on human life and demographics. In an ever-changing world, organizations must work tirelessly to accomplish their objectives. Business success relies on the quality of both internal and external customers' experiences with a company's offerings. These companies must have the capacity to anticipate their customers' changing needs, focus on organizational capacities, provide high-quality services, and recognize the quality of internal and external services as a competitive advantage. We cannot underline the significance of creating a customer-focused company environment. Customer orientation has been an important part of marketing management theory and practices for more than four decades, even though it was initially introduced in the 1970s (Conceivous, 2010). Discovering the unique components of customer focus that set your company apart from the competition is crucial for every organization.

Customer value-based orientation, according to Slater (1997), results in greater effective and efficient rates of performance for organizations that have a customer orientation atmosphere in the workplace and deliver tailored a service based on value. There is a favorable connection between an organization's success in customer orientation and its overall success as shown by researchers such as Min et al. (2007), Kohli (1993), Slater and Naver (1994), Jaworski and Kohli (1993). Using this as a starting point, companies may devise marketing tactics to increase sales and improve customer satisfaction.

The scientific community has a lot of different ideas about logistics services, like what logistics services are, how to measure success, and why clients contract out and buy contract logistics (Bentz, 2008; Stefansson, 2006) Rabinovich et al., (1999). Hertz and Alfredsson (2003) came up with a basic type of logistics service based on the two most important factors: rising customer attention and providing a wide range of services. They

established a categorization system for 3PL literature by dividing it into three major streams (Halldorsson and SkjttLarsen, 2004). In the first stream, we discuss the motives for outsourcing, the amount and kinds of operations that are outsourced, and the outcomes of outsourcing (; Murphy and Poist, 2000, Lieb et al., 1993; Peters et al., 1998; Laarhoven et al., 2000). There is a second line of communication that focuses on different stages of 3PL purchase (Norrman, 2002; Bagchi and Virum, Andersson 1998; Sink and Langley, 1997). 3PL is the focus of the third stream of research with an eye on efficiency maximisation using the transaction costs technique (Aertsen, 1993; Andersson, 1997; SkjttLarsen, 2000). Finally, Halldorsson and SkjttLarsen (2004) present a fourth alternative stream that seeks to increase the emphasis on the interaction between both the 3PL provider and the customers by concentrating on the link between both the expectations of customers as well as the knowledge and skills of service providers. Third-party logistics (3PL) is also studied from the perspective of the corporation or service provider, and 3PL research is generally empirical/descriptive and theoretically unsupported, according to Selviaridis and Spring (2007). As a result of their findings, the authors recommend more research into how third-party logistics service providers (TPLS) make changes, reconfigure, and transfer their abilities in the business to improve their ability to address the needs of their consumers (Teece et al., 1997). Both Selviaridis and Spring (2007) and empirical data that support the expansion and development of existing theory are required to bridge these gaps, according to a systematic application of multiple theoretical approaches.

Consumer satisfaction is the only way for a firm to get an advantage in today's hypercompetitive corporate world. Sales, productivity, and the success of new goods are all seen as a result of increased customer satisfaction. By offering a broad variety of offerings of both goods and services, to meet and surpass client expectations, corporations strive to do so. To do this, businesses must put the needs of their customers first. Studies have demonstrated that the effectiveness of this strategy is directly linked to the level of service that customers get (Conceivious, 2010).

For a company to remain competitive, it must pay close attention to the quality of its customer service, which is essential. While your business is focused on providing

services, your goods and services should be constantly improved. According to several studies, customer service quality is critical to customer satisfaction. When it comes to customer happiness and loyalty, factors such as employee attitudes, expectations, and consumer loyalty all play a role (Feinberg & Kennedy, 2011).

We have chosen the manufacturing sector of Pakistan which consist of companies from different segments. We have only taken data from the SMEs because they are the real backbone of any country. They are producing the most of goods that are going to consume within the country and there is a deep-down effect of their performance on the overall cost of goods in the whole country. We have taken data from the legitimate firm which are legally registered in Pakistan.

This sector is of huge significance because the people working in this segment are not very learnt about the modern trends of supply chain although they are very skilled people in their field. So, while researching them we came to know which skill they wanted to insure the supply chain performance efficiently.

1.2. Problem Statement

As a result of today's increasingly competitive market, firms must become more aware of their consumers' wants and desires. Therefore, all businesses are focused on ensuring that customers are satisfied. Companies/Organizations must concentrate on training their sales staff in customer-oriented skills so that they can create a solid connection with their customers (Yeo et al., 2019). The availability of customer-oriented abilities by sales employees does not ensure customer happiness until excellent service is provided to satisfy clients' demands, however.

It is important to remember that the client is the most important person based on the supply chain. The most critical link in every supply chain is the customer. According to Constantine G. Vassiliadis and Glen Goldbach from PwC in their book ' How the best supply networks safeguard clients' values.'

Companies are under increasing pressure to protect their supply networks since no supply network is completely impervious to the interruption. Vassiliadis and Goldbach feel the best approach to achieve this are to safeguard the things that consumers value most in supply chains. What customers appreciate and how they stand out in the marketplace are the two most important things for companies to know about themselves.

According to prior research, market orientation and performance (logistical service) are linked (Hult and Ketchen, 2001; Kumar, 2002; Narver and Slater, 1990). Several research have been done on this. But academics don't fully grasp the market-oriented behavioral traits that drive business success (Ellinger et al., 2008; Raju and Lonial, 2001).

Prior research has established a favorable relationship between customer satisfaction and customer orientation as well as whether or not a customer is satisfied with their service customer contentment. Scholars have acknowledged the significance of consumer satisfaction, but the past study was lacking in key areas. First, rather than consumers, workers were used to gauging a company's commitment to customer service. There is a need for more rigorous quantitative approaches and analysis, which may facilitate the development of integrative models to identify the antecedents of customers' trust, including customer orientation and integration, Performance and connections in the supply chain are important considerations.

Many issues are being faced in supply chain performance business as a result of trust factor and the internal integration is not good because of trust. Employees in the same organization are working on the integration of the system because they think that they have not gotten the credit for that. Hence same is the case with customer orientation, the feedback of customers is not given to everyone in the organization. Organizations are not taking the customer's feedback seriously because they think that it has not improved their functions.

1.3. Research questions

New research has concluded that. we have proposed a few research questions that are linked to research objectives, and these are given as:

- 1: What is the impact of consumer orientation on Supply chain performance?
- 2: What is the impact of consumer orientation on integration?
- 3: What is the impact of Integration on Supply chain performance?
- 4: Does Integration is having a mediating effect between customer orientation and Supply chain performance?
- 5: Does trust plays a positive moderating role between customer orientation and supply chain performance?
- 6: Does trust plays a positive moderating role between integration and supply chain performance?

1.4. Research Objectives

This research aims to investigate the impact of customer orientation on supply chain performance in the SME sector of Lahore, Sahiwal and Islamabad. The following are the specific goals:

- 1: To study the impact of consumer orientation on Supply chain performance.
- 2: To study the impact of consumer orientation on integration.
- 3: To study the impact of Integration on Supply chain performance.
- 4: To examine integration is having a mediating effect between customer orientation and Supply chain performance.

5: To examine trust plays a positive moderating role between customer orientation and supply chain performance.

6: To examine trust plays a positive moderating role between integration and supply chain performance.

1.5. Significance of the Study

The importance of customer satisfaction has been widely studied. However, few researchers have client orientation was examined as a factor in customer satisfaction. Furthermore, the importance of service quality in transforming an organization's customer orientation into actual outcomes (such as customer satisfaction) has never been researched previously (Zaid et al., 2021). Based on this, the research has strived to determine the factors that the company needs to achieve customer happiness, taking into consideration the influence of customer orientation, which represents the heart of the quality philosophy.

Using a third-party logistics provider (also called an independent contractor), any third-party logistics provider supervises, monitors, and provides logistics services in the interest of shippers (Hertz and Alfredsson, 2003; Lynch, 2005). Logistics service providers (third-party logistics (3PL) businesses) are frequently seen as important organizers of their clients' service-related competitive advantages in developed countries, especially in the transportation sector (Panayides, 2007, Bolumole, 2003; Knemeyer and Murphy, 2005). Third-party logistics (3PL) service providers have helped us obtain a deeper knowledge of their operations employ value creation concepts like market orientation to favorably affect client processes, there are still substantial gaps in our understanding. There has been an increase in academic interest in the impact of market orientation upon third-party logistics providers businesses, as well as a desire for more theoretically oriented 3PL research (Fugate et al., 2008; Martin and Grbac, 2003; Mason et al., 2006; Min and Mentzer, 2000).

Chapter 2. Literature Review

This section is focused on a review of the relevant literature. For the most part, the primary goal of a literature review has been to look at what other researchers had already done. Reference books, journals, papers, and magazines, as well as the internet, were used to evaluate the already available information.

2.1. Customer Orientation

It is possible to think of relationship marketing as an extension of customer orientation since both principles emphasize long-term competitive benefits via customer service excellence (Zogaj & Bretschneider, 2012). As with relationship marketing, customer orientation focuses on creating long-term customer connections and enhancing their overall satisfaction According to Zaid et al (2021). Having a clear understanding of what its consumers want gives a business a leg up in creating more value for everyone. It also increases customer satisfaction, boosts switching costs, and lowers consumer switching intentions. It is the responsibility of manufacturers to define a market niche and target that market with the right products (Zaid et al., 2021). With the right strategy and resources to support the product's introduction as well as customer post-sale expectations, a firm may increase its chances of success in the words of Conceivous (2010), customer orientation is "a provider's capacity to constantly probe customers' latent desires and uncover future wants."

An understanding of customer orientation as "functional customer orientation" refers to the collection of task-oriented actions or traits (e.g., describing items effectively or detecting a customer's wants) that consumers are likely to anticipate from the salesperson in their capacity as a businessperson This involves an employee's desire to develop a personal connection with consumers (Conceivous, 2010). Orientation to the customer may be broken down into two main categories: Characteristics of human behavior and culture. Behaviour and cultural factors may be used to define customer orientation. This method

focuses on activities including how a firm develops and disseminates market information, and how it reacts to market changes, such as the behavioral model (Salam, 2017).

According to Feinberg & Kennedy (2011), market orientation is "the organizational culture that most effectively and efficiently produces the essential behaviors for creating better value for purchasers and, hence, continual superior performance for the firm." As a result, there are two sorts of activities that may be used to influence an organization's customer orientation: Culture transformation and information processing improvement are two ways in which they may be used to improve an organization's culture. When it comes to responsiveness to customer requirements, both emotional and cognitive processes play an essential role. It is possible to categorize customer orientation into two distinct levels based on arguments in favor of responsive customer service and evidence from specialist departments (Nguyen et al., 2014). The more in-depth investigation of customer orientation is a significant drawback. The managerial effort, energy and money are required to implement change procedures such as customer-centricity. Boundary bridging procedures and organizational changes are typically the focus of managers' efforts (Zaid et al., 2021). Customer Orientation, and Awareness it is the primary responsibility of senior management to make people aware of the importance of unmet requirements. Among the measures to promote awareness are conversations about the future of consumers and their possible demands. Like top management support for market orientation, the relevance of latent and future requirements must be established in businesses (Yeo et al., 2019).

According to LUMINOSU et al., (2014), CI is a competency that enables businesses to provide consumers with value-added solutions that are long-lasting, unique, and useful. It is also said that consumer integration is usually linked to collaborative activities, such as regular customer interaction. According to Zogaj & Bretschneider (2012), producers build partnerships with both internal and external partners when developing strategies, methods, and partners across businesses in a collaborative and coordinated process engaging consumers

This research makes use of indicators that provide consumers with regular updates, solicit customer input, respond to customer demands, and conduct surveys of customer wants. For companies, customer integration throughout the supply chain demonstrates a framework for meeting customers' wants and addressing their requirements (LUMINOSU et al., 2014). This event integrates customers to get information from customers, such as a transaction, while items and consumers' capacity to purchase products; may be utilized in decision making (Zogaj & Bretschneider, 2012). When organizations work together with their consumers, they are more likely to meet their sales goals. According to several research, buyer and supplier integration is a strong relationship and this has a favourable influence on the organization's success (Zogaj & Bretschneider, 2012).

It's the consumer's satisfying reaction that constitutes satisfaction. Consumption-related satisfaction may be assessed by if the service or product itself provides (or is providing) a pleasant degree of satisfaction. Customers that are satisfied with the goods or services they bought have given it a high rating on a scale of one star to ten stars. (Surucu & Denktas Sakar, 2018).

According to Surucu & Sakar (2018), customer satisfaction is a "summation of the customer's cognitive and emotional response to a service experience" (a long-term service connection may be established.). Customer satisfaction or discontent is based on a customer's experience and comparison to what they anticipated."

2.2. Supply Chain Performance (SCP)

Everything that goes on in the supply chain, from the initial raw supplies to the end customer, is included in this definition (Cherikh et al., 2018). Because of this, it is important to understand what manufacturers' objectives are when it comes to supply chain goals and performance structures. According to (Patel et al. (2013) a more flexible supply chain with shorter lead times and lower prices are the goals of manufacturers. It is widely accepted that speed, quality, affordability, and flexibility are the four 'competitive priorities' in supply chain performance. According to supply chain performance (supplier–

manufacturer connection), cost reduction, delivery dependability, and other factors have been hypothesized and practically evaluated.

To evaluate operational outcomes, performance monitors company activities over a while. Many performance metrics exist and choosing the best one for supply chain performance is a huge difficulty since supply networks are so complicated and interdependent (Javaid & Siddiqui, 2018). An effective supply chain management system may be built by using the right performance criteria, according to (2018). An enterprise performance assessment system may be classified into four categories: quality, time, flexibility, and cost, according to Neely et al. According to Cherikh et al. (2018), cost, time, effort, and customer satisfaction adaptability were all employed as performance metrics.

It has been found that the performance measurements of supply chain integration may be generally separated into two categories: operational and business performance. Findings from the Cherikh et al. (2018) study show a link between supply chain integration and operational performance (incorporating such rapid product modification in adapting to shifting consumer needs and delivery schedule, and also meeting order lead times as well as providing excellent customer service, among other things). It is defined as a network or partnership Suppliers and customers are examples of strategic groups that are closely tied to a company. It is SCI's goal to reduce costs and add value to the customer base. Supplier, customer, and internal integration (SCI) SCI encompasses all three of these facets. The integrated supply chain substantially assists the company in meeting its production requirements. Following the implementation of supplier integration, businesses collaborate with their suppliers to improve supply chain efficiency (Khanuja & Jain, 2021).

"Customer integration" is a term used to an organization's attempts to create a product positive working connection with its customers. When it comes to creating value and satisfaction for customers, integrating customers into the process is critical. Interdepartmental integration is the process by which the various departments and divisions of an organization work together to maximize production outcomes (Khanuja & Jain,

2021). Internal integration is essential to achieving an equilibrium between development and marketing success.

2.3. Trust

There are many different ways to describe trust in literature. That all of these concepts express the same idea concerning supply chain management is a wonderful thing. . Because of this, a partnership must succeed, it must be built on trust, which is a two-way interaction between partners in which both sides have a high degree of confidence in each other's decency and capacity to follow their commitments (Terpend & Ashenbaum, 2012). Consider that there are three kinds of trust: trust in character and morals, trust based on calculation, and trust based on organizations (Sutanto & Japutra, 2021).

Confidence, as defined by the Oxford English Dictionary, is "the capacity to put one's interests ahead of those of another person or group, independent of one's own power to influence the conduct of others" (Mayer et al., 1995, p. 712). Positive behaviour toward others in the face of danger is what it is all about (Das and Teng, 2001).

It is a proven thing that trust is not a one-dimensional concept; rather, it encompasses both goodwill and capacity trust (Das and Teng, 2001). So When we save this in the context of logistics outsourcing, the term "goodwill trust" refers to the confidence that 3PL customers have in the providers that they have to do business fairly and with consideration for the needs of their customers (Das and Teng, 2001). This has to do with the 3PL suppliers' honesty, integrity, and good faith (Das and Teng, 2001). 3PL consumers feel that 3PL providers are capable of fulfilling their contractual responsibilities and addressing the requirements of their consumers (Das and Teng, 2001). This has to do with the capabilities and resources of 3PL providers (Das and Teng, 2001). Some contend and think that goodwill and the ability to trust are not intertwined and that they may exist independently (Connelly et al., 2015). To provide one good example, although goodwill trust includes assessments of the partnership, ability trust just entails optimistic expectations for individual interactions (Connelly et al., 2012). Some researchers have shown a connection

between dependency and trust (e.g. Zhang and Huo, 2013), however, the links between supply chain performance and other trust characteristics remain mostly unclear and need additional exploration.

In the supply chain, there are several benefits to having trust present. According to Sutanto & Japutra (2021), The lower the transaction costs between both the client and the provider, the more trustworthy they are, as well as with less investment in specialist equipment and the modification of manufacturing processes by the provider Trust is more important in the buyer-supplier relationship in Japan's automotive supply chain than in the U.S., which reveals one of the fundamental reasons for the success of Japanese automakers across the world. Different forms of organizational trust have been studied before, and there is substantial overlap in the definitions provided by those scholars. Accordingly, trusts based on these traits include the following: Expertise, calculated competency; integrated trust in integrity; and. confidence in predictability; (Terpend & Ashenbaum, 2012). Four trust types have been shown to have the greatest power to explain overall organizational impacts and supply-chain coordination disparities (Sutanto & Japutra, 2021). In the literature, there are many varieties of trust, but these four encompass the other categories and address the problem of organizational opportunism at the same time (Sutanto & Japutra, 2021).

2.4. Integration

When 3PL consumers and suppliers integrate their trade ties, they can establish a solid and long-term partnership that is mutually beneficial (cf. Zhao et al., 2008). Companies may minimize their opportunistic and transaction costs by making offsetting investments across a variety of sectors (Heide and John, 1988). Relationship-specific investments, it has been proposed. In this way, existing ties may be intertwined because such investments are long-lasting, one-of-a-kind, and unique. may yield distinctive relational rent for both parties because of their uniqueness (Dyer and Singh, 1998). Integrating is therefore a bridge activity that helps to reduce transaction costs while also ensuring that external rents are sustained over longer periods (Zhao et al., 2008; Huo et al., 2015).

It is possible to invest both kinds of resources (including such physical assets) in a business partnership via the use of relationship-specific investment strategies (Heide and John, 1988). As a result of this reasoning, according to our recommendations. There are two main aspects of 3PL integration: information exchange and process coordination. Information infrastructure facilities are often found in physical assets in 3PL agreements, which permit communication between the 3PL parties. On the other hand, in 3PL interactions, equipment and trucks are the primary hard resources ((Liu et al., 2015; Huo et al., 2013). Human resource help in the form of logistical experience, skilled employees and teams, and other resources are typically required by 3PL partnerships to provide specialized procedures for the exchange of information and the provision of specialized services. improvement, among other things (Liu et al., 2015; Huo et al., 2013).

The sharing of coordination and dissemination of information of processes, on the other hand, results in the establishment of distinct governance systems. Using information technologies, such as ERP systems and electronic data interchange, 3PL consumers and suppliers may communicate information with one other. Individual decision-making may be enhanced by examining transportation and inventory data are examples of logistics data, which may help 3PL users improve their information processing skills (Sahin and Robinson, 2005). It's not only about setting up efficient processes between 3PL customers and suppliers; process coordination also includes hiring experts, assembling problem-solving teams, and working collaboratively on both process design, as well as process execution, among the two sides. Process coordination supports shared verdict-making, allowing 3PL consumers to have an impact on the decision-making processes of their service providers while also preventing opportunistic conduct in coordination (Sahin and Robinson, 2005).

2.5. Research Hypothesis and Relationship between Variables

2.5.1. Trust and supply chain performance

There is no doubt that a trust-based inter-organizational relationship is beneficial. Relational exchange theory and transaction cost economics were used to explain the

phenomenon benefits of trust in a variety of businesses and economic sectors (Mukhsin & Suryanto, 2021). In an economic model, trust is a replacement for control since it lowers the costs of seeking and contracting in addition to monitoring and enforcing contracts. When it comes to building and sustaining inter-organizational connections, trust is very essential. Because of this, it is more likely for associated firms to share information and expertise resources, participate in shared educational processes, as well as share the costs of recognising and exploiting new opportunities, which all have a significant influence on performance. (Hadrawi, 2019).

For effective inter-organizational partnerships, it has been recognized that trust is quite important and is linked to both greater adaptability as well as enhanced predictability of partner behavior, as well as increased strategic flexibility. According to Hadrawi (2019), trust is a key predictor of favorable performance outcomes such as greater flexibility, responsiveness, and cost savings. Indeed, trust encourages partners to work more closely together and take greater risks. The dark side of trust has been raised by several researchers; however, this does not always mean that trust is a bad thing. This may lead to marital stagnation, the adoption of coercive power methods, and an increase in opportunistic behavior due to misplaced trust. It is possible to have a trusting connection and an opportunistic one at the same time. according to prior studies (Salam, 2017). On the other hand, we take a different tack and see trust as the antithesis of opportunism. This is consistent with the idea of trust as that of the probability because economic actors might make decisions and take actions that benefit their partners. Trust and opportunism are interchangeable, according to empirical evidence (Salam, 2017).

First, we assert that trust favorably influences supply chain performance, and then we go further by examining the role played by one significant component in this connection. In this regard, our first hypothesis is as follows:

H1: Trust plays a positive moderating role between customer orientation and supply chain performance.

2.5.2. Customer Orientation and Integration.

One of the most critical parts of strategic orientation is customer orientation (Yeo et al., 2019b). This corporate culture is also maintained through the constant exchange of information and intelligence inside a corporation. A company's supply chain partners are included in information exchange in the supply chain context. There is a significant improvement in demand information, which reduces product design and production planning time as well as allows the manufacturer more flexibility in responding to consumer requests (Azhar, 2015). By engaging with important customers, a company may get access to external resources and the three crucial pieces of information a manufacturer needs to keep its consumers happy and loyal. According to Azhar (2015), Companies should interact with their major customers to get market intelligence so that they may better understand their customers' demands and provide value for them. Based on the above research, we have proposed our 2nd hypothesis and it is given as.

H2: Consumer orientation has a positive impact on integration.

Additionally, because integration has a positive impact on supply chain performance, we can draw our third hypothesis based on the above study, which defined integration as having a positive relationship with customer orientation, so, we conclude that the integration factor does have a positive impact on supply chain performance. That is our 3rd hypothesis.

H3: Integration has a positive impact on Supply chain performance.

2.5.3. Integration as a key factor in Customer orientation and supply chain performance

Customers' focus on their needs and supply chain efficiency are linked, according to researchers. It is a company-level resource that helps organizations identify market demands and utilize the value of other talents that connect firms to external networks.

Customer integration (Han et al., 1998). As a result, this concept argues that Integration facilitates supply chain collaborations that are aimed at enhancing performance.

According to our findings, the relationship between SCP and supply chain performance is moderated by the company's customer integration market orientation. The integration factor helps companies improve their performance by focusing on customers. Understanding and meeting the needs of the target consumers is a priority for a customer-focused company (Zhou et al., 2009). A customer-oriented business, for example, will aggressively gather, evaluate, and communicate adequate information about its consumers when demand changes quickly in the market. To better anticipate market trends, the company tends to better anticipate client needs and to better coordinate with trade partners (Han et al., 1998). The integration component allows the company to get real-time, rich-content information and expertise from its supply chain partners to better serve its consumers.

As previous studies have shown, Supply chain performance is heavily influenced by integration. As a result, a company's high level of integration reinforces the positive relationship between customer integration and supply chain performance. So, based on these studies, we have proposed our 4th hypothesis, which is given as:

H4: Integration is having a mediating effect between customer orientation and Supply chain performance.

2.5.4. Customer Orientation and Supply chain Performance

Supply Chain performance is positively influenced by customer orientation in several ways. Relationship with consumers enhances information exchange regarding how a focused company can assess and serve client needs (Chan-Kwon Park, 2017). As a result, the company can keep tabs on the ever-changing demands of its consumers, as well as the competitive landscape and the product market possibilities available to it. It can also solicit feedback from these customers, as well as monitor their satisfaction and expectations (Won Lee et al., 2007).

Product design that incorporates customer feedback and participation leads to fewer delivery-related issues, and on-time delivery improves, according to Chan-Kwon Park (2017). The firm's ability to foresee changes in client preferences is aided by regular contact with customers. Consequently, the supply chain may adapt to market changes by providing customer demands and responding to demand variations (Ralston et al. 2015). Consequently, customer relationships have a role in the positive correlation between Customer orientation and Supply Chain performance. Based on the foregoing evidence, we hypothesize that:

H5: Consumer orientation has a positive impact on Supply chain performance.

2.5.5. Trust and Supply chain performance

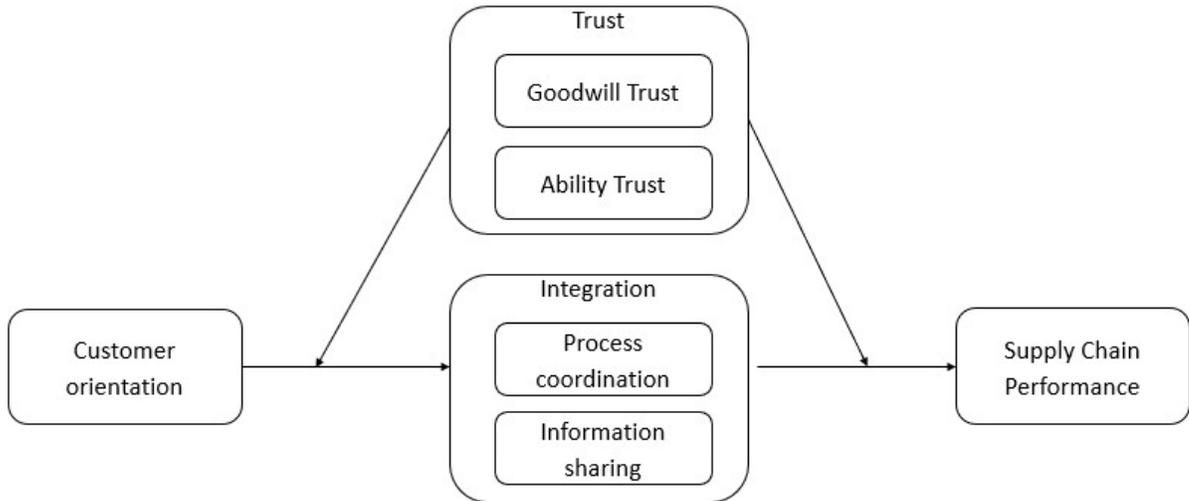
The value of trust in inter-organizational interactions has been thoroughly documented in the literature. Trust has been studied in a variety of businesses and economic sectors and explained by several theories the relational exchange theory as well as transaction cost economics. As an alternative to control, trust minimizes the expenses of finding, contracting, monitoring, and enforcing, as well as uncertainty in information exchange. Trust is essential to building and sustaining inters organizational connections from a relational exchange approach (Mukhsin et al., 2022). The likelihood that linked firms would share data, participate in collaborative learning processes, and split the expenses of identifying and taking advantage of new possibilities grows with trust.

In strategic management research, trust has been identified as a factor of effective inter-organizational partnerships and related to greater adaptation and strategic flexibility, as well as improved capacity to forecast the actions of one's companions. According to supply chain academics, performance outcomes like as added flexibility, reactivity, and cost savings are strongly linked to trust. Even more important than trust is collaboration and risk-taking, that is a result of trusting each other. According to several recent pieces of research, trust may have a detrimental impact on people's lives. Too much trust may lead to relationship stagnation, make it more likely that partners will resort to coercive power practices and behave opportunistically. (Mukhsin et al., 2022).

According to Lee (2019), trust and opportunity may coexist in the same relationship. If we take a different approach, we see trust as the antithesis of opportunism. This is consistent with the idea of trust as the probability that market players would make decisions and take actions that benefit their partners. Trust and opportunism have been shown to be interchangeable, according to empirical studies. So, based on the above research studies, we have presented our very last and 6th hypotheses.

H6: Trust plays a positive moderating role between integration and supply chain performance.

2.6. Research Framework



2.6.1. Research Hypothesis

While considering the research objectives and research questions, we have developed a few research hypotheses on which our whole study is based, and in the end, we have tested these. These are given as the impact of customer orientation on supply chain performance with the mediating effect of integration and moderating effect of trust.

H1: Consumer orientation has a positive impact on integration.

H2: Integration has a positive impact on Supply chain performance.

H3: Consumer orientation has a positive impact on Supply chain performance.

H4: Integration is having a mediating effect between customer orientation and Supply chain performance.

H5: Trust plays a positive moderating role between customer orientation and supply chain performance.

H6: Trust plays a positive moderating role between integration and supply chain performance.

Chapter 3. Research Methodology

Research methodology is focused on the methodical approach to addressing a research issue by using the most relevant research methodologies available at the time. For the results generated by research techniques to be consistent and accurate, it is necessary to have a well-defined research methodology. A theory of how to do research comprises the philosophical and theoretical assumptions about which research is founded and the implication of these assumptions for the technique or procedures chosen (Saunders, 2007).

This section should explain the proposed research design and methodology for undertaken research, and justify the adopted research philosophy, methodological choice & type, unit of analysis, time horizon, instrument development, data collection method experiment design, population, sampling strategy, and analysis techniques and research ethics.

2.7. Research Design

A deductive approach is used in this study. In this methodological approach, theories and ideas derived from research are used to guide the latter's methodology (Conceivous, 2010). After doing research in an area of study, the researcher formulates a hypothesis (or hypotheses) based on what is known about that area and on theoretical considerations concerning that area. These hypotheses must then be tested empirically. The hypotheses have included notions that need to be transformed into researchable forms.

2.8. Time Horizon

This term specifies if the research is a cross-sectional or longitudinal study, which gathers data at a given moment in time or collects data over a long period to compare data (Lee, 2019). The current approach which we have used in this study is the cross-sectional time approach and it depends upon the justification of the logical flow of variables in a time order to acquire the participant's perception.

2.9. Data Collection

A substantial amount of data is required for the result to be generalizable in this scenario. It is possible to collect data using questionnaires, organized observation, and interviews if the survey is conducted. For the survey, I decided to employ a questionnaire as a data-gathering approach because of time and money constraints. The benefit of this is that it enables you to communicate with people who would otherwise be unavailable. It's less costly, and the responder may remain anonymous in their response. Allows the responder to take his or her time answering the questions while allowing me to collect and analyze the data I have gathered. Additionally, I have visited the actual websites of the different companies and have used their online request form to ask for their cooperation in filling in the questionnaire.

2.10. Data Collection Approaches and Tools

Theoretical and practical research are the two main areas of focus at the moment. We relied on scholarly studies that were relevant to our current study for the theoretical parts. Practically, we employed descriptive and analytical methodologies to collect data, evaluate it, and conduct experiments to test our ideas. We relied on primary sources for data collecting, analysis, and software development in this study.

2.11. Population

There have been several persons in this research, so the sample size has been rather large. I have chosen a convenience sample from the employees of manufacturing firms who have to fill out the questionnaire during the research period, which have consisted of around 200–300 respondents chosen at different times. Only questionnaires with at least one correct response have to be considered legitimate for this research after they have been distributed to the study population in quantities between 100 and 300.

2.12. Data Sampling

The data have been collected using an internet database where I have obtained the (e-mail) addresses of all the firms I have picked based on parameters. The e-mail addresses of all the output from this database have to be downloaded into an Excel spreadsheet. As a result of this, every one of these addresses gets sent a link to the online survey. We have to use the non-probability sampling methods and we adopt the Convenience sampling for this. We have taken a total sample of almost 200 responses.

Data have been collected from the participants that are going to fill out the questionnaire.

2.13. Key Respondents

The study focuses on the relationship between customer orientation and supply chain performance. That requires an understanding of both the company's inbound and outbound logistics. All managers are expected to have the necessary strategy and customer expertise to fill out the form. We have also collected data from all three tiers which include the operations staff, then the line managers and then the senior managers who are making strategies. Data have been collected from the SME firm in Lahore, Islamabad and Sahiwal.

2.14. Data Analysis

Organizing, organizing, and analyzing a huge quantity of data is what we mean when we say "data analysis." Analysis of statistical data may be done either in real-time or in batches using SPSS Statistics. Many of the world's finest research firms use SPSS for statistical analysis and text mining to get the best results from their studies and surveys. As a result, I'll be using the most recent version of SPSS for data analysis in our study.

2.15. Level of Analysis

The findings of this investigation have to be applied to organizations as a whole. A single organization may be found for every N. Only a small number of employees from each company may participate in the survey; otherwise, the information acquired has not been accurately represented in the final report.

2.16. Research Ethics

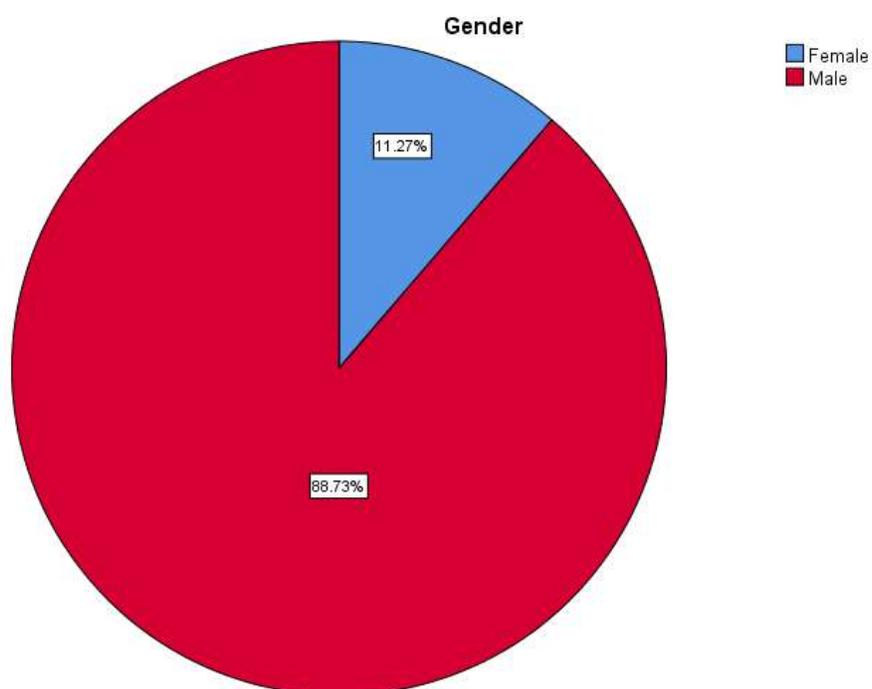
Research ethics is a formulation of scientific morality in action. Researchers are expected to adhere to a set of ethical standards and practices. The Data we are going to conduct have to be free from bias as we have told all respondents that their data have not to be shared with anyone and have only been used for research purposes. Any kind of information which shows their identity has not to be shared with anyone their Responses have only been used for research purposes.

Chapter 4. Data analysis & interpretation

4.1 Demographic Statistics

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	23	11.3	11.3	11.3
	Male	181	88.7	88.7	100.0
	Total	204	100.0	100.0	

The results are shown in the following Table 1 states that 204 participants which 181 (88.7%) were male and 23 were females (11.3%). The graphical representation of the results is given as under:

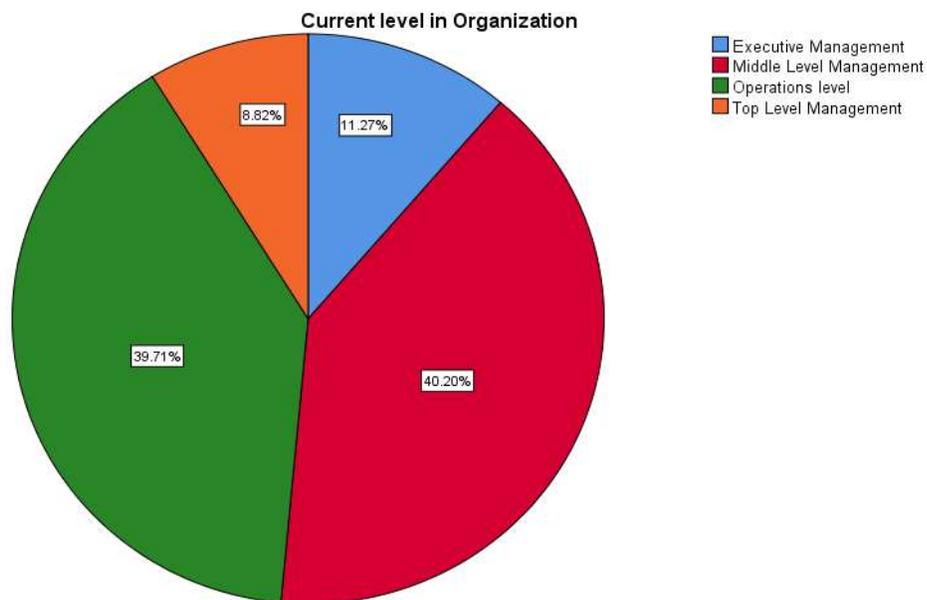


Indicate your current level in the organization

Table 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Executive Management	23	11.3	11.3	11.3
	Middle Level Management	82	40.2	40.2	51.5
	Operations level	81	39.7	39.7	91.2
	Top Level Management	18	8.8	8.8	100.0
	Total	204	100.0	100.0	

The results shown in the following Table 2 states that 204 participants which 23 (11.3%) were from Executive Management, 82 (40.2%) were from middle-level management 81 (39.7%) were from operations level and 18 (8.8%) were from top-level management. The graphical representation of the results is given as under:

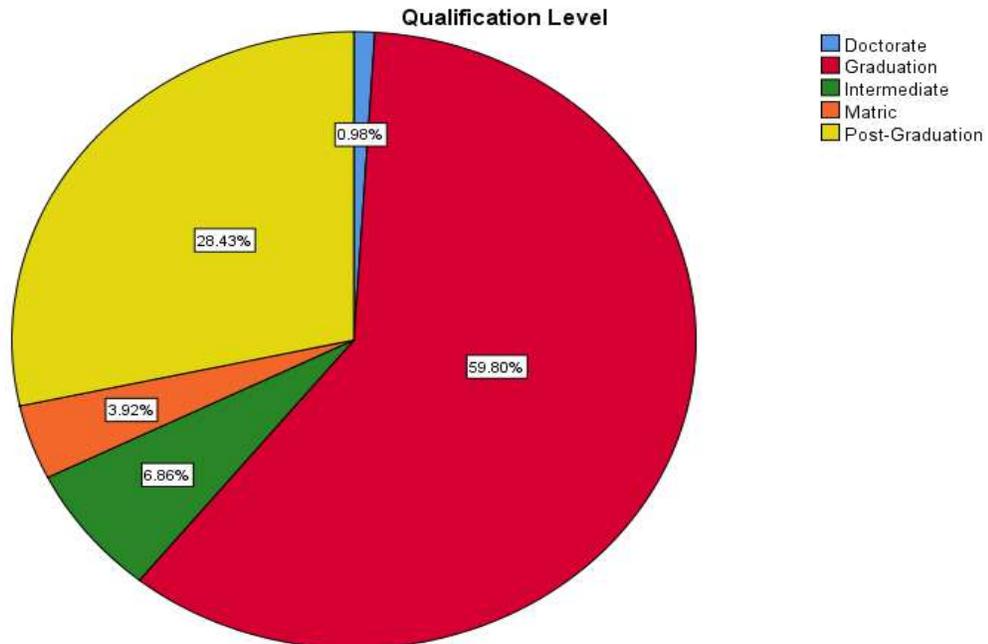


Qualification level

Table 3

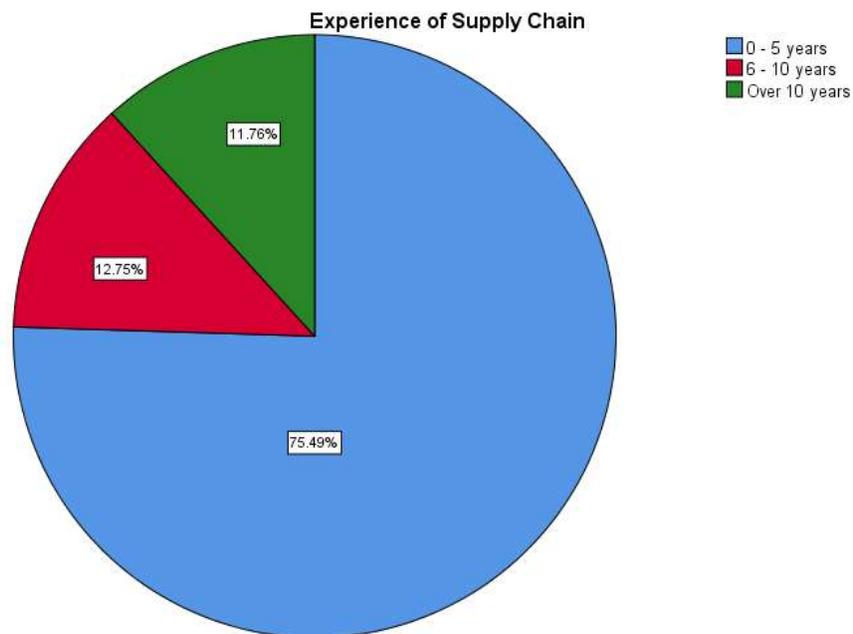
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Doctorate	2	1.0	1.0	1.0
	Graduation	122	59.8	59.8	60.8
	Intermediate	14	6.9	6.9	67.6
	Matric	8	3.9	3.9	71.6
	Post-Graduation	58	28.4	28.4	100.0
	Total	204	100.0	100.0	

The results are shown in the following Table 3 state that 204 participants 2 (1%) were having Doctorate, 122 (59.8%) were having graduation, 58 (28.4%) were having post-graduation, 14 (6.9%) were having intermediate and 8 (3.9%) were having Matric degree. The graphical representation of the results is given as under:



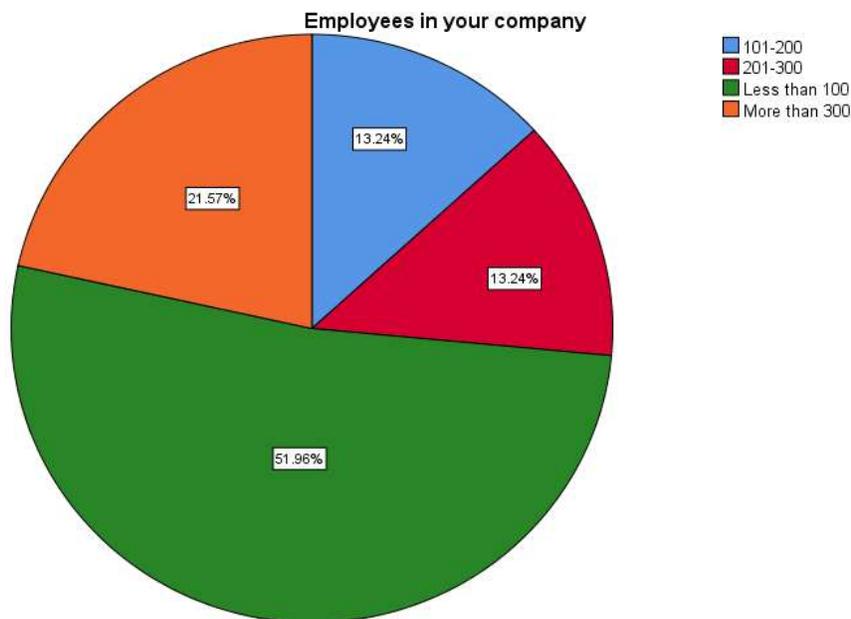
Experience In Supply Chain						
Table 4						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	0 - 5 years	154	75.5	75.5	75.5	
	6 - 10 years	26	12.7	12.7	88.2	
	Over 10 years	24	11.8	11.8	100.0	
	Total	204	100.0	100.0		

The results are shown in the following Table 4 states that 204 participants 154 (75.5%) were having experience of (0 - 5 years), 26 (12.7%) were having experience of (6 - 10 years), 24 (11.8%) were having experience of (over 10 years). The graphical representation of the results is given as under:



Employees in your company					
Table 5					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	101-200	27	13.2	13.2	13.2
	201-300	27	13.2	13.2	26.5
	Less than 100	106	52.0	52.0	78.4
	More than 300	44	21.6	21.6	100.0
	Total	204	100.0	100.0	

The results are shown in the following Table 5 state that 204 participants of which 44 (21.6%) were having employees in their company More than 300,27 (13.2%) were having employees in their company 201-300, 27 (13.2%) were having employees in their company 101-200. 106 (52%) were having employees in their company 100. The graphical representation of the results is given as under:



4.2 Descriptive Statistics

Descriptive Statistics					
Table 6					
	N	Minimum	Maximum	Mean	Std. Deviation
Customer Orientation	204	1.00	5.00	3.7422	0.77742
Trust	204	1.00	5.00	3.8094	0.78743
Integration	204	1.00	5.00	3.7902	0.82199
Supply Chain Performance	204	1.00	5.00	3.8686	0.79357
Valid N (listwise)	204				

Descriptive statistics were used to compile the data in the above table. Supply chain performance reflects a high mean value at 3.8686 with SD 0.79357 while customer orientation gets a low mean value at 3.7422 with SD 0.77742. This thing indicates that customer orientation is the lag area that is needed to be addressed.

4.3 Reliability Statistics

Table 7	Reliability Statistics	
	N of Items	Cronbach's Alpha
Customer Orientation	12	0.910
Trust	9	0.889
Integration	10	0.911
Supply chain Performance	5	0.805

The above-mentioned findings represent the overall internal reliability of the study's constituent elements. Customer Orientation got a high-reliability value at 0.910 compared with other variables; however, Integration got the highest value at 0.911. According to these results, they are in line with Sekaran (2003) who holds 0.60 a poor reliability value, 0.70 an acceptable range while 0.80 and above is considered good.

4.4 Correlation

		Customer Orientation	Supply Chain Performance	Trust	Integration
Customer Orientation	Pearson Correlation	1			
Supply Chain Performance	Pearson Correlation	.733**	1		
Trust	Pearson Correlation	.820**	.701**	1	
Integration	Pearson Correlation	.811**	.837**	.836**	1

** . Correlation is significant at the 0.01 level (2-tailed).

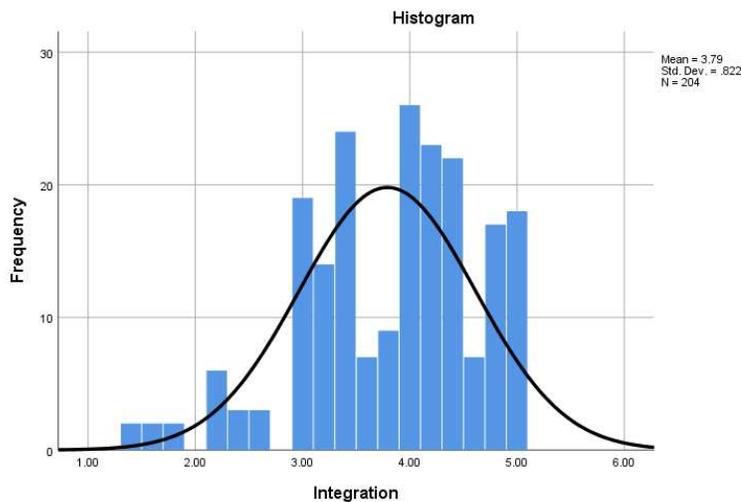
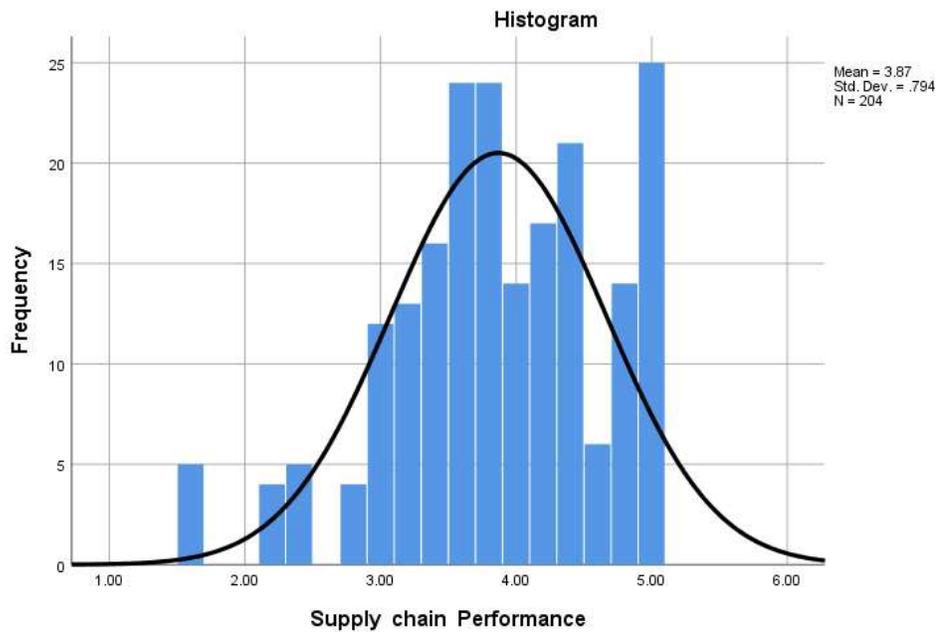
The results shown in the preceding table pertain to correlation analysis; the rationale for applying the correlation test is to determine whether or not a strong relationship exists between the variables; the presence of a strong relationship between the variables is indicative of the presence of a linear relationship between the variables. The data presented above demonstrate that linear correlation exists in nature.

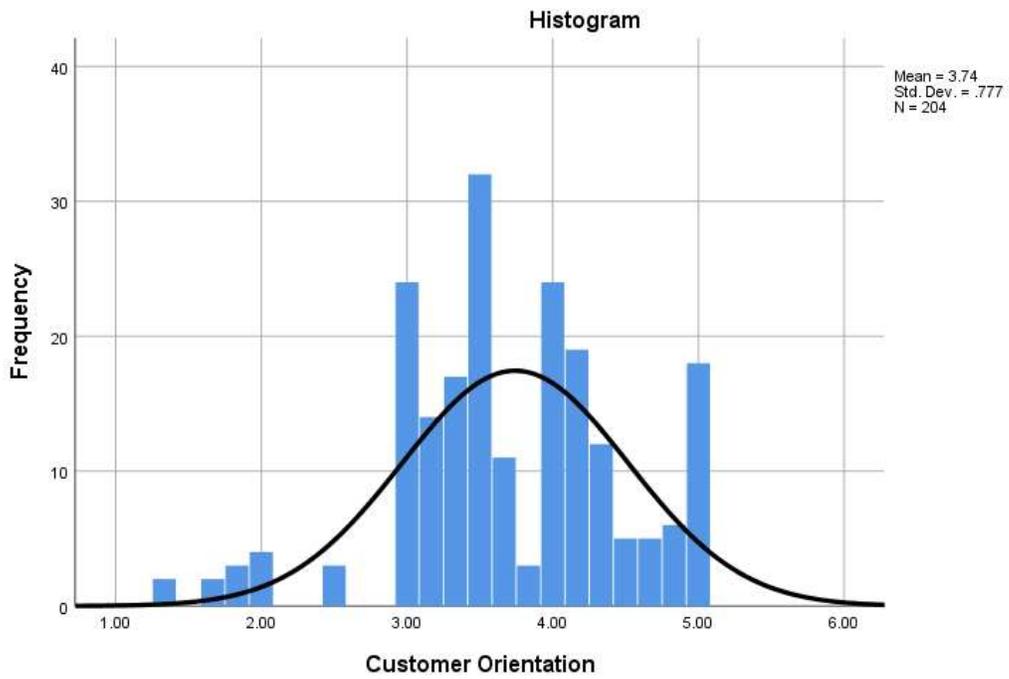
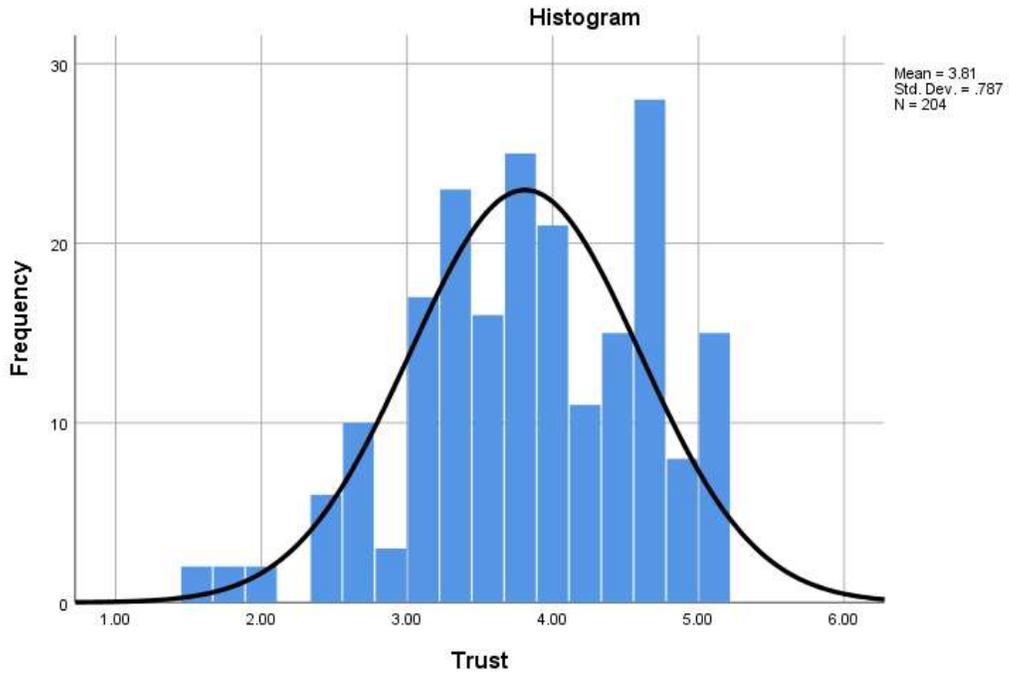
Customer Orientation has a positive and significant correlation with supply chain performance at .733. Similarly, all the other variables carry positive and significant correlations with each other.

4.5 Normally Distributed Data

		Supply Chain Performance	Integration	Trust	Customer Orientation
N	Valid	204	204	204	204
	Missing	0	0	0	0
Skewness		-0.576	-0.646	-0.481	-0.445
Std. Error of Skewness		0.17	0.17	0.17	0.17
Kurtosis		0.248	0.152	-0.195	0.451
Std. Error of Kurtosis		0.339	0.339	0.339	0.339

The results displayed in the preceding table pertain to regularly distributed data; the justification for using the normally distributed data test is provided in the next section. Skewness and Kurtosis are two characteristics of the variables. According to the data above, all of the variables have negatively skewed distributions, but all of the variables have normally distributed distributions (Kurtosis), except for Trust, which has a negatively skewed distribution (Kurtosis). The data presented above demonstrate that linear correlation exists in nature.





4.6 Regression Analysis

Relationship Between Consumer Orientation and Integration.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.581	0.166		3.492	0.001
	Customer Orientation	0.858	0.044	0.811	19.713	0
a. Dependent Variable: Integration						
b. $R^2=0.658$, $F=388.609$, $*P<0.001$						

Results delineated in the above Table indicate that regression coefficient values at Beta value=0.581, T=3.492, F= 388.609 at p -value .010 highlight the association of correlation between Consumer orientation and integration while R^2 value at 0.658 indicates variation in single element Consumer orientation effects Integration to the extent of 65%. F value at 388.609 indicates model fit.

Relationship Between Integration and Supply Chain Performance.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.806	0.144		5.592	0
	Integration	0.808	0.037	0.837	21.729	0
a. Dependent Variable: Supply Chain Performance						
b. $R^2=0.700$, $F=472.145$, $*P<0.001$						

Results delineated in the above Table indicate that regression coefficient values at Beta value=0.806, T=5.592, F= 472.145 at p -value .010 highlight the association of correlation between integration and Supply chain performance while R^2 value at 0.700 indicates

variation in single element Supply chain performance effects Integration to the extent of 70%. F value at 472.145 indicates model fit.

Relationship Between Consumer Orientation and Supply Chain Performance.

Table 11 Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.067	0.187		5.718	0
	CO	0.749	0.049	0.733	15.337	0
a. Dependent Variable: Supply Chain Performance b. R ² =0.538, F=235.215, *P<0.001						

Results delineated in the above Table indicate that regression coefficient values at Beta value=1.067, T=5.718, F= 235.215 at *p*-value .010 highlight the association of correlation between Consumer orientation and Supply chain performance. while the R² value at 0.538 indicates variation in a single element Supply chain performance affects Integration to the extent of 53%. F value at 235.215 indicates model fit.

Relationship Between Customer Orientation and Supply Chain Performance with Mediating Effect of Integration.

The total effect of X on Y							Table 12	
Effect	se	t	p	LLCI	ULCI			
.7487	.0488	15.3367	.0000	.6525	.8450			
The direct effect of X on Y								
Effect	se	t	p	LLCI	ULCI			
.1631	.0664	2.4556	.0149	.0321	.2940			
Indirect effect(s) of X on Y:								
Effect	BootSE	BootLLCI	BootULCI					
I	.5857	.0811	.4350	.7515				
I= Integration								

Results delineated in the above Tables indicate that direct regression relationship coefficients of Customer Orientation and Supply Chain Performance of LLCI= 0.0321 and ULCI=0.2940 are $\neq 0$ and the indirect regression relationship coefficients of Customer Orientation and Supply Chain Performance with Mediating Effect Of Integration values of LLCI= 0.4350 and ULCI=0.7515 are $\neq 0$, which indicates a significant effect between the Customer Orientation and Supply Chain Performance thus satisfying this hypothesis.

Relationship Between Customer Orientation and Supply Chain Performance with Moderation of Trust.

Table 13 Model Summary						
R	R-sq	MSE	F	df1	df2	p
.7537	.5680	.2761	87.6554	3.0000	200.0000	.0000
Model						
	coeff	se	t	p	LLCI	ULCI
constant	.8761	.6171	1.4198	.1572	-.3407	2.0930
CO	.4885	.1928	2.5331	.0121	.1082	.8688
T	.2985	.1822	1.6384	.1029	-.0608	.6578
Int_1	.0018	.0464	.0397	.9684	-.0897	.0934

Results delineated in the above Tables indicate that direct regression relationship coefficients of Customer Orientation and Supply Chain Performance with the moderating effect of Trust values of LLCI= -.0897 and ULCI= .0934 are $\neq 0$, which indicates a significant effect between the Customer Orientation and Supply Chain Performance, thus satisfying this hypothesis.

Relationship Between Integration and Supply Chain Performance with Moderation of Trust.

Model Summary						
R	R-sq	MSE	F	df1	df2	p
.8369	.7004	.1915	155.8433	3.0000	200.0000	.0000
Model						
	coeff	se	t	p	LLCI	ULCI
constant	.7427	.4980	1.4915	.1374	-.2392	1.7246
I	.8236	.1469	5.6062	.0000	.5339	1.1132
T	.0210	.1620	.1296	.8970	-.2984	.3404
Int_1	-.0050	.0383	-.1315	.8955	-.0806	.0706

Results delineated in the above Tables indicate that direct regression relationship coefficients of Integration and Supply Chain with the moderating effect of Trust values of LLCI= -.0806 and ULCI= .0706 are $\neq 0$, which indicates a significant effect between the Customer Orientation and Supply Chain Performance, thus satisfying this hypothesis.

4.7 Hypothesis Testing

Hypothesis Testing					
	Hypothesis	R-sq	t-Value	P-Value	Decisions
H1	Consumer orientation has a positive impact on integration.	0.658	19.713	0.000	Supported
H2	Integration has a positive impact on Supply chain performance.	0.700	21.729	0.000	Supported
H3	Consumer orientation has a positive impact on Supply chain performance.	0.538	15.337	0.000	Supported
H4	Integration is having a mediating effect between customer orientation and Supply chain performance.	0.6580	15.3367	0.000	Supported
H5	Trust plays a positive moderating role between customer orientation and supply chain performance.	0.5680	1.6384	0.000	Rejected
H6	Trust plays a positive moderating role between integration and supply chain performance.	.7004	0.1296	0.000	Rejected

Chapter 5. Conclusion

5.1 Discussion

Drawn on the pertinent literature on Supply chain performance this study worked to seek improvement in the effectiveness of customer orientation of 3pl logistics providers in the presence of trust and integration.

The results state that there is a positive relationship between customer orientation and supply chain performance. Along with that it also shows the positive relationships among the variables in the presence of moderator and mediator. There is a positive impact of customer orientation of 3pl providers on the overall performance of the supply chain of the company.

First, I have discussed that Consumer orientation has a positive impact on integration with the t value of 19.713 and R-sqr of 0.658. these results show that customer orientation is having a major impact on integration.

Secondly, I have discussed the impact of integration on Supply chain performance with the T value of 21.729 and R-sqr of 0.700. these results show that integration has a positive impact on supply chain performance.

Thirdly I have discussed the impact of customer orientation on Supply chain performance with the T value of 15.337 and R-sqr of 0.538. these results show that customer orientation has a positive impact on supply chain performance.

Fourthly, I have discussed the impact of the mediating integration effect between customer orientation and Supply chain performance with a T value of 15.3367 and R-sqr of 0.6580. this shows the positive impact between variables.

Then I have discussed the moderating impact of Trust between customer orientation and supply chain performance with the T value of 1.6384 and R-sqr of 0.5680.

In the end, I have discussed the moderating impact of trust between integration and supply chain performance with the T value of 0.1296 and R-sqr of 0.7004. This research seeks the improvement of the supply chain performance of the SMEs with the improvement in the customer orientation of the 3pl service providers of their firms.

5.2 Conclusion

The primary goal of this research is to determine the influence of 3pl service providers' customer orientation on the entire supply chain company's performance. There is no research being conducted on the performance of small businesses, which have been the backbone of any economy, in the supply chain. If the performance of SMEs is improved, then this has much positive impact on the general market of the country. So, the small companies have to sell their products at a minimum lower price due to strong competition and people have got the things in less amount as compared to now a day.

So, the overall prices in the market also depend upon the performance of SMEs firms. The SMEs are short in budget, so they do not invest in research and also their orders for 3pl service providers are very less in number, so their service providers do not work according to their needs. They always get what is left from the big firms. Also, their market is not regulated so policy making for them is very less. There is a need for proper planning for the needs of SMEs.

5.3 Managerial implications

With an efficient supply chain performance assessment system, you can track your progress toward your predetermined objectives while also keeping an eye on the big picture and steering clear of too narrow concentration (Thanki and Thakkar, 2018). From the conclusion drawn from their research, it is proved that customer orientation of 3pl service providers is having a positive impact on the supply chain performance of the firms. The effectiveness of a supply chain is critical in today's environment also having a very deep effect on the overall profitability of the firm.

The customer orientation of 3pl service providers is having a lot of impact on the performance of the firms to whom they are giving the services and it is understandable to

everyone. The prediction firm relies a lot on its service providers in terms of inbound logistics as well as outbound logistics. The management team, in addition to the operational workforce, can better the overall performance of their supply chain by handling the 3pl logistics providers according to requirements former during the waste.

5.4 Practical implications

There are many potential benefits associated with this study, this helps the companies to find the good 3pl service providers from them so that the overall efficiency of their supply chain remains good. These still also fill the gap in the literature by offering the different dimensions of supply chain performance which are linked through trust and integration. This study has helped the firm to improve the complete performance of their supply chain by making the 3pl service providers more customer oriented. This study shows how customer orientation of 3pl logistics providers is linked with the performance of the company. A little change in the responsiveness of logistics providers has impacted the performance of the company a lot.

5.5 Limitations and future research

The present research is indeed intended to provide insights into a crucial facet of customer orientation of 3pl logistics and Supply chain performance, the initial limitations were faced on account of sample size as well as the location of where the sample size is collected. Further research may work while collecting sample sizes from other parts of the country. As the study was conducted in limited cities of Pakistan where we can explore the supply chain performance of the firms that the sample size is only completed from the SMEs sector of Pakistan so in future research focus can only be the large firm of Pakistan, so realizing its potential, the results were delivered to the company with shows that if there is customer orientation in their 3pl partners then the overall performance of the firms have also increase. The current research was delimited to observe the effects of customer orientation of 3pl providers on supply chain performance, future research may identify some other aspects like the agile supply chain and green supply chain. Further, this study can also be replicated on some specific organizations to check the impact on their overall supply chain performance due to 3PL logistics providers.

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APPENDIX A

A1. QUESTIONNAIRE

BACKGROUND INFORMATION

1. Kindly indicate your Gender.

Male	Female
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2. What is your qualification level?

Matric/O-levels	Intermediate/ levels	A-	Graduation	Post- Graduation	Doctorate
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3. How much experience do you have of supply chain in any company?

0 - 5 years	6 - 10 years	Over 10 years
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4. Indicate your current level in the organization.

Operations level	Managerial level	Senior Manager	Executive level
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5. How many employees do you have in your company?

Less than 100	101-200	201-300	More than 300
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Customer Orientation

Sr. No	Customer orientation	1	2	3	4	5
		1. Strongly disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly agree
1.	The major 3PL has broad range of services.					
2.	The major 3PL has the capability to maximize-added value to our products.					
3.	The major 3PL has a strong domestic service provision network.					
4.	The major 3PL makes price change information readily available.					
5.	The major 3PL makes service/product change information readily available.					

6.	It is easy to obtain order status information from the major 3PL..					
7.	The major 3PL provider's transit time is short.					
8.	Deliveries usually arrive on the date the major 3PL provider promised.					
9.	The major 3PL handles our back-orders quickly.					
10.	The major 3PL provider has a high level of responsiveness to our needs.					
11.	The major 3PL has a strong capability for continuous improvement.					
12.	The major 3PL has a strong capability for continuously bettering its service.					

Trust

Goodwill Trust

Sr. No	Goodwill trust	1	2	3	4	5
1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree						
1.	Our major 3PL provider cares for us.					
2.	Our major 3PL provider has made sacrifices for us in the past.					
3.	We feel our major 3PL provider has been on our side.					
4.	Our major 3PL provider is genuinely concerned we succeed.					
5.	Our major 3PL provider considers our welfare as well as their own.					

Ability Trust

Sr. No	Ability trust	1	2	3	4	5
1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree						
1.	Our major 3PL provider is knowledgeable regarding their logistics service.					
2.	The advice our major 3PL provider gives us is helpful.					
3.	Our major 3PL provider has no problems answering our questions.					
4.	Our major 3PL provider are capable to meet our logistics requirements.					

Sr. No	Integration Information sharing	1	2	3	4	5
1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree						
1.	There is a high level of information exchange with our major 3PL provider through information network.					
2.	We can use our major 3PL provider's information systems to trace the status of our cargo.					
3.	Our major 3PL provider shares service schedule and capacity with us.					

Process Coordination

Sr. No	Process coordination	1	2	3	4	5
1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree						
1.	We hold meetings with our major 3PL provider on a regular basis to solve problems.					
2.	We and our major 3PL provider work together as a team.					
3.	We conduct the joint planning to anticipate and resolve operational problems with our major 3PL provider.					
4.	We develop a mutual understanding of responsibilities with our major 3PL provider.					
5.	We make joint decisions with our major 3PL provider about ways to improve overall cost efficiency.					
6.	We and our major 3PL provider achieve goals collectively.					
7.	We and our major 3PL provider design customized ordering processes collectively.					

Supply Chain Performance

Sr. No	Supply Chain Performance	1	2	3	4	5
1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree						
1.	Handle difficult nonstandard orders.					
2.	Meet special customer specification.					
3.	Produce products characterized by numerous features options, sizes, and colors.					
4.	Rapidly adjusts capacity so as to accelerate or decelerate production in response to changes in customer demand.					
5.	Rapidly introduces large numbers of product improvements/variation.					

Thank You