

PAPER DETAILS

TITLE: The relationship between logistics performance and business performance

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PAGES: 173-193

ORIGINAL PDF URL: <https://dergipark.org.tr/tr/download/article-file/651339>



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Year: 2022 Winter

Number: 10

Volume: 2

pp: 173-193

Makalenin Geliş Tarihi: 18/02/2019

Kabul Tarihi: 28/06/2022

Makalenin Türü: Araştırma makalesi

Doi number: 10.5281/zenodo/6773225

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The Relationship Between Logistics Performance and Business Performance

Balgasem Ali Almasrati

Abstract

The performance logistics, both domestically and internationally, is a necessary precondition of national competitiveness. Globalization and increased competitiveness turned performance logistics into one of the key elements of trade. Efficient performance logistics facilitate the production and mobility of products, ensuring their safety and speed as well as reduction in cost when trading them among countries. Define logistics as part of the value chain which plans, implements and controls the efficient flow of goods, services and information from source to consumer. Ultimately, the importance of logistics lies in the ability to efficiently solve transportation, storage and packaging issues, increasing the competitiveness of businesses and the country in general. Logistics encompasses a complex set of activities which require a collection of metrics to adequately measure performance. Ideally, the performance metrics used should be selected and maintained as a system, so they complement and support each other and provide the decision makers with a well-balanced picture of the logistics process.

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Measuring business performance is complex because of the many objectives of business. Profit maximization remains one of the key objectives of business, although the debate around this issue has not reached any final conclusions. Balance sheets and profit/loss accounts are the traditional and most popular means of measuring business performance. The inherent weakness of these measures, however, is that they fail to capture non-financial parameters such as good will and customer loyalty.

To manage business process performance properly, it is necessary to monitor and control process implementation and execution throughout their





lifecycle. Modern control models are highly complex, as they include several aspects of BPM. the general conception of business performance illustrates the complexity of the business performance management controlling system, and includes: process modeling and implementation, planning, monitoring, measuring 1and performance enhancement.

Purpose the paper's aim is to theorize and assess a logistics performance model incorporating logistics performance as the focal construct with business performance as quality, flexibility, time, cost and agility.

The results indicate that logistics performance is positively relationship by business performance and logistics performance. Neither business performance or logistics performance was found relationship between business performance and logistics performance. In this study the focus is limited to the relationship of logistics performance on organizational performance.

Keywords: Performance, logistics, Logistics performance, Organizational performance.

Jel Code: M11

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Lojistik Performansı ile İşletme Performansı Arasındaki İlişki

Balgasem Ali Almasrati

Öz

Performans lojistiği, hem yurtiçinde hem de uluslararası alanda, ulusal rekabet gücünün gerekli bir ön koşuludur. Küreselleşme ve artan rekabet gücü, performans lojistiğini ticaretin kilit unsurlarından biri haline getirmiştir. Verimli performans lojistiği, ürünlerin üretimini ve hareketliliğini kolaylaştırır, güvenlik ve hızlarının yanı sıra ülkeler arasında ticaret yaparken maliyetlerin düşmesini sağlar. Lojistiği, kaynaktan tüketiciye malların, hizmetlerin ve bilgilerin verimli akışını planlayan, uygulayan ve kontrol eden değer zincirinin bir parçası olarak tanımlayın. Nihayetinde, lojistiğin önemi, nakliye, depolama ve paketleme konularını verimli bir şekilde çözme, işletmelerin ve genel olarak ülkenin rekabet gücünü artırma yeteneğinde yatmaktadır. Lojistik, performansı yeterli bir





şekilde ölçmek için bir metrikler koleksiyonu gerektiren karmaşık bir dizi faaliyeti kapsar. İdeal olarak, kullanılan performans ölçütleri bir sistem olarak seçilmeli ve sürdürülmelidir, böylece birbirlerini tamamlar ve desteklerler ve karar vericilere lojistik sürecinin dengeli bir resmini sunarlar.

İş performansının ölçülmesi, işin birçok amacı nedeniyle karmaşıktır. Kar maksimizasyonu, bu konudaki tartışmalar herhangi bir nihai sonuca ulaşmamış olsa da, iş dünyasının temel hedeflerinden biri olmaya devam etmektedir. Bilançolar ve kar/zarar hesapları, iş performansını ölçmenin geleneksel ve en popüler araçlarıdır. Bununla birlikte, bu önlemlerin özünde var olan zayıflık, iyi niyet ve müşteri sadakati gibi finansal olmayan parametreleri yakalayamamalarıdır.

İş süreci performansını doğru bir şekilde yönetmek için, yaşam döngüleri boyunca süreç uygulamasını ve yürütmesini izlemek ve kontrol etmek gerekir. Modern kontrol modelleri, BPM'nin çeşitli yönlerini içerdiğinden oldukça karmaşıktır. genel iş performansı kavramı, iş performansı yönetimi kontrol sisteminin karmaşıklığını gösterir ve şunları içerir: süreç modelleme ve uygulama, planlama, izleme, ölçme ve performans geliştirme.

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Bu makalenin amacı, kalite, esneklik, zaman, maliyet ve çeviklik gibi iş performansı ile odak yapı olarak lojistik performansı birleştiren bir lojistik performans modelini kuramsallaştırmak ve değerlendirmektir.

Sonuçlar, lojistik performansının iş performansı ve lojistik performans ile pozitif bir ilişki olduğunu göstermektedir. İş performansı ile lojistik performans arasında ne iş performansı ne de lojistik performans arasında bir ilişki bulunamamıştır. Bu çalışmada odak, lojistik performansın örgütsel performans üzerindeki ilişkisi ile sınırlıdır.

Anahtar Kelimeler: Performans, lojistik, lojistik performans, Organizasyonel performans.

Jel Kodu: M11

1.Introduction

Appreciations to the growths in the logistics field, it's part of the field in the global economy has been growing each time. Though growth of





average of four to five percentage was perceived in the global economy among the years 2008 to 2013, logistics business prospective demonstrates a development of almost twenty percentages. While the global logistics fields prospective had a volume of four trillion dollars in 2004, this value extended to seven trillion dollars.

Performance is explained and defined such as the range of achievement reached through an enterprise in a specific period, or quantitative and qualitative expression of the level of achievement reached by any somebody, groups or foundation accomplishment an effectiveness in terms of the point targeted at with such activity (Tetik, 2003). Performance dimension is energetic for firms so that they know how to absorb their actual status. Demonstrating actual status is a pointer of the capability of firm's future.

With the assistance of the performance mensuration, the goals that are required start can be determined exactly (Küçük, 2018).

2. Theoretical Framework

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Mentzer et al. (2001, p. 4) define a supply chain as "a set of three or more entities (organizations or individuals) directly involved in the upstream and downstream flows of products, services, finances, and/or information from source to customer." Stank et al. (2005: 27) describe supply chain management as a "strategic level concept." Ho et al. (2002) conceptualize SCM as having three core elements: value creation; integration of key business processes, collaboration. Logistics is an important component of supply chain management (Stank et al., 2005).

Rabinovich and Knemeyer (2006) identify a new breed of logistic related firms: logistics service providers that support internet supply chains. These logistics service providers help internet sellers integrate with the myriad of available logistics firms to fulfill customer orders more effectively and efficiently (Rabinovich and Knemeyer, 2006). Logistics service providers establish relationships with both internet seller and third-party logistics providers and integrate the selling and flow processes throughout the supply chain through the provision of what Rabinovich and Knemeyer (2006, p. 90) call "hub functionalities." Vaidyanathan (2005).





A long time ago The methods of measuring the performance of a corporations and businesses developed by business managers and business management. The method that underlies performance measurement and has conserved it's a great importance over the years is the economic performance approach.

The master motive is that innovativeness and enterprises are economic structures, and foresee for nonprofit social organizations their important goal is to rise revenue and continue their existence (Zerenler, 2005).

The effort of performance measurement varieties from financial factors state to non-financial factors state. Particularly since the end of last century, non-financial pointers have started to be depended on too much frequently in performance measurement.

This state is similar with the growths taking place in customer relative management through the similar epoch. Customer requirements have convert more significant, and this has needed enterprises to take on non-financial measures too much in performance measurement.

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From academic literature review, it is understood that authors take on a lot of diverse performances measures. Delivery time, quality consistency, productivity, production, sale cost, manufacture time, delivery security, quality of service, flexibility, market share, loyalty of customer, activity, efficiency and conformance to standards are some of the performance measures that have been used in academic studies (Aziz et al., 2010; Green Jr. et al., 2006; Flynn et al., 1996; Morgan et al., 2002; Morgan et al., 2009; Sin et al., 2002).

A lot of measures that can be used in performance measurement has required enterprises to select which measures they should use. For each new idea measure prevents the performance from being completely measured. Consequently, multi-dimensional performance measurement structures in which several measures might be used together are wanted.

With the concentrated use of novel administrative trainings and practices, the ability of old-style performance measures to decorously explain and reflect enterprise performance has reduced. As an outcome of rising needs, efforts have been made to seal the gaps in old-style performance measurement systems with the growth of stable and diverse





dimensional performance measurement styles. They center on the future more than the actions of the past (Başat, 2010; Zerenler, 2005). Diverse evidences and dissimilar measurement systems are used during designing performance measurement systems. In greatest contemporary studies, the effort is on how to development of performance measurement systems which think through financial pointers and non-financial pointers together.

A lot of companies and firms make a performance agreement meaning to its specific strategies and goals, and assigned to performance pointers and the performance measurement system in agreement with this. In the United States America one study was started by two Tyworth and Zeng, the performance of logistics companies was measured from 7 dimension of manner. The seven dimensions are value, bureaucracy, promotion, human, growth potential, compensation of commercial loss and finance.

In the USA study, performance pointers like procurement time, stock maintenance costs and shipment were used. Aziz, Van Hillegersberg and Kumar, in the same study, specified logistics performance indicators as security, reliability, delivery on time, cost saving, and conformance to standards (Aziz et al., 2010; Onay and Kara, 2009; Tyworth and Zeng, 1998). In old-style performance measurement systems, five essential and major performance criteria which are believed indispensable for an enterprise to be prosperous in logistics operations are specified. Particular measures from each major performance criterion are used in the valuation of logistics functions.

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The criteria and measures used in the evaluation are as shadows (Fawcett and Cooper, 1998). When measuring the success of logistics activities, alternative subject to reflect is that this achievement should be bearable.

The bearable development approach impacts studies in a lot of disciplines and scientific areas, and is suitable progressively more significant (Küçük et al, 2015). Recently, the logistics scope has been inclined by these expansions, and the sustainability intelligible has converted one of the important values of logistics management (Erol, Velioğlu and Şerifoğlu, 2006).

Enterprise performance rely on the total performance of the elements





within the enterprise. To success this, the performance of each stage or step necessity to be measured and designated individually. If the enterprise does not achieve the targeted performance, the elements which cause insufficiency in performance should be identified.

The section of marketing is one of some important real subdivisions in terms of the common enterprise performance. Hence, the achievement or insufficiency of the marketing department is a determining factor of the universal performance of the enterprise (Küçük and Kocaman, 2016). Enterprises and firms must appraise their performance in terms of financial pointers like profitability, turnover increase, balance sheet value and cash flow as well as the effectiveness of marketing accomplishments.

All these pointers which like customer satisfaction, customer loyalty, profits provided for the customer and market share are predictable to be used in performance estimation he emergence of more integrative approaches in qualifications of measuring marketing performance came with the prerequisite to use several dissimilar pointers in performance measurements.

A lot of these pointers are not comprised in measurement systems since they are believed to be operative on the performance of the marketing subdivision; notwithstanding they are not unswervingly related to the accomplishments of the marketing subdivision (Morgan, Clark and Gooner, 2002).

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3. Aims

This study aims to determine relationship between logistic performance and business performance.

4. Scope and Methodology

The main focus of this research is the importance of the factors affecting the business performance. The limit of study is the Misrata city. Service in the city center are the directors of 40 enterprises in the sector. The main part of study is the city center with 40 service provider's administrators and workers. In line with the purpose of the study, different factors affecting the. business performance.





The scale of determining the importance level is Küçük (2018). The survey method was used as the collection tool, the face to face survey from the employees the application and the data collected, the service belonging to the participants of the research Sixty questionnaire forms, 50 of them from the sector, were accepted as valid. Questionnaire 40. There is a scale for determining the importance level of the different factors affecting the ma business performance made. These statements are made from 5 participation levels It is formed. 1-Strongly disagree. 2- Disagree, 3- Neutral, 4- Agree and 5-Strongly agree, it is prepared to answer with expressions.

All the data obtained from the questionnaire were analyzed with the SPSS 20 program. When the data were evaluated, Factor Analysis, Reliability Test (Cronbach'sAlpha), factor loadings, eigenvalues, KMO value and variance openness ratio test which they were used.

5, Research Model

Research model has been shown in Figure 1.



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Figure 1. Model of research

In this study, has been research impact of Logistics performans on business performance.

6, Hypotheses

The impact of logistics operations on the operational performance has been examined by various researchers in the literature. Laird (2012) classified the logistics activities that provide the logistics success of the company as transportation, storage, packaging and stock management. According to this study, it was found that the success of the enterprise and





the effect of the logistics activities on the production level. Azevedovd (2007) examines the impact of logistics operations in industrial firms on operational performance. The logistics activities investigated were stocking, ie stock control, handling, packaging, collection and storage. According to the results of this study, the applications developed within the scope of logistics activities affect the performance of the firms, especially the costs. In addition, it is stated that stock control has a high impact on the performance of firms (Küçük, 2018). The research hypothesis developed in line with the literature is as follows:

H₁. There is a relationship between business performance and logistics performance.

7. Data Analysis

The results of factor analysis shown the effect of factors; quality, flexibility, time, cost, agility, to business performance decision in Table 1.

Tablo 1. Factors of Logistics Performance Factors

Logistic Performance	Loading Factor	Eigen value	Cronbach's Alpha	KMO Value	Varyans (%)
Q1-Logistics activities appearing in our company; we provide the best of times for the time of goods and services,	2.460	2.460	.743	.668	80.306
Q2 logistics activities implemented in our business support other units in order to meet most needs and expectations.	.905			.768	
Q3 Logistics activities appearing in our business; maintenance procedures and quality procedures.	.694			.700	
Q4 collateral trade activities, settlement and delivery damages in our enterprise,	.501			.729	





orderly stowage inventory, On the issue of the problems.				
Q5 Our logistics activities appearing in our business and our staff responsible for this activity are trustworthy.	.440			.645
Q1- Logistics activities that appear in our business; It is also effective in meeting customer's non-routine requests.	2.523	2.532		.715
Q2- Logistic activities appearing in our business; unexpected events have the ability to meet.	1.239			.610
Q3- Logistics activities that appear in our business; allows the execution of flexible operation operations	1.057			.610
Q4 - Logistic activities appearing in our enterprise; supports flexible working procedures and systems	.496			.674
Q5- Logistic activities appearing in our enterprise; goods and service production programs in line with the demands	.440			.711
Q6 - The personnel responsible for the logistic activities appearing in our business are experienced and knowledgeable about logistics	.240			.629
Q1- Logistics activities that appear in our business; the goods and services offered are made in a timely manner	2.284	1.239		.730
Q2- Logistics activities in our	.967			.588





business; ; the access to the goods and services offered is very short					
Q3- Logistics activities that appear in our business; customer needs are determined in time and adapted to the business	.702			.588	
Q4- In our logistics activities appearing in our business, coordination goods warehousing, storage, transferring,	.587			.610	
Q5- Problems encountered in logistics activities in our company can be solved the worst	.460			.636	
Q1 - Cost logistics in logistics activities appear to increase the efficiency of the enterprise	2.530	1.057		.676	
Q2 - Logistics activities appearing in our enterprise provide efficiency and strategic approach in planning the cost elements of the operation	1,007				
Q3- Logistics activities that appear in our business; reduce time problems in delivery and purchase	.825				
Q4 - Logistic activities appearing in our enterprise; the rapid development of technological investments and infrastructure elements of policies	.783				
Q5- Logistic activities appearing in our enterprise; increasing the	.464				





rate of hits in purchasing and selling demand					
Q6- Logistic activities appearing in our enterprise; Provides system and compromise in buying and delivering	.391				
Q1- Logistics activities appearing in our business increase the dominant flexibility in production	2.315	1,007			
Q2 - Logistics activities appearing in our enterprise; new technology and rapid adaptation and development	1.227				
Q3 - logistic activities in our business; the new product provides the ability to move quickly in the market	.790				
Q4- Logistics activities appearing in our enterprise; low cost	.405				
Q5 – Log istics activities appearing in our enterprise; product and service model configuration flexibility	.263				

According to the test results, the KMO values of the factors were 0.743, .567, .717, .692, and 0.655. It was found. Thus, the results of the factor analysis to be applied to the will be available.

Cronbachalpha coefficient for each factor was found to (0.727, .722, .692, .719, .704) because this value is greater than 0.80 suggesting that your scale is highly reliable.

The rule of thumb is applied to choose the number of factors for which Eigen values with greater than one is taken by using principal component analysis method.





The component matrix so formed is further rotated orthogonally using varimax rotation algorithm.

Factor load greater than 0.5 and an eigen value greater than one indicating that the expressions are suitable for use in the analysis, and the factors are found to be (2.460 ,2.284,2.530,1.007,2.315,1.227).

When the factor loadings of the items are examined, the values of loads should be over (0.4), and remove any component less than that. The values of loads greater than (0.4) are respectively (2,460,0.905,0.501,0.440, 2.523, 1.239,1.057, 0.496,0.440,2.284,0.967,0.702,0.587,0.460,2.530, 1.007,0.825,0.783, 0.464), and the values to be removed from the scale are (0.240,0.391,0.263).

The variance explanation ratio for each factor is (49.210%, 80.306%, 45.681%, 58.951% ,70.850%), so that scale can be use (Küçük, 2016: 226 – 232).

Table2: Factor Analysis of Business Performance

Business Performance	Loading Factor	Eigen value	Cronbach's Alpha	KMO Value	Varyans
Q1 The satisfaction level of our enterprise is higher than suppliers	5.437	5.437 1.67	.902	.750	64.633
Q2 Our enterprise has the basics of developing new product / service	1.673		.877		
Q3 Our company's customer	.970		.875		





satisfaction is high		1.673		.750	64.633
Q4 Our company's reputation and image are high	.801		.874		
Q5 The average occupancy rate of our enterprise is high	.564		.882		
Q6 The market share of our company is higher	.441		.876		
Q7 The new product service quality of our company is high	.390		.886		
Q8 The productivity of our enterprise is high	.325		.885		
Q9 The achievement level of our enterprise is high	.153		.879		
Q10 The sales of our company is high	.139		.872		





Q11 The profitability of our business is high	.106		.893		
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Table 3: Correlations

Factors	Quality X1	Flexibility X2	Time X3	Cost X4	Agility X5	Logistic performance	Business Performance Y
Quality	1	.749	.711	.710	.872		.695
Flexibility	.749	1	.837	.829	.747		.792
Time	.711	.837	1	.787	.740		.743
Cost	.710	.829	.787	1	.748		.783
Agility	.872	.747	.740	.748	1		.790
Logistic Performance						1	.842
Business performance	.695	.792	.744	.784	.791		1

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

According to correlation analysis there is the strongly relationship between all factors. Where, it was the strongest relationship between, Quality, Flexibility, Time, Cost, Agility and Business performance.

According to the test results, the KMO values of the factors were 0.750. It was found. Thus, the results of the factor analysis to be applied to the will be available. Cronbachalpha coefficient for each factor was found to (0.892) because this value is greater than 0.80 suggesting that your scale is highly reliable. The rule of thumb is applied to choose the number of factors for which Eigen values with greater than one is taken by using principal component analysis method. The component matrix so formed is further rotated orthogonally using varimax rotation algorithm. Factor load greater





than 0.5 and an eigenvalue greater than one indicating that the expressions are suitable for use in the analysis, and the factors are found to be (5.437,1.673). When the factor loadings of the items are examined, the values of loads should be over (0.4), and remove any component less than that. The values of loads greater than (0.4) are respectively (5.437,1.673,0.970,0.801,0.564,0.441), and the values to be removed from the scale are (0.390,0.325,0.153,0.139,0.106). The variance explanation ratio for each factor is (64.633%), so that scale can be use (Küçük, 2016: 226 –232). Table 3 shown relationship between factors; quality, flexibility, time, cost, agility, business performance to correlation analysis

8. Discussing

In this study the results indicate that logistics performance is positively relationship by business performance and logistics performance. Neither business performance or logistics performance was found relationship between business performance and logistics performance. Some researchers have another results in same topic, there were determined and defined the logistics activities that are of key importance to the company's success, and in the findings include the confirmation of the necessity of logistics managers to optimally manage all logistics activities in order to gain increased business efficiency, customer satisfaction and competitiveness. Key words Supply chain, competitive advantage, customer satisfaction, effectiveness (Ristovska et al. ,2017). The goal of the logistics management is to provide the right product with the right quality at the right time in the right place at the right price to the ultimate customer (Mentzer et al., 2004). Logistics management has been defined as a high priority for contemporary organizations. The success of logistics management is determined through the combination of efficiency, effectiveness and differentiation (Fugate et al., 2010). According to research result, it's understood that, TQM has a significant possitive effect on Business Enterprise Performance. With regard to evaluation, there is a significant relation between TQM and Business Enterprise performance (Küçük et al, 2015).

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9. Conclusions and Suggestions

The theorized logistics performance model fits the data moderately well providing support for four of the six study hypotheses. As the focal construct, logistics performance is positively relationship by business performance and directly relationships marketing performance which, in





turn, relationships financial performance. These results support the positive relationship between logistics performance and organizational performance within the manufacturing sector. This study incorporates an established measure of logistics performance as a surrogate for business performance.

Logistics is clearly a supply chain function in that it links manufacturers and customers although those customers may not be the ultimate customers in the business performance. The results of this study support the broad contention that manufacturers should focus on strengthening the business performance in which they operate. Successful adoption of business performance requires and efforts by managers to strengthen linkages with both suppliers and customers. These stronger relationships result in improved business performance related functions such as logistics, purchasing and selling.

About suggesting in this study the focus and studying is limited to the relationship of logistics performance on organizational performance in production organizations and companies, we suggesting study the relationship of logistics performance on organizational performance in the service organizations and service companies.





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