International Journal of Economics, Commerce and Management
United Kingdom ISSN 2348 0386 Vol. IX, Issue 10, Oct 2021

http://ijecm.co.uk/

THE IMPACT OF SUPPLY CHAIN MANAGEMENT IN IMPROVING JORDANIAN DUTY FREE EXHIBITS SERVICES

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Abstract

This study aimed to identify the impact of supply chain management in improving Jordanian Duty Free exhibitions services. To achieve the goal of the study, the descriptive analytical approach was used, where the supply chain management was measured using commodity inventory, sources of supply, logistical transport information, in addition to pricing, while improving services was measured by using: meeting customer needs, supply speed, service delivery speed, performance speed, and to collect necessary data for the study, Likert scale questionnaire was used, which was distributed to a comprehensive sample consisted of (360) respondents. Analysis consisted of descriptive statistics and the multiple linear regression using SPSS. The results of the study showed that there is a statistically significant impact of supply chain management with its combined dimensions (commodity inventory, supply sources, logistical transportation, information, and pricing) in improving services with its combined dimensions (speed of meeting customer needs, supply speed, service delivery speed, and performance speed) in Jordanian Duty Free Exhibits. Several recommendations were made and the most is electronically systems to handle the procedures of entering goods into the storage system, taking into account the privacy of each item when storing it, and the need of programing a timetables for exhibition orders to supply them according to priorities.

Keywords: Supply chain management, Service improvement, Jordan, Duty Free Company

INTRODUCTION

Since the beginning of the twenty-first century, companies have had to move towards modern administrative methods to take advantage of them in the flexible administrative construction, especially in light of the transformations that were characterized by more focus on knowledge and the increasing importance of the supply chain in adding value to business organizations in order to achieve their desired goals. Administrative supply is a necessary element in the efficiency and effectiveness of the performance of organizations of different sizes, activities and nature of work, which requires that this chain be at a high degree of efficiency. It has been found that the supply chain in business organizations has become interacting with the internal and external environment, and plays an important role in improving services and on which its success or failure depends. Strategic planning for the supply chain in a manner appropriate to these changes, in order to ensure effective performance in its various activities (Saadi, 2020)

The importance of supply chain management has emerged with its direct relationship to a set of operations such as identifying needs, processing orders, purchasing and warehousing, providing logistics services, contracting with suppliers, and managing customers so that they can be disposed of in target markets, and providing the requesting parties and their supply at the right time and place, with high efficiency and at the lowest costs. And work to follow up on the procedures of external and internal supply in an effort to provide all the required materials within the specifications and production standards and their required quality, in order to meet the needs of the target markets and customers in order to provide them to achieve optimum satisfaction in line with the aspirations and expectations of customers (Al-Tawil and Al-Azzawi, 2016).

The process of improving services has become a basic requirement and one of the priorities of the management of the Jordanian Duty Free Company, which seeks to provide them to meet the needs of customers and achieve optimum satisfaction and satisfaction. Hence, the company's management believes that it is necessary to work on understanding the needs of customers to achieve their satisfaction to enable it to gain the trust and satisfaction of customers and keep abreast of developments in the quality of services provided to customers in the global free markets. As one of the employees of the Jordanian Duty Free Shops Company, and through my personal observations, there is a problem in the process of supplying the goods that customers need in the company's exhibitions and that need treatments in order to improve the quality of services provided to its customers. Accordingly, this study came to analyze the role of supply chain management in improving services in the Jordanian Duty Free Company.

Study Problem

Effective supply chain management contributes to enabling companies to obtain their requirements of the commodities and raw materials they need to carry out their activities in the required quantities and specifications and on time, which is positively reflected on the services provided by these companies, and many previous studies that examined the role of supply chain management indicated To the need to adopt a set of integrative processes in this administration, which plays an important role in improving the performance of companies and achieving their goals by providing high-quality goods as well as increasing the flexibility of the supply process and reducing costs. Results of previous studies shows the importance of a supply chain Effective in improving corporate services, the study problem was to identify the role of supply chain management in improving the services of the Jordanian Duty Free Shops exhibitions.

Main question: Is there an impact of managing the supply chain with its combined dimensions (commodity inventory, sources of supply, logistical transportation, information, and pricing) in improving services in their combined dimensions (speed of meeting customer needs, speed of supply, speed of service delivery, and speed of delivery) in the exhibitions of the Jordanian Duty Free?. A set of sub-questions emerge from the main question, which are as follows:

1. What is the effect of managing the supply chain with its combined dimensions (commodity inventory, sources of supply, logistical transportation, information, and pricing) on the speed of meeting customer needs in the Jordanian Duty Free Shops exhibitions?
2. What is the impact of supply chain management with its combined dimensions (commodity inventory, sources of supply, logistical transportation, information, and pricing) on the speed of supply in the exhibitions of the Jordanian Duty Free Company?
3. What is the impact of managing the supply chain with its combined dimensions (commodity inventory, sources of supply, logistical transportation, information, and pricing) on the speed of service provision in the Jordanian Duty Free Shops exhibitions?
4. What is the impact of managing the supply chain with its combined dimensions (commodity inventory, sources of supply, logistical transportation, information, and pricing) on the speed of completion at the Jordanian Duty Free Exhibition?

Importance of Study

The importance of the study of the subject of supply chain management with its combined dimensions (commodity inventory, sources of supply, logistical transport, information, and pricing) in improving services with its combined dimensions (speed of meeting customer

needs, speed of supply, speed of service delivery, and speed of achievement). This study will contribute to this topic in supporting the theoretical literature of supply chain management, and providing scientific libraries with the importance of supply chain management functions, and theoretical framework as a reference for future researchers. The applied importance of the current study is highlighted in recognizing the role of supply chain management, the researchers hopes to reach the results of the study in identifying the role of supply chain management in improving the exhibition services of the Jordanian Duty Free Company, which enhances the work of the supply chain management in improving the services and performance, in addition to providing appropriate practical recommendations to be focused by management for improving its services provided to its customers through its exhibitions located in different regions of Jordan.

Study Hypotheses

H0: There is no statistically significant effect at the level (α≤0.05) for managing the supply chain with its combined dimensions (commodity inventory, sources of supply, logistical transportation, information, and pricing) in improving services with its combined dimensions (speed of meeting customer needs, speed of supply, and speed of delivery service, and speed of achievement) in the Jordanian Duty Free Company?. A several sub-hypotheses were designed:

H01: There is no statistically significant effect at the level (α≤0.05) for managing the supply chain with its combined dimensions (commodity inventory, sources of supply, logistical transportation, information, and pricing) on the speed of meeting customer needs in the Jordanian Duty Free?

H02: There is no statistically significant effect at the level (α≤0.05) for managing the supply chain with its combined dimensions (commodity inventory, sources of supply, logistical transportation, information, and pricing) on the speed of supply in the Jordanian Duty Free Company?

H03: There is no statistically significant effect at the level (α≤0.05) for managing the supply chain with its combined dimensions (commodity inventory, sources of supply, logistical transportation, information, and pricing) on the speed of service delivery in the Jordanian Duty Free Company?

H04: There is no statistically significant effect at the level (α≤0.05) for managing the supply chain with its combined dimensions (commodity inventory, sources of supply, logistical transportation, information, and pricing) on the speed of achievement in the Jordanian Duty Free Company?

Study Model

Based on previous studies, the researchers formulated a hypothetical model for the study and based on previous studies related to this study.

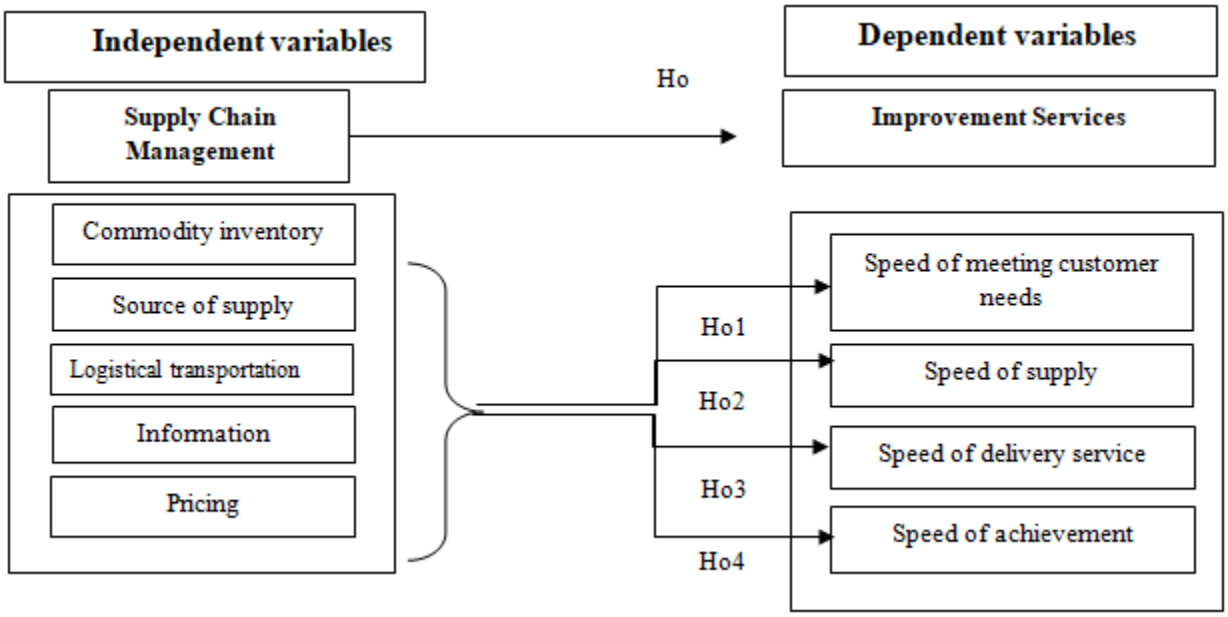

Figure 1 Proposed research model

LITERATURE REVIEW

Supply Chain Concept

Supply chain management (SCM) was defined as an integrated range of activities and practices that start from the level or activity of input management through the processes entering the industry and ending with the activities and practices of delivering products or End services to the customer via marketing channels and distribution networks (Zhao et al.2016). Wheelen & Hunger, (2014) that the supply chain is a group of activities. The practice by the company to ensure the continuity of flows of materials, products, etc., and information flows, beginning with testing the sources of supply and ending with the final customer, and this is by providing or obtaining them at the required time, quality and appropriate price.

Hawagra, (2013) defined supply chains as the process of flowing materials and finished products from suppliers to consumers through a series of manufacturing, warehousing and distribution activities across different manufacturing and distribution points. Luan & Tang, (2017) also states that the supply chain is a network of collective responsibilities of autonomous and semi-autonomous chain components for the purchasing, manufacturing and distribution activities related to products. Abu Zaid (2016) defined that the supply chain consists of all

activities related to the flow of services, products and information from the sources of supply to the final customer. Srimarut, & Mekhum, (2020) The supply chain is a sequence of companies, facilities, functions and activities of those companies that are included in the production and delivery of the product and service, starting with the main suppliers of raw materials and extending its scope in all ways to the end customer. Black et al. (2018) The supply chain as all activities associated with the flow and manufacture of products through suppliers to the end customer, in addition to the flow of information, and both flows take place in both directions from suppliers to customers and vice versa from customers to suppliers.

The company's management of its supply chain requires the existence of a set of goals that are shared in achieving the company's functions and the companies participating with it in the supply chain, and lead to maximizing the value of the services and products it provides by its customers. In view of this, the objectives of the corporate supply chain are represented by two main objectives: A plan as a principle of maximizing the value of the products and services provided by the company from the point of view of its customers by carrying out the continuously identifying all the desires, needs and requirements of customers and consumers, the factors that affect those needs and the causes of fluctuation and change in their desires, requirements and needs in order to plan how to satisfy them and satisfy those requirements and to secure them in the best way, and flexible communication systems that help the flow of information from the company to customers and consumers and vice versa, and a developing systems that follow up on consumer demands and implement them within the supply chain, and work primarily to increase the company's ability to produce, and distribute and transport products in the right place and time for its customers, and planning to manage the reverse flows of the products and services it provides, from consumers to the company, with the same degree of efficiency as the transfer of products from the company to consumers, and work to reduce these flows to the minimum possible, and setting up of stock control systems capable of matching consumer demands with the company's production capabilities to meet them. (Al-Ajili, 2018).

Al-Rifai (2016) and Al-Barazi (2012) believe that the dimensions of supply chain practices represent a multidimensional structure that combines theoretical and practical applications in the supply chain, and the process in the supply chain. For the purposes of the current research, the following dimensions of supply chain management practices are:

Commodity stock: It is the process of keeping raw materials, parts and intermediate goods as well as units in operation and finished products, taking care of them for a period of time until they are needed with the least possible investment of money and at the lowest cost because the excess stock is nothing but idle capital, so the storage function is gaining

increasing importance In companies, because it has a direct impact on production processes and maintains the permanent and organized supply of the workshops. Undoubtedly, neglecting this function results in a lot of damages that affect the cost of production in general, and marketing activity in particular because it receives the final goods and preserves them until marketed (felice, 2012).

Sources of supply: It is concerned with the process of selecting suppliers to supply or deliver the required goods and services. It includes determining the appropriate price and payment methods for suppliers, transferring goods, control processes, managing and improving relationships with suppliers, as well as designing inventory management processes, including receiving and examining goods to ensure their conformity with specifications and transporting them to production sites. It also includes evaluating suppliers by evaluating their quality, delivery times, flexibility, prices, services they provide, and ways to manage and improve relationships with them.

Logistic transport: The logistic transport process includes the process of moving materials inside and outside the company's borders to deliver them to customers, broader coordination, reverse transport, and logistical transport, the process of selecting suppliers for one person or to deliver products and services necessary to create the product and provide the necessary service. It also includes determining the appropriate price, shipping operations, and the process Paying suppliers, creating the necessary matrices, providing service, improving relationships with suppliers, as well as setting up inventory management processes for goods and services, including many elements (inventory, evaluation).

Information: It is a two-way flow of information from customers to suppliers and vice versa from suppliers to customers. The shared information varies from strategic to tactical, through the involvement of both suppliers and customers in the design of the product and its components, and this contributes to evaluating the performance of the supply chain elements with the information it provides on the duties Each member of the supply chain, which positively affects the quality of the product, the company is based on the timely exchange of information, the accuracy, adequacy and credibility of the exchanged information with the need for a kind of transparency in the information to ensure optimal control by the company and avoid reactions (Tanco, et al., 2015).

Pricing: An efficient supply chain reduces costs and thus lowers the selling price, thus increasing the market share and sales and increasing cash flows to the company. An efficient supply chain also ensures that production is not defective and that it is sold at the lowest prices, because the choice of transportation and shipping is done at the lowest cost.

Improving services is represented in the companies' orientation towards applying new methods of providing service to customers and improving the procedures for providing the service more quickly and with higher quality in order to achieve customer satisfaction. Companies depend on the behavior of their employees to improve the service delivery process. Service Delivery Process (Presbitero, 2015). Improving services is one of the pillars of service innovation that the company relies on to develop the services provided to customers, so companies must ask customers themselves about their satisfaction with the service provided to them, using the scientific method to identify their trends and responses, through periodic surveys regarding Concerning the quality of service delivery (Mazzawi & Alawamleh, 2013).

The intensification of competition between companies, especially with the entry of many countries of the world into free trade agreements that allowed large companies to access global markets and compete with local companies, has led companies' administrations to improve the services provided to their customers in order to maintain their survival in the circle of competition. Otherwise, they will be out of the competition. The market is inevitable, and companies have focused to improve their services on a set of procedures and policies to achieve the following dimensions:

Speed of meeting customer needs: It is the set of processes and activities that lead to understanding customers' needs and desires to make it easier for companies to realize these needs in order to gain customer satisfaction and trust. This service has achieved the desires and expectations that they aspire to, and in order for business companies to be able to meet the needs and expectations of customers, they must have certain bodies whose mission is to collect data and information about the characteristics, desires and trends of customers in addition to their future aspirations in order to work to achieve these needs In a way that ensures that the customer does not feel any negative feeling towards the company, and then take an action that may lead to abandoning dealing with it (Heizer & Render, 2011).

Speed of supply: Some services requested by customers require more time to be provided with this service. The time required to supply varies depending on the type of service. Therefore, companies make every effort to preserve their customers by providing them with services in a timely manner without delay, as some services require importing Materials or inputs to the process from abroad or from other parties, so companies are interested in hedging to meet the needs of customers and owning all the components necessary to complete the service in a way that achieves customer satisfaction, and the speed of supply is the required time that is given by companies to provide customers' needs of goods and services to work to meet them according to their needs and their desires. (Al Taweel et al., 2016).

Speed of service provision: It is the time required by companies to complete the provision of service to customers, in which customers can purchase their needs in a timely manner. (Al-Warethani, 2019). It means the company's interest in its customers and informing them of the time of service performance for them, the keenness of the company's employees to provide immediate services to them, the constant desire of its employees to date them, and the employees' lack of preoccupation with the immediate response to their requests (Abboud, 2014), as the speed of service delivery requires high sensitivity and accurate knowledge of customers, and then Focusing on perceivable needs in order to achieve speed in service provision that is difficult to achieve from competing companies (Al-Sheneqi, 2017).

Speed of achievement: Some of the services provided by companies require a set of procedures and processes that are implemented by the company's employees, and sometimes third parties may be sought to help implement the work and increase its quality. Customers always evaluate companies through the extent of delay in completing the work required of them in addition to quality And other indicators, and the speed of achievement is meant as the speed of completion of sales operations of goods and services to meet the needs of customers within a set of procedures and tasks in the fastest time and at the lowest cost, and it also expresses the ability of the company's workers to accomplish what was previously determined, accurately and without errors (Sheikh, 2020).

Sultan Study (2021) the study aimed to identify the impact of the match between supply chain partners on the integration of the supply chain process to improve supply chain capabilities and organization performance in food retail companies in Alexandria. The results of the study showed a statistically significant effect between technical compatibility, operational compatibility and cultural compatibility among supply chain partners on the integration of supply chain operations, in addition to a statistically significant effect of the integration of the supply chain process on both supply chain capabilities and operational performance, and the absence of an impact of the integration of the supply chain process on competitive performance. Rajaguru and Matanda (2019) study found a positive impact of cultural compatibility between supply chain partners on the integration of the supply chain process, as the presence of compatibility in the values, standards and beliefs of supply chain partners with the purpose of doing business supports the development of trust and commitment to the integration and integration of their supply chain processes.

Tanco study, et. al. (2015) this study aimed to identify the most important obstacles affecting the performance of the supply chain. The results of the study showed that the most important obstacles related to supply chain management that these companies face are obstacles to the flow of raw materials such as price, specifications and timing, in addition to

obstacles related to manpower and information technology. Mazzawi & Alawamleh study, (2013), study results showed that Nabil Food Products Factory has a variety of distribution methods capable of delivering the final products to its local as well as international customers.

STUDY METHODOLOGY

Research design

The descriptive analytical approach was used to achieve the objectives of the study as it is the appropriate approach for such studies. In the descriptive aspect, the researcher will provide an integrated description of the supply chain management in its dimensions from the reality of the previous literature, as well as a comprehensive description of improving services.

The study population and its sample

The study community included the (11) exhibitions of the Jordanian Duty Free Company. As for the members of the study sample, it was represented by all the employees in the company's exhibitions as far as managers, head departments and employees, and their total number was (360) employees, and a complete survey method was used.

Study Tool

The questionnaire was adopted as a tool for collecting primary data for the study, as the researcher designed and developed it electronically to cover the independent and dependent variables of the study, and using evaluation phrases to determine the answers of the study sample. A five-dimensional Likert scale was used to measure the respondent's agreement with the questionnaire items and within the following weights: strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1).

Tool Reliability

To ensure the reliability of the study tool, the internal consistency coefficient was calculated using the Cronbach alpha coefficient, in order to test the reliability of the questionnaire. To determine the degree of the scale, the researchers identified three levels (low, medium, high).

Table(1) shows that the Cronbach's alpha test that all alpha values of the study variables were greater than (60%), which is the approved percentage, which represents the minimum to consider that there is stability in the paragraphs of the questionnaire and consistency in the answers of the respondents.

Table 1 Cronbach's internal consistency coefficient alpha

Variables	Internal Consistency
commodity inventory	0.768
sources of supply	0.874
logistical transportation	0.813
information	0.865
Pricing	0.747
speed of meeting customer needs	0.784
speed of supply	0.810
speed of service delivery	0.728
speed of avhievement	0.816

Descriptive Data Analysis

The independent variable (Supply Chain Management): The arithmetic means and standard deviations of the employment tests were extracted, and the table below illustrates this.

Table 2 Arithmetic averages and standard deviations of supply chain management arranged in descending order according to the arithmetic means

Rank	No.	Variables	Mean	S.D	Degree
1	5	pricing	3.818	0.638	High
2	3	logistic transportation	3.798	0.699	High
3	4	supply sourcess	3.768	0.754	High
4	2	information	3.690	0.775	High
5	1	commodity inventory	3.572	1.0086	High

Table (2) shows that the arithmetic averages ranged between (3.572- 3.818), where the pricing came in the first rank with the highest arithmetic average of (3.818), while the commodity inventory came in the last rank with an arithmetic average of (3.572).

The dependent variable (Improvement Services): The arithmetic means and standard deviations of the improvement services were extracted, and the table below illustrates.

Table 3 Arithmetic averages and standard deviations of improvement services arranged in descending order according to the arithmetic means

Rank	No.	Variables	Mean	S.D	Degree
1	3	speed service delivery	4.038	0.638	High
2	4	speed of achievent	3.753	0.830	High
3	2	speed of delivery	3.720	0.828	High
4	1	speed of meeting customer needs	3.677	0.755	High

Table (3) shows that the arithmetic averages ranged between (3.677- 4.038), where the speed service delivery came in the first rank with the highest arithmetic average of (4.038), while the speed of meeting customer needs came in the last rank with an arithmetic average of (3.677).

Hypothesis Test

H0: There is no statistically significant effect at the level (α≤0.05) for managing the supply chain with its combined dimensions (commodity inventory, sources of supply, logistical transportation, information, and pricing) in improving services in all its dimensions (speed of meeting customer needs, speed of supply, and speed of delivery service, and speed of achievement) in the Jordanian Duty Free Company. To verify the validity of this hypothesis, multiple regression analysis of supply chain management with its dimensions (commodity inventory, sources of supply, logistical transportation, information, and pricing) was used to improve services of Jordanian Duty Free Company.

Table 4 Model Summary

Modle	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	0.814	0.662	0.658	0.355

Predictors: (fixed) (commodity inventory, sources of supply, logistical transportation, information, and pricing)

Dependent variable: improvement services.

Table (4) shows that there is a positive relationship between the management of the supply chain and its dimensions (commodity inventory, sources of supply, logistical transportation, information and pricing) in improving services in its dimensions (speed of meeting customer needs, speed of supply, speed of service delivery, and speed of achievement) in the Duty Free Company. The value of the correlation coefficient between them was (0.814), and it turns out that the value of the coefficient of determination (R2) reached (0.662), which indicates that the independent variable managing the supply chain with its dimensions may lie in the explanation of (66.2%) of the variance of the variable The dependent improves services in terms of their dimensions, while the unexplained percentage of the dependent variance is due to factors not addressed in the current study.

The results of the analysis of variance ANOVA to test the significance of the regression model:

Table 5 Analysis of Variance ANOVA

Source of Variance	Sum of Squares	DF	Mean of Square	F	Sig
regression	87.897	5	17.579	138.881	0.000
Residual	44.809	354	0.127		
Total	132.706	359			

Predictors: (fixed) (commodity inventory, sources of supply, logistical transportation, information, and pricing)

Dependent variable: improvement services.

Table (5) shows that the value of f amounted to (138.881) and at a level of statistical significance of (0.000), which means that the null hypothesis which states that there is no statistically significant effect at the level (α≤0.05) of managing the supply chain with its combined dimensions (commodity inventory, and sources of supply, logistical transportation, information, and pricing) in improving services in their combined dimensions (speed of meeting customer needs, speed of supply, speed of service delivery, and speed of achievement) in the Jordanian Duty Free Company. Accordingly, the alternative hypothesis is accepted, which states: There is a statistically significant effect at the level (α ≤ 0.05) of supply chain management with its combined dimensions (commodity inventory, supply sources, logistical transportation, information, and pricing) in improving services with its combined dimensions (speed of meeting customer needs, speed of supply, speed of service delivery, speed of service delivery, Achievement) in the Jordanian Duty Free Company. Table (6) shows the values of the regression coefficients for the estimators and their statistical tests, as shown in the following:

Table 6 Transactions (Coefficient)[a] of the impact of the independent in dependent variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.572	0.136		4.202	0.000
	commodity inventory	0.224	0.48	0.207	4.721	0.000
	sources of supply	-0.002	0.43	-.002	-0.040	0.968
	logistic transportation	0.219	0.47	0.252	4.665	0.000
	information	0.175	0.46	0.224	3.802	0.000
	pricing	0.249	0.46	0.261	5.458	0.000

Dependent variable: improving services.

Table (6) shows that the value of f amounted to (138.881) and at a level of statistical significance of (0.000), which means that the null hypothesis which states that there is no statistically significant effect at the level (α≤0.05) of managing the supply chain with its combined dimensions (commodity stock, and sources of supply, logistical transport, information, and pricing) in improving services with their combined dimensions (speed. Jordanian Duty Free Shops, where the value of t reached (4.721) and the level of statistical significance (0.000), as it was found that there is a statistically significant effect of each of the logistical transport, information and pricing in improving services with their combined dimensions, where the values of t reached (4.665, 3.802, 5.458) and at a level of statistical significance (0.000) each. On the other hand, the results showed that there was no statistically significant effect of the sources of supply in improving services by their dimensions, where the value of t was (-0.040) and the level of statistical significance was (0.968).

H01: There is no statistically significant effect at the level (α≤0.05) for managing the supply chain with its combined dimensions (commodity inventory, sources of supply, logistical transportation, information, and pricing) on the speed of meeting customers' needs in the Jordanian Duty Free Company.

Table 7 Transactions (Coefficient)[a] of the impact of the independent in dependent variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.236	.175		-1.345	0.000
	commodity inventory	.126	.061	.091	2.062	.180
	sources of supply	.166	.056	.162	2.985	.040
	logistic transportation	.206	.060	.186	3.411	.003
	information	.233	.059	.233	3.922	.001
	pricing	.313	.059	.258	5.330	.000

Dependent variable: speed of meeting customers' needs.

Table (7) shows that there is a statistically significant effect of the commodity inventory in the speed of meeting the needs of customers in the Jordanian Duty Free Company, where the value of t reached (2.062) and at a level of statistical significance (0.040), and it was found that there is a statistically significant effect of each of the logistic transport, information and pricing in the speed of Meeting the needs of customers, where the t-values amounted to (3.411, 3.922, 5.330), respectively, with a level of statistical significance (0.000) for each, and the

results also showed a statistically significant effect of the sources of supply in the speed of meeting the needs of customers, where the value of t reached (2.062) and a level of statistical significance (0.040).

H02: There is no statistically significant effect at the level (α≤0.05) for managing the supply chain with its combined dimensions (commodity inventory, sources of supply, logistical transportation, information, and pricing) on the speed of supply in the Jordanian Duty Free Company.

Table 8 Transactions (Coefficient)[a] of the impact of the independent in dependent variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.047	.215		-.218	.828
	commodity inventory	.156	.075	.106	2.077	.038
	sources of supply	.071	.068	.064	1.034	.302
	logistic transportation	.188	.074	.159	2.531	.000
	Information	.332	.073	.310	4.549	.000
	Pricing	.263	.072	.203	3.653	.000

Dependent variable: speed of supply.

Table (8) shows that there is a statistically significant effect of the commodity stock on the speed of supply in the Jordanian Duty Free Company, where the value of t is (2.077) and at a level of statistical significance (0.038), and it was found that there is a statistically significant effect of each of the logistical transport, information and pricing on the speed of supply, as The values of t were (2.531, 4.549, 3.653) with a level of statistical significance (0.000) for each of them. In contrast, the results showed that there was no statistically significant effect of the sources of supply on the speed of supply, where the value of t reached (1.034) and the level of statistical significance (0.302).

H03: There is no statistically significant effect at the level (α≤0.05) for managing the supply chain with its combined dimensions (commodity inventory, sources of supply, logistical transportation, information, and pricing) on the speed of service delivery in the Jordanian Duty Free Company.

Table 9 Transactions (Coefficient)a of the impact of the independent in dependent variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.650	.202		8.169	.000
	commodity inventory	.241	.071	.214	3.411	.001
	sources of supply	-.059	.064	-.071	-.920	.358
	logistic transportation	.204	.070	.226	2.936	.004
	information	.071	.068	.087	1.038	.300
	pricing	.187	.068	.189	2.764	.006

Dependent variable: speed of service delivery.

Table (9) shows that there is a statistically significant effect of the commodity inventory on the speed of service provision in the Jordanian Duty Free Company, where the value of t reached (3.411) and at a level of statistical significance (0.001), and it was found that there is a statistically significant effect of both logistics and pricing in the speed of service provision Where the t-values amounted to (2.936, 2.764) respectively and at the level of statistical significance (0.004, 0.006) for each.On the other hand, the results showed that there was no statistically significant effect of the sources of supply and information on the speed of service provision, where the value of t-value was (-0.920, 1.038), respectively, with a level of statistical significance greater than (0.05), which is the level of morale according to which the statistical test was conducted.

H04: There is no statistically significant effect at the level (α≤0.05) for managing the supply chain with its combined dimensions (commodity inventory, sources of supply, logistical transportation, information, and pricing) on the speed of achievment in the Jordanian Duty Free Company.

Table 10 Transactions (Coefficient)a of the impact of the independent in dependent variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.922	.278		3.321	.001
	commodity inventory	.375	.097	.253	3.871	.000
	sources of supply	-.185	.088	-.168	-2.095	.037
	logistic transportation	.278	.096	.234	2.904	.004
	information	.066	.094	.062	.704	.482
	pricing	.233	.093	.179	2.503	.013

Dependent variable: speed of achievement.

Table (10) shows that there is a statistically significant effect of the commodity inventory on the speed of completion in the Jordanian Duty Free Markets Company, where the value of t reached (3.871) and at a level of statistical significance (0.000), and it was also found that there is a statistically significant effect of each of the sources of supply, logistical transport, information and pricing in the speed of Achievement where the t-values were (-2.095, 2.904, 0.704, 2.503), respectively, with a level of statistical significance less than (0.05) for each.

DISCUSSION OF RESULTS

- There is a relative weakness in the process of controlling the stock of goods available in the company's stores, which needs to reconsider the policies used and work mechanisms in organizing the flow of the stock of goods in terms of supply to the stores and then to the company's exhibitions.
- A multiple approved supply sources from various options in the process to provide the necessary products to meet the needs of the Jordanian Duty Free customers. But the company must, as a matter of precaution, have other alternatives to the sources of supply to meet the needs of its customers in light of the tangible change in their needs.
- The company has a logistical policy in the supply process in terms of transportation to ensure the process of providing the required products in the company's exhibitions in a timely manner so that its customers can purchase from them.
- The importance of information and its availability is one of the important topics for the company’s decision makers to be informed in advance of the developments and circumstances surrounding the supply process in order to avoid any imbalances that may occur in the future, which would have a negative impact on the performance of the supply process in terms of providing products from various sources locally and internationally to ensure that the necessary products are provided to its customers in a way continuous.
- Pricing is one of the most important issues facing the company in light of price fluctuations resulting from the change in its production costs or other potential factors beyond the control of suppliers, which constitutes an obstacle to the company in fixing the prices of products to be acceptable from the point of view of its customers.
- There is a statistically significant effect of managing the supply chain with its combined dimensions (commodity inventory, sources of supply, logistical transport, information, and pricing) in improving services with their combined dimensions (speed of meeting customer needs, speed of supply, speed of service delivery, and speed of delivery) in the Jordanian Duty Free Company, It was also found that there is a statistically significant effect for all dimensions of the independent variable in improving services with their combined dimensions, except for the

supply sources dimension, for which it was found that there was no statistically significant effect for it. The result is that supply inventory; logistics transportation, information and pricing are linked to better services more than sources of supply.

Based on the foregoing, the researchers believe that there is an importance of the supply chain in achieving the goals of companies, especially improving the services provided by the company to customers. The first link in the supply chain, as the task of diversifying and maintaining these sources is one of the main departments in the company, and therefore the absence of a source of supply will eliminate the existence of the service completely.

IMPLICATIONS

Based on the results of the study, the following recommendations were made to the Jordanian Duty Free Shops Company:

-Electronic systems with high-level technologies to be adopted for the purpose of controlling the procedures for entering products into the storage system, taking into account the privacy of each item when stored, for the purposes of classifying the entry process to facilitate the process of disbursement and auditing of the level of inventory in an electronic form.

-Electronic software to be adopted for the purposes of being scheduled for the purposes of disbursing exhibition orders to provide them according to the priorities of the products that need to be displayed in the company's exhibitions on a regular basis to ensure that there is no delay and are available to be accessible to its customers.

-A developed system to work with for notifying the level of the available commodity stock and to work on using special applications based on monitoring the available commodity inventory in an electronic way so that the supply chain management can know the movement of the inventory of each item and the level of the available stock to ensure the speed of its provision without delay, which is reflected positively on the speed of provision of services and supply Execution of company exhibitions.

-Alternative sources of supply, whether local or external, taking into account the improvement of contracting procedures with suppliers and taking into account the preferential advantages of each supplier in order to avoid any future risks that hinder the process of providing the required products from its various sources to achieve the sustainability and speed of the flow of products to the company's exhibitions on time appropriate and required specifications.

-Developing the logistics transport system and improve its performance to ensure the speed of supply to raise the requirements of exhibition work with the least risks so that it can ensure speed in supply and provide optimal service to its customers.

-Information related to the trends and experiences of similar global free markets to be one of the approved references for the company, in particular supply chain management from its knowledge of what is happening in global free markets of policies, mechanisms and advanced work procedures to work and adopt this information in the various work procedures of supply chain management at company.

-The necessity of developing the performance of employees in the various departments, sections and exhibitions of the Jordanian Duty Free Company by providing a number of specialized training programs in the areas of supply to work on raising their capabilities and job skills to ensure speed in performance and achievement in order to achieve the company's goals and future aspirations.

SCOPE OF FURTHER STUDIES

The researchers recommend further studies to conduct in the field of supply chain management and improving services within other dimensions and in different environments to be a reference for decision makers in business management in various sectors as an effort to develop and improve the services provided to their customers to serve their objectives.

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