

SUPPLIER RELATIONSHIP MANAGEMENT QUALITY AND MARKETING PERFORMANCE: DOES STRATEGY MATTER?

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Abstract: This study addresses the link between supply chain relationship and marketing. The proposed research is rarely tested in an interdisciplinary area and may give more insight into performance phenomena. Therefore, this study has adopted a descriptive methodology founded on the resource-based view theory. A questionnaire was the primary tool for collecting data from a non-probability sample of Sudanese industrial companies. A total of 155 respondents participated in the survey. The study discovered that supplier relationship management quality did not affect the marketing performance of Sudanese industrial companies, where all the relationships had no positive effect on marketing performance. Furthermore, the results indicated that a supply chain strategy does not have a moderation effect. Finally, the study came up with theoretical and practical implications and suggestions for further research.

Keywords: Supplier relationship quality, marketing performance, supply chain strategy

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Introduction

The manufacturing sector in Sudan remains comparatively small, contributing less than one-third of the GDP and employing only a tiny percentage of the country's labour force. In Sudan, this sector depends mainly on the processing businesses such as food and beverage products, sugar, vegetable oil, soap, cotton textiles, shoes, chemical fertilizers, and cement. Most of the factories are small and traditional. The supply chain infrastructure in Sudan is mainly centred in Khartoum, the capital of Sudan. However, as the land area is pervasive and more time is required to travel the extended distance from one facility to another, most facilities, including the warehouses, trucks, and cranes, are located in Khartoum (Cbos, 2020). The supply chain uses two types of transport in Sudan: land transport to most states and air transport to the Darfur region. Although rail trains are the cheapest mode of transportation, they are no longer functioning in Sudan, thus, leading to increased

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transportation costs and higher operational costs. Manufacturing firms recognize that their relationship with suppliers and other business partners plays a crucial function in their performance (World Bank, 2020).

The core concept of the supply chain considers the relationship with suppliers and customers as a competitive strategy for improving the operational and financial performance of manufacturers (Li et al., 2006).

Rapid developments in the business world at different levels and in various fields have forced service and industrial organizations to work hard to face these developments through their various activities and meet the changing and renewed needs of customers. Supplier relationship management plays a vital role in reducing costs and organizing the performance of industrial enterprises (Nzewi, 2017). It is a comprehensive approach towards managing organizations' interactions with those companies that provide them with the products and services they need. The ability of a firm to have a comprehensive understanding of the buyer-supplier relationship is essential to the competitiveness of the organization (Munyimi & Chari, 2018). Therefore, many companies have sought to build strategic relationships with their suppliers through supply chain relationships (Shahzad et al., 2018; Kim & Chai, 2017).

Quality of the relationship is a critical factor to consider in production and distribution activities to effectively manage the supply chain to satisfy customer needs (Forker et al., 1997). Marketing performance can be defined as "the level of a company's achievement of its goals set in the marketing plan" (Amber et al., 2004). Performance is also an important indicator that reflects the extent of an organization's ability to utilize its resources and achieve its goals optimally, whether in terms of its overall performance or the performance of a function or unit, e.g., financial performance, marketing performance and production performance (Kilani, & Twaissi, 2016). Hence, it was necessary to conduct such a study to bridge the gap in this field and support future studies by providing evidence from a Third World perspective.

Recently, companies have faced many challenges such as globalization, hyper-competition and short product life cycles. Companies are generally keen to improve their performance and to develop to outperform their competitors. Business firms succeed in managing relationships with suppliers and customers (Field & Meile, 2008). Therefore, companies nowadays focus more than ever before on relationships with their suppliers and customers by building long-term relationships and maintaining them for the longest possible time (Shang & Lu, 2012; Wu et al., 2009). Although the published research has indicated the crucial role of managing supplier relationships and helping suppliers achieve superior performance, further clarification is needed regarding the practices that encompass these relationships (Ghaith, 2014). Many scholars have addressed the issue of the supplier relationship, while a few have investigated supplier relationship quality. Most of the previous studies focused on the relationship (Oduro., Nyarku & Gbadeyan, 2020; Jack and Powers, 2015; Theodorakioglou; Gotzamani & Tsiolvas, 2006), while other studies

tested the integration with suppliers and collaborations (He et al., 2017; Sun and NI., 2011), and a few authors investigated the quality of the supplier relationship (Sculli & Yuon, 2006). As shown by several scholars and researchers who have studied supplier relationship management (Mettler & Rohner, 2009), hospitals have established a Supplier Relationship Management in their procurement department to exchange information with suppliers. The findings of several previous research confirmed the significance of the buyer-supplier relationship and performance from different angles. For example, some studies (Monckza et al., 1995; Wachir., 2013; Hamid., Abdelkareem., & Alhamdany, 2020 & Kamau., 2013) revealed that such dimensions reinforce each other in enhanced relationships between buyers and suppliers. They concluded that trust, communication, commitment and cooperation are essential components of successful relationships, positively influencing performance. Ali (2018) investigated the impact of the relationship with suppliers on marketing performance. According to the findings and argument of the previous investigation, examining the quality of the relationship with the supplier, supply chain strategy and marketing performance, this investigation may contribute to the gap of the previous studies. This study contributed both theoretically and practically. Theoretically, the study developed and tested a new model that included the supply chain strategy as a moderator, supplier relationship management quality and marketing performance. Hence, its practical contribution provides decision-makers with findings that support their practices and determines which dimensions support marketing performance.

This paper is organized into seven sections: Section I is the introduction; Section II sheds light on the literature review and theoretical argument; Section III is the research methodology, which includes framework and hypotheses, methodology, population and sample; Section IV discusses the methodology of the study; Section V presents the results discussion; Section VI deals with the conclusion.

Literature Review

Supplier Relationship Quality

Increasingly, organizations are looking outside the firm to their suppliers' performance to achieve supply chain scale reductions in costs, improvements to quality and service, and the extended incorporation of environmental goals into products. As the theoretical literature confirmed, the supply chain relationship (buyer-supplier relationship) has a significant contribution to firm outcomes and supply chain superiority and advantage (Simpson & Power, 2005). In building their conceptual framework, Jiang et al. (2012) addressed the relative impact of two relational antecedents, namely, trust and dependence, on aspects of relationship characteristics as derived from an understanding of relationship quality. The characteristics of commitment, communication, satisfaction, and long-term orientation were chosen as they represent pivotal aspects of relationship quality. However, other researchers suggested that relationships characterized by higher partnership quality are associated with mutual sharing of business risks, trust,

commitment, mutual adaptation, reciprocity and durability (Srinivasan., Mukherjee, & Gaur, 2011). Razavi et al. 2016; Ibrahim, Hamid, & Babiker 2015). Besides, the study of Mohaghar & Ghasemi (2011) defined supply chain relationship quality as a higher-order latent variable for trust, communication, commitment, cooperation, interdependence, atmosphere and adaptation (Mohaghar & Ghasemi, 2011). It is identified from previous studies that the characteristics of supplier relationship quality are listed as follow.

Communication

Communication can be defined broadly as “the formal, as well as informal, sharing of meaningful and timely information between firms” (Jiang et al., 2012). The quality and time of communication are essential since it helps companies resolve disputes and align stakeholder perceptions (Razavi et al., 2016). Moreover, The transfer and exchange of information in the chain facilitate the area of distributors by increasing suppliers’ ability to know the requirements and needs of customers. The high level of integration between suppliers and buyers, if they are final facilitate intermediaries, is considered the vital and primary source of information in the supply chain, which will create effective communication mechanisms along the chain (Paiva et al., 2008). Information and communication technologies are considered the ideal solution for supply chain management strategies (Fulantelli et al., 2002). Effective communication in the supply chain facilitates the supply chain ability to respond quickly (Qatawneh, 2018).

Trust

Trust is a complex social phenomenon, and various dimensions and contents have been attributed to it in prior research. A significant number of studies in the literature defined trust with the two critical components of benevolence and credibility (Jiang et al., 2012). Trust is the tendency to depend on partners in a relationship (Sangari et al., 2008). Lack of trust between supply chain partners reduces the willingness to share the information. In this situation, the overall efficiency of the seller in operations will be negatively affected (Ramayah et al., 2008). Moreover, a study (Swan & Trawick 1987) argued that trust could be measured through five dimensions (dependability/reliability, honest/candid, competent, partner orientation and friendly manner). In addition, the trust is also divided into three dimensions of contractual trust, based on supply chain relationship partners promises and acted as agreed (Stella, 2011).

Commitment

Commitment has also assumed a central role in developing buyer-seller relationship models. The emergence of commitment is challenging without trust being in place. It is defined as the sense of unity binding importers to their overseas supplier firms (Sangari et al., 2008). Commitment also refers to the willingness of trading partners to exert efforts for the sake of the relationship, and it suggests a future orientation whereby firms attempt to sustain the relationship with partners to solve any problem in the future (Dung, 2015). Meanwhile, Bricci et al. (2016) defined commitment as a force that binds an individual to a course of action relevant to one or more targets.

According to Kumar, Hibbard & Stern (1994), there are two types of commitments: affective and calculative. Gilliland and Bello (2002) added three dimensions to commitment: instrumental commitment, normative commitment and affective commitment.

Cooperation

The supply chain is the company's endeavour to create knowledge and expertise, where the benefits and results produced through the collaborative relationship are shared, including innovation and patents (Hudnurkar et al., 2014). Collaboration in the supply chain helps to improve the performance of all members collectively (Doganay & Ergun, 2017). Cooperation is better than the competition in improving the overall outcomes of the chain (Oliveira et al., 2011). A collaborative supply chain is a group of firms' operations – one firm can function from the beginning of the supply chain process to its final success like planning, satisfying and achieving success (Freitas et al., 2019). The benefits of collaboration include revenue improvement, cost reductions and operational flexibility to cope with high demand uncertainties (Mathuramaytha, 2011). Thus, it is evident that collaboration is critical to supply chain relationships, but it is a much broader approach (Chakraborty et al., 2014).

Marketing Performance

Marketing performance measurement faces great confusion regarding the approaches, methods and indicators of performance measurement. In some cases, overlapping or contradictory indicators of measurement were used, as it is sometimes difficult to test indicator like effectiveness (Gao, 2010). Sullivan and Abela (2007) argue that measuring marketing performance can be divided into three research streams: measurement of marketing productivity, identification of the metrics in use, and size of the brand equity (Sullivan and Abela, 2007). From the literature of five leading marketing journals, Ambler & Kokkinaki (1997) obtained 19 different measures of marketing "success", the most frequent being sales, market share, profit contribution and purchase intention (Ambler et al., 2004). Keh et al. (2004) introduced a three-stage model comprised of marketing efficiency, effectiveness and productivity.

Moreover, Walker & Ruekert (1987) showed that marketing performance has two dimensions: marketing efficiency and marketing effectiveness (Bulut, 2013), while most researchers into marketing performance assumed that among the dependent variable(s), there is a key distinction between efficiency and effectiveness. Any overall judgment must consider the goals and objectives of the decision-makers themselves (Hamid., Naseib., & E aldeen, 2018). Efficiency, in Drucker's definition, is "doing things right," while effectiveness is "doing the right things" to meet the organization's objectives (Clark & Ambler, 2001). Yield to inputs results in addition to costs (Krizanova et al., 2019). Effectiveness-oriented firms focus on output (e.g. Sales, quality, value-added value, innovation and cost reduction). Effectiveness is among the most prominent indicators adopted in measuring the accuracy of achieving marketing goals and in line with the planned goals.

Thus, effectiveness means the degree of performance, which the organization can achieve its planned marketing objectives through the means according to the surrounding circumstances (Bartuševičienė & Šakalytė, 2013). In the current paper, effectiveness and efficiency were used to measure marketing performance.

Supply Chain Strategy

As a result of the intense and unexpected changes in the markets and the variation in levels of turmoil in the business environment, the supply chain management must adapt and apply flexible and able strategies to change and adapt quickly and continue to be successful (Azevedo et al., 2010). An agile enterprise is redesigning its value and processes that meet the requirements appropriately within a suitable timeframe (Baramichai et al., 2007). Yusuf et al. (1999) described agility as “the successful exploration of competitive bases (speed, flexibility, Proactiveness and high returns)” through the exploitation of resources, processing them and reshaping them according to the best practices that resulted from deep knowledge to provide products and services that exceed the customer’s perceptions. In a fast-changing market environment, an agile supply chain has several distinguishing features (Qi et al., 2009). It is market sensitive and can respond to actual real-time changes in demand. Organizations must acquire the capacity and capability to react to demand fluctuations. Information technology to share data between buyers and suppliers is crucial for an agile supply chain (Bruce et al., 2004). Some cases require high flexibility and responsiveness to the marketplace (Wu et al., 2013). An essential feature of an agile organization is flexibility (Christopher, 2000). Agility, as a commercial practice, is evident in the automation of the manufacturing process, through which change and transformation are achieved, and it reduces the time required to create and deliver value. Furthermore, it enables more excellent responsiveness to changes in the product mix or volume. Subsequently, the flexibility concept has been broadened to many contexts, such as supply chain (Agarwal et al., 2006).

Research Methodology

Underpinning Theory

The resource dependence theory states that exchanges between members of a chain depend on the exploitation of the resources of the parties participating in the chain. Therefore, the use of the resources of the partners to generate mutual gains enhances the reciprocal relationship between the partners (Amoako-Gyampah et al., 2019). In other words (Kot., Haque., & Kozlovski, 2019), RBV explains the functionality of the supply chain. The importance of the supplier relationship comes from the flow of information and exchanges that enhance operational processes, such as joint investments, forecasting and production. Procurement planning can take the lead in this (Prasad & Shankar, 2018). Based on this logic, this paper argues that according to the resource dependence theory, the enhancement of the supplier relationship through the effective exploitation of the resources and capabilities of external partners can improve marketing performance.

H1: Supplier relationship management quality is related to marketing performance. Isag et al. (2016) found a significant positive association between supplier relationship and customer performance in Jordanian companies. Yarku & Oduro (2019) found that social responsibility has a positive impact on marketing performance. Moreover, Ideet (2014) discovered that the variables, namely, commitment, confidence, collaboration and communication, positively affect the performance. Yook, Suresh & Suresh (2016) argued that there is a significant relationship between suppliers and innovative performance. Also, Kuei, Madu & Lin (2001) confirmed the same findings. From all the above-mentioned studies in the literature, the following hypothesis (H2) has been framed in this study. Supplier relationship quality is related to marketing performance.

H2: A supply chain strategy moderates the relationship between supplier relationship quality and marketing performance.

Cook et al. (2011) revealed that the limited role of the supply chain affects supply chain practices and leads to better performance. Moreover, a few studies (Kumar and Nambirajan 2013; Kot., Haque., & Baloch, 2020) found out that supply chain components impact the performance of an organization. In addition to that, Khier & Abuzaid (2014) investigation supported the effect of the supply chain strategy on the operational performance of the firm. They concentrated on how supply chain strategies (flexible, delivery, and cost) and competencies affect organizational performance. Thus, the following hypothesis was suggested: A supply chain strategy moderates the relationship between supplier relationship quality and marketing performance.

Based on this theoretical point of view, the current study develops the hypotheses. Further, it leads to the study's theoretical framework for testing, as shown in Figure (1).

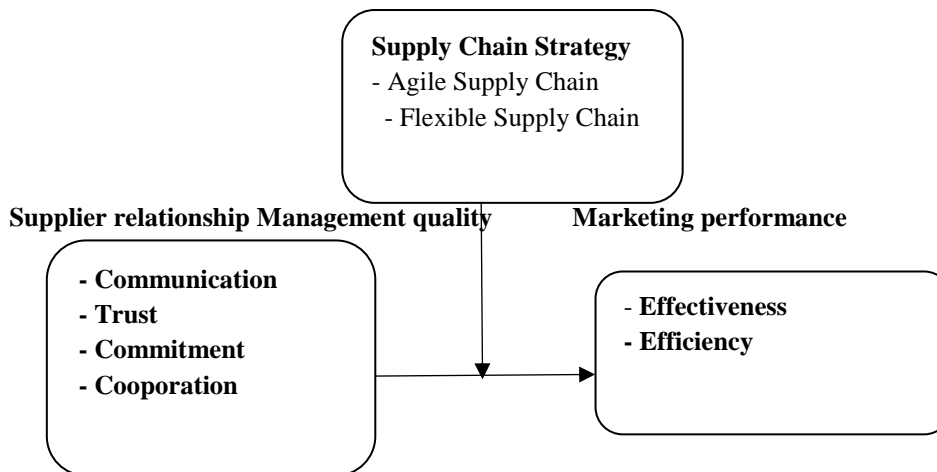


Figure 1: Research framework

Methodology

This study adopted a cross-sectional survey research method. The cross-sectional approach was employed because it gives a fast, cheaper and correct means of obtaining information about the population (Zikmund et al., 2007). Therefore, it enables the researcher to collect the appropriate information for specific purposes or a research problem, making findings and facts more relevant to the reality or truth (Kothari, 2004). The descriptive methodology can be found in various fields, including education, business and other fields (Koh and Owen, 2000; Loeb et al., 2017).

Population

A study population consists of elements, respondents and classes or characteristics that should be studied. The population of this study comprised all the manufacturing companies operating Khartoum state. Manufacturing companies include (food and beverage products, sugar, vegetable oil, soap, cotton textiles, shoes, chemical fertilizers and cement). Based on the registration of the companies, it is identified that 3200 manufacturing companies are operating in Khartoum, Sudan (Cbos, 2020).

Sample

The primary data of this study were collected from the manufacturing companies located in Khartoum, Sudan, which is constructed from three main cities (Khartoum, Omdurman and Bahri). As mentioned by Sekran (2006), since one cannot survey all the population members, a representative sample will be enough to generalize the outcome. Therefore, a non-probability sample has been selected as a result of the lack of an accurate sample frame besides the advantages of the convenience sample technique. The study gathered data from 230 managers of Sudanese manufacturing companies as valid for use returned questionnaires, where 10% would represent a homogeneous population estimated by 3200 companies (Sekaran, 1992).

The respondents for this study were managers (operations, logistics, supply chain and executive managers), the structured questionnaires were sent to them using a convenience sampling method. Part one of the questionnaire contained information related to the characteristics of the respondents, while part two included information related to the study variables and dimensions. The measurements for the constructs were adapted from previous studies. The measurements for the supplier relationship management quality were adopted from the previous studies (Fynes et al., 2002., Eamonn & Donna 2010., Wellington et al., 2015, and Morgan & Hunt., 1994). The measurements for marketing performance were sourced from Sufian et al. (2013). The items for the supply chain strategy were adopted from the earlier study (Sufian et al., 2012). All the items were measured based on a five-point Likert scale, from one to five.

Before sending the questionnaire to the targeted respondents, it has been submitted to four research experts for the first validation, in addition to a pilot sample of 30 respondents. The internal consistency and the reliability of the measurement were tested using Cronbach's alpha, and the instrument was deemed reliable. This study followed suitable statistical methods to manage the potential problems of common

method variance. The bias of the respondents has been tested (Podsakoff & Organ, 1986).

Results Discussion

Model Fit Indices

To determine the level of consistency between the variables and the latent of the construct of supplier relationship management quality on marketing performance, a CFA model has been developed (Figure 1) and tested for its psychometric characteristics. The statistical outcomes of the CFA showed acceptable fitness level: $\chi^2(75.327)$ DF = 44, $\chi^2/DF = 1.712$, RMSEA = 0.054, NFI = 0.93, CFI = 0.97, IFI = 0.97, GFI = 0.95, and SRMR = 0.049. The results of the measurement model appear in Table 1.

Table 1. Model Fit Measures

Measure	Estimate	Threshold	Interpretation
CMIN	667.828	--	--
DF	353	--	--
CMIN/DF	1.892	Between 1 and 3	Excellent
CFI	0.897	>0.95	Need More DF
SRMR	0.068	<0.08	Excellent
RMSEA	0.078	<0.06	Acceptable
PClose	0.000	>0.05	Acceptable

The convergent validity of the supplier relationship management quality and marketing performance construct was evaluated according to standard factor loadings indices, AVE and CR. The CR values were between 0.680 and 0.848, and the discriminant validity was assessed by comparing the AVEs. The AVE value for Logistics IT (0.489) was less than 0.5, while the other AVE values were higher than 0.5.

Model Validity Measures

A consistency analysis was conducted to find the internal consistency of the data, which ranges between 0 and 1. The Cronbach's alpha value was calculated to find the internal consistency of the data, and based on the suggestion given by Hair et al. (2010), the Cronbach's alpha value should be more than 0.70. The validity of the model was verified by using the composite reliability (CR) as well as by calculating the MSV, MaxR (H) and AVE values. Table (1) shows Cronbach's alpha values after the confirmatory factor analysis. At the same time, Table (2) shows the correlation between the variables of the model validity measures, where the results revealed that most of the variables were significantly correlated.

Table 2. Model Validity Measures

	Cooperation	communication	trust	Commitment	Performance	strategy
Cooperation	0.794					
Communication	0.619***	0.727				
trust	0.459***	0.422***	0.823			
Commitment	0.492***	0.557***	0.558***	0.709		
Performance	0.293**	0.105	0.314**	0.271**	0.791	
strategy	0.468***	0.371***	0.362***	0.459***	0.545***	0.787
Mean	2.82	3.34	3.22	3.55	4.13	3.15
Std. Deviation	.564	.503	.595	.485	.874	.589
CR	0.871	0.817	0.861	0.752	0.908	0.936
AVE	0.630	0.529	0.677	0.502	0.625	0.620
MSV	0.384	0.384	0.311	0.311	0.297	0.297
MaxR(H)	0.895	0.825	0.908	0.754	0.934	0.945

Significance of Correlations: † $p < 0.100$, * $p < 0.050$, ** $p < 0.010$, *** $p < 0.001$

Structural equation modelling was employed to determine the influence of supplier relationship management quality and marketing performance, using supply chain strategy as moderator. Figure (2) reveals that reflective indicators were used for the measurement of the latent constructs, and the non-causal relationships among the different constructs were studied according to the paths shown in Figure (2).

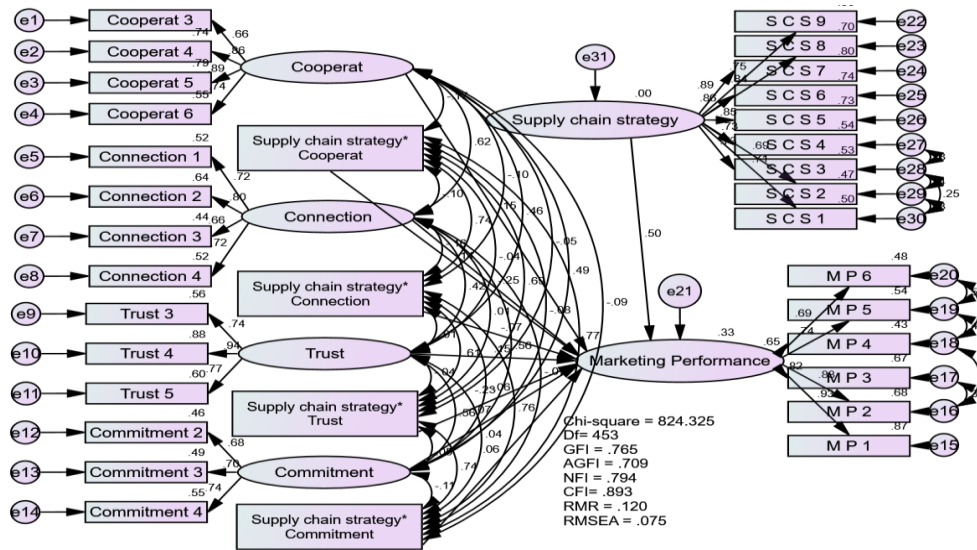


Figure 2: SEM Model Indices.

Figure 2 presents the statistical outcomes of the model, the goodness of fit indices were $\chi^2 = 667.828$, $DF = 353$, $CMIN/DF = 1.703$ with $RMSEA = 0.078$, $NFI = 0.80$, $CFI = 0.89$, $IFI = 0.86$, $GFI = 0.77$ and $SRMR = 0.048$, thereby, suggesting an acceptable fit. All the probability values are shown in the next table.

Table (3) shows the estimates that had to be extracted in order to check for direct effects without a moderator after establishing the model fit. The process was done by observing the standardized regression weights and the regression weights in the table. The significant relationships (i.e., based on the p-values and estimates) were extracted to explain the direct effects without a mediator, as shown in Table (3). These were compared with the results of the direct effects when a mediator was added.

Table 3. Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Result
Performance <--- Cooperation	.222	.176	1.261	.207	NS
Performance <--- communication	-.409	.213	1.916	.055	NS
Performance <--- Trust	.208	.157	1.325	.185	NS
Performance <--- Commitment	.123	.226	.545	.586	NS
Performance <--- Strategy	.731	.128	5.699	***	Significant

	Estimate	S.E.	C.R.	P	Result
Performance <--- Zstrategy_x_Cooperation	.102	.095	1.076	.282	NS
Performance <--- Zstrategy_x_Communication	-.045	.083	-.542	.588	NS
Performance <--- Zstrategy_x_Trust	-.182	.097	1.886	.059	NS
Performance <--- Zstrategy_x_Commitment	.041	.114	.359	.719	NS

Discussion

The study found that supplier relationship management quality does not affect marketing performance, and

Supplier relationship management quality concerning Cooperation does not affect marketing performance. This study showed that cooperation does not support the marketing performance of Sudanese manufacturing companies. The previous research (Olson et al. 2001) on the area of cooperation confirmed a positive effect on performance and operations. While this study does not support what is confirmed, which indicates that there are many factors related to cooperation itself affecting the level of cooperation impact on performance (early and late stages cooperation, length and time etc.).

Supplier relationship management quality in relation to Communication does not affect marketing performance. This study showed that communication does not support the marketing performance of Sudanese manufacturing companies. Besides the sufficiency of communication, this could be construed as a single factor that may not affect marketing performance. According to He & Ng. (2017), communication is important to ensure that suppliers do not have too large an inventory that will increase the cost for both parties. The measure is a good indicator for monitoring the bullwhip effect. If the communication is sufficient and changes in volume are explained properly, the bullwhip effect can be minimized.

Supplier chain relationship management quality in terms of Trust does not affect marketing performance. Marketing performance requires a lot of trust between two companies and a willingness to share sensitive information. Therefore, this cannot be achieved overnight but should be a long-term goal to strengthen the collaboration (Gamme & Johansson, 2015). If there is a lack of trust, firms may not intend to collaborate with supply chain partners.

H1: Supplier relationship management quality is related to marketing performance. The findings indicated that commitment does not support marketing performance. This result could have been because the competitive intensity may reduce the effects of the supply chain integration on operational performance. However, these are significant under high and low competitive conditions. When competition intensifies, suppliers may have many alternative buyers, so they will not overly

commit to a relationship with a specific buyer. Consequently, buyers require greater investment levels, such as specific assets, capital and human resources to develop long-term relationships with their suppliers (Hofmann & Osterwalder, 2017). Moreover, the total effect of direct assistance on the buyer-supplier relationship is only indirect, resulting from the buyer commitment/buyer-supplier relationship path, but this is just a weak link (Sculli & Yeung, 2006).

H2: A supply chain strategy moderates the relationship between supplier relationship quality and marketing performance.

The results of the study showed that the supply chain strategy does not moderate the relationship between the supplier relationship management quality and marketing performance of Sudanese industrial companies. This result was not in alignment with the findings of many previous studies. Saqib & Zhang (2021) confirmed that a supply chain visibility strategy does not support the relationship between sustainable practices and sustainable performance. It appears that visibility is less important to the internal operations of a firm but is more important to those customers who care about the sustainable operations of the firm and are willing to pay for sustainable products. Thus, visibility matters more for customer-related social and economic measures. Huo et al. (2014) confirmed that the moderating effects of competitive strategies on the relationship between SCI practices and operational performance are insignificant, possibly because the operational performance is more process-focused and is determined by the effectiveness of the operational practices of the firm, thereby confirming that the result of this study was justified.

Theoretical implication of the study has examined supplier relationship management, marketing performance and supply chain strategy as a modified relationship variable.

The theoretical importance of this study came through knowing the role of relationship management quality on marketing performance in Sudanese industrial companies, identifying the role of supply chain strategy (agile and flexible) as a moderator on the relationship between supplier relationship management quality and marketing performance. The results confirmed that a supply chain strategy insignificantly moderates the relationship between supplier relationship management quality and marketing performance.

The effects of the supplier relationship management quality on marketing performance were analysed, but there was no evidence with regard to this relationship, and therefore, more evidence of supplier relationship management quality and marketing performance is needed. This study examined the moderating effects of a supply chain strategy on the relationship between supplier relationship management quality and marketing performance. Here, the evidence was not enough to confirm this relationship.

The study revealed that there is an insignificant relationship between the dimensions of supplier relationship quality management (Trust - Communication - Commitment - Cooperation) and marketing performance. These results were not consistent with

the previous research and theory, which indicated that is no direct relationship but that a mediator should be tested with this relationship quality.

Conclusion

The study tested the role of a supply chain strategy on the relationship between supplier relationship management quality and marketing performance among Sudanese industrial companies. The study tried to find a new area of interdisciplinary between supply chain and marketing as part of market and supply alignment; therefore, the study has relied on descriptive methodology to tackle this phenomenon, depending on resource dependence theory. The sample of study consisted of 230 managers from Sudanese industrial companies. A total of 230 questionnaires were distributed, and a descriptive approach was used; the findings of this study revealed that there is an insignificant relationship between the dimensions of supplier relationship quality management and marketing performance. In addition, Sudanese manufacturers need to evaluate the cost and benefits of the supplier relationship, and the relationship quality needs to be promoted and encouraged, our research contributed to finding solutions to some problems, which face supply chain management among Sudanese industrial companies, and it is the avital area to search in it.

The findings of this study confirmed that there is an insignificant relationship between the dimensions of supplier relationship quality management (Trust, Communication, Commitment, Cooperation) and marketing performance.

Sudanese manufacturing companies are incapable of managing different types of supplier relationship quality. These findings imply that the operational routines of Sudanese manufacturers are still internally oriented, and it may be that there are relationship management costs in the Sudanese context.

Sudanese manufacturers need to evaluate the cost and benefits of the supplier relationship, and the relationship quality needs to be promoted and encouraged. Also, the attitude and competencies of the staff need to be developed to encourage the orientation of the relationship.

The limitations and direction for future studies are as follow. This study employed a descriptive approach alone, without using other methodologies, and a questionnaire was the main tool for data collection at a specific time (cross-sectional). Therefore, future research should focus on using different methods. In addition, the study tested a moderator, but the moderating role was not supported, as shown by the findings. Thus, testing another moderator or mediator may support the relationship between supplier relationship quality management and marketing performance. Since the study included the common dimensions of supplier relationship quality management, there is a need for new dimensions to be developed and tested.

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ZARZĄDZANIE RELACJAMI Z DOSTAWCAMI, CO MA ZNACZENIE JAKOŚĆ I WYNIKI MARKETINGOWE: CZY STRATEGIA?

Streszczenie: Niniejsze badanie dotyczy związku między relacjami w łańcuchu dostaw a marketingiem. Proponowane badania są rzadko testowane w obszarze interdyscyplinarnym i mogą dać większy wgląd w zjawiska wydajnościowe. Dlatego w niniejszym badaniu przyjęto opisową metodologię opartą na teorii poglądów opartych na zasobach. Kwestionariusz był podstawowym narzędziem do zbierania danych z próby sudańskich przedsiębiorstw przemysłowych bez prawdopodobieństwa. W badaniu wzięło udział łącznie 155 respondentów. Badanie wykazało, że jakość zarządzania relacjami z dostawcami nie wpłynęła na wyniki marketingowe sudańskich firm przemysłowych, gdzie wszystkie relacje

nie miały pozytywnego wpływu na wyniki marketingowe. Ponadto wyniki wskazały, że strategia łańcucha dostaw nie ma efektu moderacji. W końcu w ramach badania uzyskano implikacje teoretyczne i praktyczne oraz sugestie dotyczące dalszych badań.

Słowa kluczowe: jakość relacji z dostawcami, skuteczność marketingowa, strategia łańcucha dostaw

供应商关系管理质量和营销绩效：战略重要吗？

摘要：本研究探讨了供应链关系与营销之间的联系。拟议的研究很少在跨学科领域进行测试，可能会更深入地了解性能现象。因此，本研究采用了基于资源视图理论的描述方法。问卷是从苏丹工业公司的非概率样本中收集数据的主要工具。共有 155 名受访者参与了调查。研究发现，供应商关系管理质量不影响苏丹工业公司的营销绩效，所有关系对营销绩效没有积极影响。此外，结果表明供应链策略没有调节作用。最后，该研究提出了进一步研究的理论和实践意义和建议

关键词：供应商关系质量，营销绩效，供应链战略