(REVIEW ARTICLE)

# Effects of supply chain management strategies on the overall performance of the organization

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## Abstract

The application of the principles of SCM is becoming increasingly important for companies in different industries in order to preserve their market position. To ensure a right products and services are supplied in a right quantity to keep a firm running, SCM concepts are important into the tourism sector. On the other hand, organisational performance (OP) could be sensitive to the SC complexity factor. This research aims to examine a relationship among SCM strategies on OP in a context of the Jordan tourism industry with a focus on a moderating effect of supply chain complexity. A SCM practices reported by 261 Jordanian travel agencies include: customer relationship management (CR), information flow management (LI), and strategic supplier partnerships (SSP). In the study, the focus is placed on the coordination of SC complexity to ensure that maximum effectiveness is derived from SCM to support enhanced organisational performance. An R-squared of 0. 66 for OP reveals that SCM practices account for 66 percent of its variation. This demonstrates the extent to which the complexity of the SC enhances the global performance of the organisation. Managers should address issues of information management and learn to handle supply chain delays in a manner that is strategic. This emphasises the need of doing further studies in this field to comprehend the effects of these elements on organisational effectiveness.

**Keywords:** Supply Chain Management; Elements; Organizational Performance; R-Square; Supply Chain Complexity

## 1. Introduction

The current state of SCM and the circular economy is both an exciting and difficult field to examine[1]. Extended organisation networks spanning many industries and enterprises are the basis of contemporary supply chains [2]. It is often understood that strategy and core organisation are critical to creating a long-term competitive advantage in a marketplace[3][4]. A competitive strategy may be shaped by a wide range of factors[5][6][7], including legal frameworks, corporate social responsibility, competitiveness, competitiveness, and consumer expectations. As a result, the strategy has an impact on partners and the core organisation, who are in charge of the performance in multiple ways[8].

An integral part of every effective business plan is the supply chain strategy. Supply chain partners, organisational strategy, and core organisation may all be integrated to provide a sustained competitive advantage [9][10]. Many competitive characteristics, including as quality, pricing, dependability, responsiveness, and innovation, are impacted by an all-encompassing supply chain strategy. Through a number of fundamental operations, strategy accomplishes these goals[11][12]. Furthermore, there are several facets to an organisation's administration, such as assistance from upper management, a customer-focused approach, process management, information technology, product

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development, and technology management. Close alignment of customer demands, strategy, and core organisation is necessary for an organisation to work smoothly, provide it a durable competitive edge, and improve organisational performance[13][9][14].

This paper examines how SCM strategies impact OP in Jordan's tourism industry. It is centered on the ways in which various SCM practices, including customers, information, and suppliers, affect OP measures of quality, cost, and response times. The study aims to validate these relationships empirically, highlighting the moderating effect of supply chain complexity. By analysing data from 261 Jordanian travel agencies, the research provides actionable insights for optimising SCM strategies to navigate complexities and enhance organisational efficiency, thereby contributing to both academic knowledge and practical applications in the tourism sector. Here are the contributions of this study in key points:

- This research provides quantitative evidence from the Jordanian tourist sector on the nature and extent of a link among SCM practices and OP. By focusing on this sector, it provides sector-specific insights that can guide strategic decisions for tourism-related businesses.
- The study shows that a complexity of a supply chain (SC) moderates an influence of SCM methods on OP. It identifies how complexities in SC operations, such as delays and information quality, impact organisational outcomes. This nuanced understanding can help in devising tailored strategies to navigate and mitigate SC complexities.
- Through comprehensive data analysis using Smart PLS software, the study reveals insights into various SCM practices (e.g., customer relationships, information management, supplier partnerships) and their impact on OP dimensions such as quality, cost, reliability, responsiveness, and innovation. This holistic view enhances the understanding of how different SCM strategies contribute to overall organisational efficiency.
- By analysing data from 261 Jordanian travel agencies, the study empirically validates the theoretical framework linking SCM strategies to OP. It provides practical implications for industry practitioners and policymakers on optimising SCM practices to achieve competitive advantages and sustainable performance in the tourism sector.
- This research contributes to both academic literature and practical knowledge by integrating theoretical insights with empirical findings. It enriches the understanding of SCM dynamics in a complex business environment and offers actionable recommendations for enhancing organisational performance through effective SCM strategies and management of SC complexities.

The following paper organised as: Section I and II provide the overview of SCM on organisation performance with aim and contribution. Section III provide the research design and analysis, then Section IV provide the research discussion, next Section V give the existing literature review on research area with comparative table. Finally, Section VI discuss the conclusion of the work future work.

## 2. Overview of Supply Chain Management (SCM)



**Figure 1** Supply Chain Management

A term "supply chain" describes a network of establishments that include the final consumers of the product as well as the makers, retailers, distributors, and carriers of the goods. Every one of these people is connected to a SC. In recent years, SCM has emerged as a critical differentiator for businesses. Optimising the entire value of the company via

effective allocation and utilisation of resources throughout the complete organisation is the focus of SCM research. SCM refers to the sequence of value-adding transactions that connect a company's suppliers with its customers [15]. Therefore, it is crucial to have a thorough comprehension of the customer's expectations and actual consumption levels. Since customers drive demand, which in turn motivates many enterprises to produce and deliver goods, customers serve as the central link in every supply chain[16]. The structure for managing a SC is displays in Figure 1.

Nowadays, supply chains are intricate commercial networks that need worldwide optimisation and collaborative management. Furthermore, the worldwide business scene is dynamic and ever-evolving. The business climate of the twenty-first century is characterised by a number of factors, including uncertainty, more competition, shorter cycle times, more demanding consumers, and pressure to reduce costs. Monitoring, controlling, and measuring supply chain process performance has become essential. The use of procedures, techniques, measurements, and technology to provide a consistent link among supply chain strategy, planning, execution, and controlling is known as performance management [17].

### 2.1. Elements of Supply Chain

As a company's demands, a business climate, and its operational scope evolved, certain parts of a supply chain underwent continuous modification. A wide variety of goods, business scope, and processes contributed to the company's diverse needs. The following are some broad categories into which the supply chain can be categorised, as displayed in Figure 2:
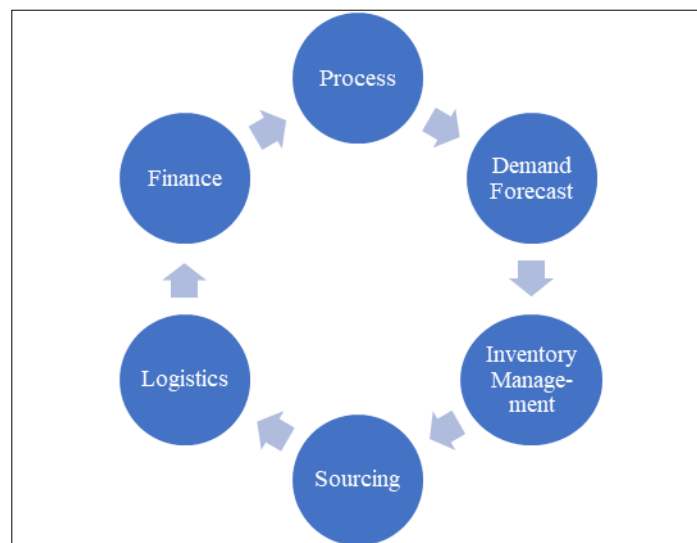


**Figure 2** Elements of Supply Chain

- **Process:** All the resources (machines, people, technology, location, and procedure) utilised to create a product at the manufacturing plant.
- **Demand Forecast:** A demand prediction is the first step in becoming an effective supply chain driver. Organisational efficiency is based on its ability to predict the ebb and flow of client needs. This estimate is crucial to the organisation's strategy as a whole. [18].
- **Inventory Management:** This is an essential link in the supply chain that makes it possible to manage the process effectively, receive raw materials without interruption, and deliver finished goods to the business, the trade channels, and the customer.
- **Sourcing:** The agility and effectiveness of a supply chain are affected by sourcing choices. Following their selection of preferred facilities for international marketing, multinational brands selected the nation in which to conduct strategic choices pertaining to the procurement of parts, spares, and labour availability[19].
- **Logistics:** SCM relies heavily on integrated logistics management. Logistics management is becoming an integral part of SCM as organisations' sales and marketing efforts spread across many regions.
- **Finance:** A company's operational size is directly proportional to the amount of capital it uses. The arrangement for working capital is predetermined by factors such as the value of inventory, the bank's capacities for purchasing raw materials, and the business's cycle and turnaround time for capital.
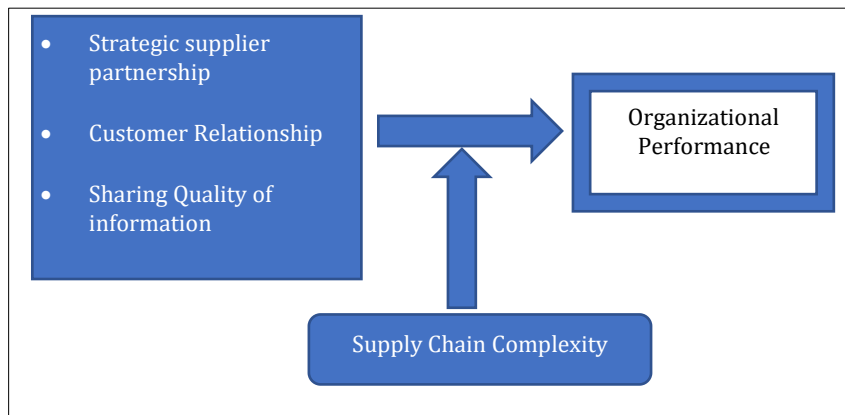
## 3. Organizational Performance

The term "organisational performance" refers to a company's capacity to meet its financial and strategic goals [20]. Improving productivity, reducing operating costs, and increasing profit margins are the main functions of organisational performance [21]. Organisational performance has been more important in recent times. Developing and implementing these talents is a must for organisations looking to maximise efficiency in their supply chain operations [22][23] examined the impact of SCM on textile its performance. using information gathered from 30 managers with expertise in this area. It consists of three parts: environmental, economic, and operational performance:

- **Environmental Performance:** It shows a decrease in air pollution, water waste, solid waste, and the use of hazardous or toxic products; it also shows a decrease in environmental accidents and an improvement in organisational environmental conditions [24].
- **Economic Performance:** The following are addressed and emphasised: lowering the cost of obtaining materials; lowering the cost of using energy; lowering the cost of treating waste; and lowering the cost of discharging garbage [25].
- **Operational Performance:** It contributes to improvement in on time delivery of goods, reduction in inventory and scrap, enhanced quality of products, increased efficiency, and optimum utilisation of capacity [26].

## 4. Research Design and Analysis

This quantitative study is to investigate how the complexity of SCs may affect the relationship between SCM practices and OP. A Figure 3 shows the framework of Organizational Performance with SCM.



**Figure 3** Model of the Organizational Performance with SCM

This study aims to provide light on the Jordan tourism sector. Six hundred surveys were sent to travel businesses in Jordan, which were meant to reflect the target demographic. Out of a total of 600 questionnaires, only 261 were considered for analysis. A structured survey was sent to a cross-section of the population using electronic mail, conventional mail, and telephone. Our study inquiries about supply chain complexity, operational planning, and techniques of SCM. Investigation of Data Smart PLS was used to examine the data. Using this software, we want to examine how the variables are related to one another and determine if SC complexity has a moderating influence on an association among OP and SCM practices. To make sure a survey was valid and reliable, researchers ran a pilot study. To make the study's findings more reliable, additional cross-validation processes were performed.

### 4.1. Descriptive Data Analysis

Table 1 indicates that a (CR)variable's median value is 0.15, indicating that half of the dataset's observations have values more than 0.15 and half have values less than that. The (CR)variable has a maximum value of 1.76 and a minimum value of - 3.80. This indicates that there is a range of -3.80 to 1.76 in the observations. As an additional piece of information, the Level of Information variable ranges from -3.63 at the lowest end to 1.68 at the highest, with a median value of 0.14. Also, a wide variation in the values of the various variables suggests that the dataset contains a wide variety of observations. The variables of level of information (LI), SSP, and (CR) have typically positive values, suggesting that these factors are normally present in the dataset. A closer look at the numbers reveals that SC complexity, sharing delay,

and sharing quality of information are all negatively correlated, suggesting that these aspects are generally unsightly in the dataset.

**Table 1** Descriptive statistics such as mean and standard deviation

| Variables | Median | Min | Max | Deviation Standard | Observation |
|---|---|---|---|---|---|
| Strategic Supplier Partnership | -3.50 | -3.50 | 1.69 | 1.000 | 261.00 |
| Level of Information | 0.14 | -3.63 | 1.68 | 1.000 | 261.00 |
| Sharing Postponement | 0.09 | -3.26 | 1.77 | 1.000 | 261.00 |
| Sharing Quality of Information | 0.06 | -4.09 | 1.84 | 1.000 | 261.00 |
| Organisational Performance | 0.03 | -3.58 | 1.95 | 1.000 | 261.00 |
| Supply Chain Complexity | 0.03 | -3.62 | 2.03 | 1.000 | 261.00 |
| Customer Relationship | 0.15 | -3.80 | 1.76 | 1.000 | 261.00 |

## 4.2. Moderation Effect of Supply Chain Complexity

Table 2 below shows the moderating influence of supply chain complexity on organisational effectiveness at various levels.

**Table 2** Moderation effect of supply chain complexity

| Moderation | Sample Original | Mean Sample | STDEV | T Statistics | P Values |
|---|---|---|---|---|---|
| Supply Chain Complexity -> Sharing Postponement -> Organizational Performance | 0.32 | 0.32 | 0.05 | 5.98 | 0.00 |
| Supply Chain Complexity -> Sharing Quality of Information -> Organizational Performance_ | 0.14 | 0.13 | 0.04 | 3.19 | 0.00 |
| Supply Chain Complexity -> Strategic Supplier Partnership -> Organizational Performance | -0.33 | -0.32 | 0.07 | 4.72 | 0.00 |
| Supply Chain Complexity -> (CR)-> Organizational Performance | 0.04 | 0.05 | 0.02 | 1.62 | 0.10 |
| Supply Chain Complexity -> Level of Information -> Organizational Performance_ | 0.10 | 0.09 | 0.04 | 2.44 | 0.01 |

## 4.3. Calculate R-Square Measure

The customer connection, information level, sharing postponement, sharing quality of information, and strategic supplier alliance had R-squared values of 0.13, 0.15, 0.62, 0.15, and 0.44 in Table 3, respectively. These independent factors account for 66% of a variation in OP, as displays by a R-squared value of 0.66 for organisational performance (OP). A review of the data reveals a weak and non-significant correlation between OP and the following variables: quantity of information shared, quality of that information shared, customer relationship, delay in sharing, and strategic supplier alliance. These independent variables account for 66% of the variation in OP, as shown by the R-squared value of 0.66 for OP.

The paper investigates how SC complexity functions as a moderating factor in a relationship among OP and SCM methods in Jordan's tourist business. The findings reveal that among the identified SCM practices, CR, LI, and SSP have a positive correlation with OP, however, moderated by SC complexity. Notably, timely SC delay management and adequate information flow contribute significantly to OP, particularly in the SCN. It was found that with an R-squared value of 0. 66 for OP, the results imply that whereas SCM practices are critical, managing SC complexity is necessary for achieving the highest potential for organisational effectiveness.

**Table 3** Performance of R-Square Measure

| | | |
|---|---|---|
| **Customer Relationship** | 0.13 | 0.13 |
| **Level of Information** | 0.15 | 0.14 |
| **Sharing Postponement** | 0.62 | 0.62 |
| **Sharing Quality of Information** | 0.15 | 0.15 |
| **Strategic Supplier Partnership** | 0.44 | 0.43 |
| **Organisational Performance** | 0.66 | 0.65 |

## 5. Discussion

The research explores the interrelated effects between the different SCM practices and OP, with SC complexity as a moderator in a Jordanian tourism industry context. The systematic survey and data collected have been analysed using Smart PLS software and provide valuable information about the effect of different orientations of SCM on organisational performance.

The descriptive analysis shows that the surveyed companies successfully use SCM methods such as customer relationship management (CR), level of information (LI), and SSP. However, challenges are often indicated by negative values for SC complexity, sharing quality, and amount of sharing postponement. Such variation indicates that there exist significant variations in the practices and performance of firms in this industry, which may be due to the different ways Jordanian travel agencies operate.

The moderation effect of SC complexity on OP has several important implications. For example, SC complexity has a more pronounced effect on the value of the sharing of postponement on OP (T = 5. 98, P = 0. 00), which indicates that when managing such delays and postponements in a complex SC environment, organisational performance can be improved. In contrast, the results reveal that SC complexity has a negative moderating effect on a relationship among SSP and OP (T = 4. 72, P = 0. 00), which explains how enhanced SC complexity might offset the advantages of strategic supplier partnership. This could be as a result of complications in organisation and communication when working with a rather complicated supply chain.

Similarly, while testing the mediating role of SC complexity between LI and share quality of information on the one hand and OP on the other it was also significant (T = 2. 44, P = 0. 01) it also shows when there is complexity in the SC then quality of information and OP also have a significant positive relation (T = 3. 19, P = 0. 00) From the above findings it can be concluded That is why, effective IM supports the minimisation of the negative impact of SC complexity, which contributes to the improvement of the organisational performance.

The other significant aspect regarding the aforesaid relationships is captured by the R-squared values. The overall, analysing the results on OP, it can be stated that the examined SCM practices explain 66% of the variance in organisations' performance, which points to a relatively high reliability of the model. However, a relatively lower R-squared values for individual SCM components such as CR (0.13) and LI (0.15) indicate a weaker direct relationship with OP, emphasising a role of SC complexity as a crucial moderating factor.

In conclusion, the study shows that even though supply chain management practices are critical success factors in increasing organisation's SC performance, a complexity of a chain strongly moderates outcomes. It is therefore critical that organisations in the Jordanian tourism sector pay particular attention to regulating SC complexity through better information management and supply chain delay management necessary to optimise their SCM strategies.

## 6. Literature Review

The literature on the subject of the impact of SCM methods on organisational efficiency is presented here. Reviews of the literature are a crucial component of every research project since they provide an overview of the most current discoveries in the field:

In, Hong and Kolios, (2020) provides a fresh perspective on SCRM by laying the groundwork for a risk assessment paradigm that includes supply chain visibility (SCV) and SCRM as core components. The paper also uses an empirical

database and a quantitative review to address the special dangers connected with the manufacturing industry. The interdependence of supply chain risks necessitates more supply chain visibility in order to properly account for the risk sources that eventually result in the risk impacts. Organisations may better manage their exposure by taking proactive measures to mitigate risks, which can be achieved by identifying potential sources of risk[27].

Next, Tsai, Lan and Lee, (2020) study used an integrated MCDM methodology, where the complex proportional assessment (COPRAS) technique was used to prioritise the case organisations and the entropy method was used to estimate an objective weight of a criteria. A result show that a two most important metrics for SSCM effectiveness are the rate of scrap recycling and the number of resources used in product design. Lastly, to ensure the findings were accurate, a sensitivity analysis was carried out [28].

A critical, Njuguna, Arani and Onyara, (2021) the researchers in this study set out to determine how different supply chain management approaches affected the efficiency and effectiveness of Kenyan medical supply chain companies. There were 2,529 staff from Kenyan pharmaceutical supply chain companies who took part in the survey. The 345 subjects who made up the sample were selected using Yamane's notion. In Kenya, medical supply organisations' performance was significantly influenced by outsourcing, integration of supply chain information ($p < 0.05$), and storage. There was a substantial correlation between differentiation approach and performance at $p < 0.1$, while at $p > 0.05$, the association was inconsequential. In addition, the study found that lean supply chain negatively affected performance ($t = -.528$, $p > 0.5$), while information integration, warehousing, and outsourcing contributed to improved efficiency ($t = 16.461$, $t = 19.671$, $p < 0.05$; $p < 0.05$; and $t = 15.528$, $p < 0.05$ for information integration, warehousing, and outsourcing, accordingly). In light of these developments, it is imperative that Kenyan medical supply company heads adopt performance-enhancing strategies including data integration, warehousing, and outsourcing[29].

This research Namdar et al.., (2018) analyse how retail SC performance is affected by supply chain agility, organisational characteristics, and the interaction among supply chain strategy and these variables. Included in the study sample are 180 companies or responders. Despite the other assumptions being validated, the results show that the SC strategy had no substantial influence on the OP of the SC. Conversely, the SC strategy substantially enhanced the efficiency and efficacy of the supply chain operations of retail businesses. A study reveals that supplier agility performance in retail outlets and organisational supply networks are connected via supply chain strategy [30].

Current research Ni and Sun (2019) examines the association between SSCM and company performance, with an emphasis on operational and financial success. They collected empirical responses from 202 different industries. The results also explain the relationship to the prior literature review through the use of structural equation modelling (SEM) and multivariate statistical analysis, and they give detailed information regarding the various parts of SSCM, including business structure, information system, supply chain network design (SCND), and SCS. The current study's findings suggest that SSCM is best seen as an auxiliary strategy that complements the overarching company plan, as SSC is critical to boosting businesses' operational and financial success[31].

In this study, Daneshvar et al., (2020) the study's assumptions are tested using Smart PLS software-based structural equation modelling. According to the outcomes of a structural model analysis, the primary study hypothesis is correct: supply chain performance is positively correlated with the adoption of an efficient supply chain strategy. Investing in elements that positively impact supply chain performance is essential for reducing the expenses of implementing an effective supply chain strategy[32].

This study, Sahar, Afifudin and Indah, (2020) aims to address this important knowledge vacuum by investigating how SCF adoption affects OP from the organisation's dynamic capabilities viewpoint, which is influenced by SCR and ED. The data used to build and evaluate the conceptual framework comes from a survey that was sent out to 217 different organisations in China. These results indicate that the SCR is considerably reduced by SCF, which has a beneficial impact on OP (including operational performance and cost implications). By looking at the possible benefits of SCF adoption as a risk mitigation strategy and a tool to help organisations execute their performance, the research filled a knowledge vacuum in operations management, strategic management, marketing, and SCM [33].

This study Ahmed et al. (2024), showcases how AI and computer vision may revolutionise the management of supply chains for commodities. There is an emerging trend towards the use of AI to improve supply chain efficiency and decrease yield loss; vision-based commodity defect monitoring may contribute to this trend. We investigated the use of real-time computer vision methods to supply chain defect management. These methods included a performance comparison between the YOLO and other AI models, as well as the Detection Transformer (DETR), a kind of ViT. Our results are supported by a dataset of photographs of common products, which is used to evaluate computational

viability for different computer vision and AI models. The data collected demonstrate that DETR has performed better, with a 96% detection and classification accuracy, which is directly correlated with better SCM[34].

This study Pradeepa et al. (2024), uses machine learning models as potent analytical tools to look into the issue of inventory cost and profit prediction in the automobile industry. Throughout a ten-year dataset from 2012 to 2023, the study carefully analyses several cost components and profit data, illuminating the complex relationships between these elements. To provide insights into inventory dynamics, the CNN, KNN, and SVM models are rigorously trained and tested. An impressive feat is achieved by the CNN model, which achieves a phenomenal accuracy of 98.7 %, followed by KNN at 96.7 % and SVM at 93.4%[35].

This research Hassan et al. (2023), intends to create a cutting-edge supply chain management data mining framework (DMF-SCM). This framework mines and processes data for dependable SCM using ML and the IoT. SCM is aided by the suggested multi-stage data mining frameworks, which use a DNN with optimised data fusion. Using a novel fuzzy-based DL technique, the text data was used to classify the providers into different categories. According to the computational assessment, the suggested framework performs better in terms of segmentation accuracy (98.1%) than the traditional techniques[36].

This article (Xu et al., 2023), provides a risk management strategy based on intelligent RFM after examining the logistics supply chain network's risk management procedures. The experimental part collects and compares a large amount of logistics supply chain network data with other popular models, such as the analytic hierarchy process model and the convolutional network model. The comparison of the experimental data shows that the intelligent RFM has higher accuracy, recall, and AUC value than other models. Specifically, the clever RFM increases accuracy by 3.5%[37].

**Table 4** Summarises the methodology used, key results found, limitations acknowledged, and suggestions for future research for each referenced study

| Reference | Methodology | Results | Limitations and future work |
|---|---|---|---|
| [28] | Integrated MCDM (Entropy method, COPRAS method) | Identified key criteria for SSCMPE in steel manufacturing. Sensitivity analysis confirmed results. | Limited to specific industries and methods may not be universally applicable. |
| [27] | Risk assessment framework, quantitative assessment | Poor product quality and supplier delays were noted as major production hazards. SCV is crucial for risk management. | Longitudinal study on risk trends; comparative analysis across different manufacturing sectors. |
| [29] | Descriptive study, regression and correlation analysis | The efficiency of a medical supply chain is enhanced by integrating data, warehousing, and outsourcing. The outcomes of the differentiation technique were inconsistent. | Explore the impact of digital technologies; examine the role of sustainability in SCM for medical supplies. |
| [30] | Quantitative analysis, mediation analysis | In the retail business, supply chain strategy acts as a mediator in the interaction between performance and organisational agility. | Expand to other industries; investigate cultural influences on SCM strategies in retail. |
| [31] | Unstructured interviews, questionnaires, SEM | SSCM significantly enhances operational and financial performance in industrial firms. Detailed insights into components of SSCM provided. | Longitudinal study on the sustainability impact; explore SSCM in different industrial contexts. |
| [32] | Structural equation modeling (SmartPLS), quantitative | Supply chain performance is favourably affected by an efficient strategy for the supply chain. It is essential to have IT, support from upper management, and internal integration. | Investigate scalability of efficient strategies; comparative analysis across different efficiency models. |
| [33] | Conceptual framework, survey | SCF adoption mitigates supply chain risks, enhancing operational performance under varying environmental dynamism. SCF-SCR-OP relationship mediated by SCR. | Longitudinal study on SCF adoption trends; explore SCF in different economic environments. |

| [34] | Real-time computer vision techniques (DETR, YOLO, ViT) | DETR achieved 96% detection and classification accuracy | Future work includes enhancing computational feasibility and expanding to other commodity categories. |
|---|---|---|---|
| [35] | Machine learning models (CNN, KNN, SVM) | CNN achieved 98.7% accuracy, KNN 96.7%, SVM 93.4% | Future work involves exploring more ML models and integrating additional cost factors. |
| [36] | Data mining framework (DMF-SCM) using IoT and machine intelligence | Achieved segmentation accuracy of 98.1% | Future work includes applying the framework to different industries and enhancing data fusion methods. |
| [37] | Intelligent RFM, convolutional network model, AHP model | Intelligent RFM improved accuracy by 3.5% | Future research may focus on real-time application and scalability of the proposed approach. |

## 7. Conclusion and Future Work

The paper explores how supply chain management (SCM) strategies influence organisational performance across various dimensions. The conclusion of the research summarises that effective SCM practices like customer relationship management, information flow management, and strategic supplier partnerships positively influence organisational performance. However, the effectiveness of these practices is significantly influenced by supply chain complexity. The findings underscore the importance of managing supply chain complexity through efficient information management and strategic planning to maximise organisational efficiency and performance. Effective management of supply chain delays and robust information flow are pivotal in enhancing OP within complex supply chains. Moreover, statistically, the study finds that SCM practices explain 66% of the variance in OP, highlighting their substantial impact. This underscores the necessity of addressing supply chain complexity to optimise organisational performance effectively. Overall, the findings underscore the importance of adapting SCM strategies to the specific challenges posed by SC complexity in optimising organisational performance within Jordan's dynamic tourism industry. Future research directions could focus on:

- Technology Integration: Improving SCM's responsiveness and efficiency via investigating its potential integration with cutting-edge technologies like blockchain, AI, and the IoT.
- Sustainability: Investigating how sustainable practices within SCM can contribute to both environmental and economic performance metrics.
- Cross-Sector Analysis: Conducting comparative studies across different sectors to understand sector-specific challenges and opportunities in SCM practices.

## Compliance with ethical standards

*Disclosure of conflict of interest*

No conflict of interest is to be disclosed.

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