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Enhancing Organization's Performance Through Collaborative Trust and Technology Adoption: Evidence from FMCG Firms in Pakistan

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ABSTRACT

This study investigates the relationships among trust, technology, and supply chain collaboration, and examines their effects on firms' operational performance. Based on the extant literature, a conceptual model was developed and empirically tested using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. Data were collected through a survey administered to supply chain managers employed in fast-moving consumer goods (FMCG) companies in Pakistan. The findings reveal that trust is cultivated over time through sustained interorganizational relationships and represents a valuable organizational capability that is difficult for competitors to replicate. Furthermore, the results demonstrate that both trust and technology exert significant positive effects on supply chain collaboration and operational performance. Despite these contributions, the study has certain limitations. First, the data were collected from a single national context, which may limit the generalizability of the findings to other countries and industries. Second, the cross-sectional research design captures respondents' perceptions at a single point in time, thereby limiting the ability to infer causal relationships. Future research should adopt longitudinal designs or in-depth case studies to provide a more comprehensive understanding of the dynamic relationships among trust, technology, supply chain collaboration, and operational performance.

Keywords: Collaborative Trust, Technology, SC Collaboration, Performance, FMCG, Pakistan.

Introduction

Even in the most uncertain economic conditions, manufacturing firms of recent times are found to be under pressure to offer high end product at affordable prices within the shortest span of time. Firms are always looking out for innovative ways to compete driving forces like reduced prices and efficient customer service to sustain their competitive advantage within the market. One of the widely used Tactics when it comes to SCC (Supply Chain Collaboration). According to (Fawcett, 2012) it is the capability with which can offer variations in performance. (Autry, 2013) defines it as the next big thing for the future of supply chain. Also, (Wu et al, 2006) believes global presence, company's secure strategic position and ultimate financials are the sources that stimulate firms to collaborate with their supply chain. However, very few firms are to be found having all the required resources and abilities required to strive locally as well as globally.

The research concludes with three open questions regarding the part of association enablers and their application to sustenance SCM (Supply Chain Management). Firstly, is there any significant influence of trust and technology on SCC (Supply Chain Collaboration)? Secondly, does technology and trust have any affect one another? Lastly, will positive application of SCC (Supply Chain Collaboration) consume slightly optimistic impact on firm's operative

performance? A sympathetic of the interactions among this teamwork open will tend to assist in successful implementation.

With the help of this study, practitioners' and scholars' have gained additional understanding on relationship between partnership and operative presentation from the experiential results of companies working in FMCG (Fast Moving Consumer Goods) industry of Pakistan. Therefore, this study considers trust and technology are the vital source to formulate and reinforce positive supply chain collaboration in a developing economy setting. Today the era of competition and it has been observed that majority of the organization tends to focus only in business development but forget about the operational and system, due to this Organizations has to face huge losses while not focusing on their system and operations especially in Pakistan, it has been observed only that organization tends to grow whom have proper operational/ organized system. With the help of this study, practitioners' and scholars' have gained additional understanding on relationship between teamwork and operative presentation from the experiential results of businesses working in FMCG (Fast Moving Consumer Goods) industry of Pakistan. Therefore, this study considers trust and technology are the vital source to formulate and reinforce positive SCC (Supply Chain Collaboration) in a emerging economy setting.in the end to the best of author knowledge this model has never been studied in Pakistan.

Literature Reviews

Trust and Supply Chain Collaboration

The scholar (Barratt, 2014) researched the on understanding of Supply chain collaboration, in USA. Technology and trust were used as independent variables on the other side supply chain collaboration was the major domain/dependent variable qualitative method was adopted to find the deep of the research interview of 20 supply chain professional was gathered on the bases of these interview author found, that collaboration is very difficult to implement without having trust and technology. This research also broadside offers that a supply chain breakdown tactic, built on customer buying behavior and package requirements, is the most fitting situation for collaboration The study also disclosed that cultural is also participate very vital role in Collaboration and that is also considered one of the main highlighted factors that had been discussed by author at last, author comment that trust technology and strategic implementation is must be relevant to each other.

The scholar (Yang et al, 2015) discovered the uncertainty avoidance and its effect over trust and collaboration in supply chain management and social trust on supply in China. Where social trust used as an independent variable while Supply chain collaboration was considered as dependent variable apart of this author also use mediator in this research as uncertainty avoidance data set has been gathered from 24 different countries and analyzed it on multi-levels recommend that trust is not only the factor that effect Supply chain Collaboration, but the mediator effect of uncertainty avoidance with trust. This research also broadside offers that a supply chain breakdown tactic, built on customer buying behavior and package requirements, is the most fitting situation for collaboration The study also disclosed that cultural is also participate very vital role in Collaboration These finding are the most important for the practice of supply chain collaboration that enhance the productivity of the firm with respect to Supply chain collaboration.

The scholar (Simatupang, 2013) studied the about the power and trust in Supply chain Collaboration research was being conducted in Indonesia trust was used as an independent variable whereas Supply chain collaboration was used as a dependent variable. The objective of this paper is to investigate the jobs of intensity and trust in coordinated effort through the

intermediation of association components for esteem creation and allocation. The procedure utilized right now to blend the ideas from important hypotheses which recognize the transaction among force and trust during the time spent worth creation and allotment. Recommendations are attracted to clarify the exchange of intensity and trust in arranging association instruments and how connection systems add to esteem creation and allocation. This examination gives another understanding into the jobs of intensity and trust that encourage tie individuals to pool their capacities to make and fitting an incentive for clients and for themselves.

Technology and Supply Chain Collaboration

The scholar (Ling li, 2006) studied the impact of information technology on supply chain collaboration in USA, Information technology was considered as an independent variable on the other side supply chain collaboration was a dependent variable. The goal thinks about how synergistic exercises and collective dynamic effect data innovation usage and the association's market execution in the production network. We have given three significant endless supply of information from 133 organizations: (1) distinguished the significance of utilizing data innovation usage through staff preparing; (2) perceived the impact of coordinated effort in the store network and (3) delineated the relationship of shared exercises, dynamic and creation improvement with the inventory network advertise execution. The aftereffect of the examination shows that helped with cutting edge data innovation, fruitful joint effort among store network echelons does decidedly influence an association's market execution if compelling correspondence during the time spent dynamic is cultivated.

The scholar (Barratt, 2014) researched the on understanding of Supply chain collaboration, in USA. Technology and trust were used as independent variables on the other side supply chain collaboration was the major domain/dependent variable qualitative method was adopted to find the deep of the research interview of 20 supply chain professional was gathered on the bases of these interview author found, that collaboration is very difficult to implement without having trust and technology. This research also broadside offers that a supply chain breakdown tactic, built on customer buying behavior and package requirements, is the most fitting situation for collaboration. The study also disclosed that cultural is also participate very vital role in Collaboration and that is also considered one of the main highlighted factors that had been discussed by author at last, author comment that trust technology and strategic implementation is must be relevant to each other.

The scholar (Lee et al , 2011) found a study over supply chain collaboration and technology, model was formed as Supply chain collaboration was a dependent variable and independent variable was technology and this research was conducted in China. Supply chain cooperation has gotten expanding consideration from researchers and specialists as of late. Be that as it may, our comprehension of how venture data innovation encourages inventory network cooperation is still restricted, particularly as to Chinese endeavor possessions, for example, state-claimed firms, joint-adventure firms and nearby town claimed firms. This paper broadens the hypothesis built up in big business data innovation (IT) and store network cooperation writing and relates it with coordination in China-connected stockpile chain. Drawing upon an exact examination from 177 Chinese organizations, we give three significant findings: (I) revealed the significance of utilizing endeavor IT through store network joint effort; (ii) identified the connection between endeavor possession and venture innovation use and production network joint effort in China-connected production network and (iii) outlined effects of store network community exercises on operational and advertise. execution. They took 162 China food firm for the collection of data. Furthermore, they used SEM approach on

PLS software for interpreting the data. Questionnaire was used for data collection through quantitative technique. In their results the hypothesis is good for the friendly environment and also for the food firms to promote more performance regarding sustainability. Nevertheless, they had finds out that there is positive impact on social and environmental firm performance.

Hypothesis

Ha1: Trust is definitely connected to Supply chain Collaboration.

Ha2: Trust is definitely connected to Operational Performance.

Ha3: Technology definitely connected to Supply chain Collaboration.

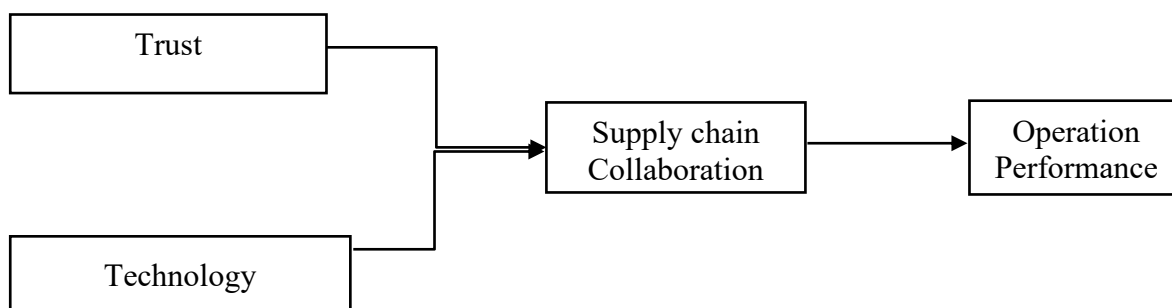
Ha4: Technology definitely connected to Operational Performance.

Ha5: Supply chain collaboration definitely connected to operational performance.

Ha5: Trust is definitely connected operational performance through of SCC.

Ha6: Technology is definitely connected to active recital through mediation of Supply chain collaboration.

Theoretical Framework



Methodology

Research is being categorized in three types exploratory, explanatory and descriptive. Exploratory research the research in which researchers keen to explore solution to lead the problem. In exploratory research researcher don't have backed up study or research for support and guidance. Descriptive research totally inverses to the explanatory research, in this research researcher have a clear vision what to do from where to find the solution. Literature review and secondary data is also available in this research. Explanatory or casual research is being conducted to recognize the relationship. The purpose of exciting research is explanatory too whereas theory has already been formed and hypothesis has also been generated through theory in this author analyzed the data with the help of statistical analysis it is the Relationship between trust and technology on operational performance with Mediating Role of Supply Chain Collaboration. and additionally, hypothesis is examined the n evaluated with the help of statistical techniques

Respondent's Profile

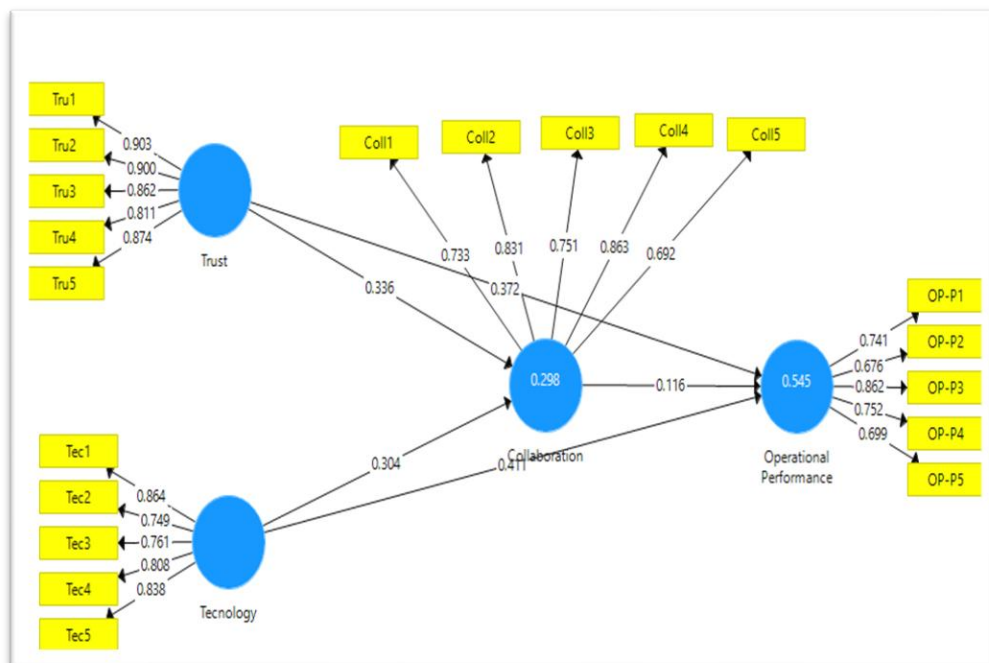
The table 4.1 shows that the respondents of the research are 89% of the Male, while 11% are females from FMCG sector 178 and 22.

Table 4.1 Demographics statistics

Variable	Category	Frequency	Percentage (%)
Gender	Male	178	89%
	Female	22	11%
		200	100%

Age	25 to 30	32	16%
	31 to 40	39	19.5%
	41 to 50	59	29.5%
	51 and above	70	35%
		200	100%
Education	Matriculation	22	11%
	High school	29	14.5%
	Bachelors	62	31%
	Masters	80	40%
	M.Phil.	4	2%
	Others	3	1.5%
		200	100%
Experience	Less than 3 years	35	17.5%
	4 to 5 years	39	19.5%
	6 to 10 years	67	33.5%
	11 and above years	59	29.5%
		200	100%
Income Level	20k to 30k	13	6.5%
	31k to 40k	26	13%
	41 to 50k	39	19.5%
	51k and above	122	61%
		200	100%

Measurement of the Model Analysis



Convergent Validity

Table 4.2 Factor loadings, Cronbach's alpha, composite reliability and AVE

Construct Reliability and Validity					
Constructs	Items	Loading	AVE	Composite Reliability	Cronbach Alpha
	Tru1	0.900			
	Tru2	0.862			
Trust	Tru3	0.811	0.758	0.94	0.921
	Tru4	0.874			
	Tru5	0.877			
	Tec1	0.749			
	Tec2	0.761			
Technology	Tec3	0.808	0.648	0.901	0.864
	Tec4	0.838			
	Tec5	0.552			
	Col1	0.733			
	Col2	0.831			
Collaboration	Col3	0.751	0.561	0.883	0.836
	Col4	0.863			
	Col5	0.692			
	OP-P1	0.741			
	OP-P2	0.676			
Operational Performance	OP-P3	0.862	0.603	0.864	0.803
	OP-P4	0.752			
	OP-P5	0.625			

Structural Model Analysis

The structural model was evaluated to examine the relationships among the endogenous and exogenous latent constructs. One of the key advantages of the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach is its ability to simultaneously assess the structural model and test the proposed hypotheses by estimating path coefficients. Unlike covariance-based SEM, PLS-SEM does not require normally distributed data and evaluates the model's explanatory power using the coefficient of determination (R^2) for the endogenous latent constructs (Cohen, 1988). The significance of the hypothesized relationships was assessed using the bootstrapping procedure recommended by Joseph F. Hair Jr. et al. (2014).

Bootstrapping

Table 4.7 Path coefficients

	Effect Type	SRW (M)	P Values	Remarks
Coll-> Opp	Direct***	0.118	0.013	Supported
Tec> Coll	Direct***	0.035	0.000	Supported
Tec-> Opp	Direct ***	0.412	0.000	Supported
Tru-> Coll	Direct ***	0.341	0.000	Supported
Tru-> Opp	Direct ***	0.371	0.000	Supported

Tec->Coll->Opp	Indirect **	0.036	0.000	Supported
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Technology is positively related to operational performance, P-value value is 0.000 which is <0.10 on the bases of P-value it can be commented that proposed Hypothesis 3 has been accepted. Trust is positively related to supply chain collaboration, P-value value is 0.000 which is <0.10 hypothesis on the bases of P-value it can be commented that proposed Hypothesis 4 has been accepted. Trust is positively related to operational performance, P-value value is 0.000 which is <0.10 on the bases of P-value Hypothesis 5 has been accepted. Trust is positively related to operational performance through mediating effect of Supply chain collaboration, P-value value is 0.000 which is <0.10 on the bases f P-value Hypothesis 6 has been accepted. Technology is positively related to operational performance through mediating effect of supply chain collaboration, P-value value is 0.000 which is <0.10 on the bases P-value Hypothesis 7 has been approved. All proposed hypothesis has been accepted.

Discussion

H1 Trust is positively related to Supply chain Collaboration. According to (Salam, 2017) trust has the positively associated with supply chain collaboration, Similarly, (Fawcett, 2012) also reviled that there is a positive impact of trust on supply chain collaboration. The possible reason could be the understanding between the team if there is no understanding among the team there will no collaboration that enhance the doubt, doubt increase the time for production when there is no trust between the team that motivate the manager to check work again in result that decrease the productivity and efficiency of work. If we talk about research focused industry FMCG (Fast Moving Consumer Goods) company has to produce item on daily bases while keeping the raw material in their mind since all the goods are perishable they have limited life therefore it's very important to consider the Importance of trust with collaboration if there is trust there is good supply chain collaboration when there is good collaboration that leads company to work more effectively with cost cutting. **H2** Trust is positively related to Operational Performance. As per (Erin, 1991) study trust is considered one of the top ranked habits that effect operational performance effectively, moreover (Gandhi et al, 2017) trust has positively associated with operation performance conceivable purpose could be reliability of the supply chain department once they have trust among the workers, that increase the productivity of work. In other words once there is an existence of trust that lead operations to work efficiently, if we consider the focus industry of this research author can comment that when there is trust there is more chance to work effectively since the item focused in (FMCG) where trust is one of the top most important factor that can build organization on top while working with honesty and trustworthy which motivate the staff to work more effectively and motivated. **H3** Technology is positively related to Supply chain Collaboration. Same sort of finding was disclosed by (Gima and li, 2001) which reviles that there is a positive impact of technology with supply chain collaboration, same sort of finding also highlighted by (Chan et al, 2006) he tested the hypothesis the relationship and association of technological factor that influence the supply chain operation and collaboration. The expected explanation of this factor could be the value-added advancement and the rapid change of the business world these days business is now more advance since all the things are now transferred from conventional working to technological working that drive the working environment more efficient same goes to supply chain department once the things converted to online or system based that lead and made collaboration easier and more convenient. Same goes to FMCG sector as author have mention that FMCG sector has production on daily bases and the goods are come under the category of pressable goods with the advancement/adoption of technology that will help

supply chain department to work more efficiently since it linked all the department on system lets assume there is a company of soft drink and the sudden order of 5000ltrs has been received and Company have only few days to deliver it to the client technology help us to make it very easily with the help of technology we can see the stock of bottles raw material and so on stuff that help the producer to make it very easily. **H4**Technology is positively related to Operational Performance. An author (Agaba, 2013) studied that technological factor that increase the productivity of operational performance similarly, (Al-Shboul et al, 2017) also found that there is an impact of technology and operational performance. The possible reason behind this could be the change of working environment in today's world almost all the organizational function transferred to online bases same goes to supply chain as author mention earlier that once you have the advance technology that add value in your system if author consider the focused industry related to this research i.e....(FMCG) the most important factor for this sector is technology once the company have proper technology in their firm that lead the organization to work more effectively and efficiently that enhance the profitability of the firm.**H5** Supply chain collaboration is positively related to operational performance. According to (Alistair, 2008) there is an association among the operational performance and supply chain Collaboration, similarly (Arnold, 2001) has also highlight that collaboration has an impact of operational performance. Once the department has the proper communication among the department that leads to increase the productivity of their operations productivity for instance as author took the example of brewages earlier in this discussion same example can be fitted in this relation as well proper collaboration in manufacturing industry specifically (FMCG) is more than important to anything else that not only help to work in effective manner but also boom the production with cost cutting. **H6**Trust is positively related to operational performance through mediation of Supply chain collaboration. One of the researchers (Barratt, 2014) studied trust is positively affect the operational performance with mediation effect of collaboration, same sort of finding also reviled by (Ling li, 2006) that trust us the factor that enhance the operational performance with the support of Collaboration. The expected reason at the back could be the efficient management of time and staff once your staff believe that they are being trusted by the management the automatically motivated to work as per the standards of organization trust is the major factor that make operational performance more productive with support of collaboration.**H7**Technology is positively related to operational performance through mediation of Supply chain collaboration. According to (Agaba, 2013) technology is one the factor that effect on firm operational performance same sort of finding was highlighted by (Autry et al, 2014) he found that there is an association between technology and firm performance through mediation effect of supply chain collaboration. The expected explanation of this factor could be the value-added advancement and the rapid change of the business world these days business is now more advance since all the things are now transferred from conventional working to technological working that drive the working environment more efficient same goes to supply chain department once the things converted to online or system based that lead and made collaboration easier and more convenient. Same goes to FMCG sector as author have mention that FMCG sector has production on daily bases and the goods are come under the category of pressable goods with the advancement/adoption of technology that will help supply chain department to work more efficiently since it linked all the department on system lets assume there is a company of soft drink and the sudden order of 5000ltrs has been received and Company have only few days to deliver it to the client technology help us to make it very easily with the help of technology we can see the stock of bottles raw material and so on stuff that help the producer to make it very

easily. In the end it can be reported that trust, technology is the factors that relate to with supply chain collaboration and with firm operational performance while one other factor also reviled in this discussion of analysis that trust and technology can be more effective if the related with organizational performance through mediation of supply chain collaboration.

Conclusion

The research finding conclude that the factor which helps to enhance the operational performance is Supply chain Collaboration. In past many of the authors examined the trust and technology separately and they were treated as the different dimensions in multiple studies. But in this study author put both these dimensions under one umbrella and investigated them with respect to firm performance and direct indirect relation with supply chain collaboration. Apart of this, the current research also severe study that help to understand the multiple elements of supply chain collaboration, as (Autry et al, 2014) disclose the research gap. The finding in the existing research is same as found in past studies. Though, the current research has been conducted in Pakistan, which is considered as the developing country all over the world. On the other side all the past studies were conducted in developed countries apert of (Salam, 2017) who conducted it in Thailand which is also rated as developing country. Therefore, this research utilizes the contribution of past studies. The other subjective prove of the current is to point out innovation the factor which need to be consider more is innovation openly as author highlighted in discussion that collaboration leads to improve organization to perform better. It has been identified by (Lee, 2015) if the firm innovate or update system openly that lead them to the top which is only possible with the help of effective collaboration that enforce firm to increase their product line and build their development process more efficiently. Other unique finding of this research shows combination of technology and trust capabilities that enhances the collaborative performance.

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