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The impact of strategic process, information sharing service obtained and service expectation on supply chain performance in freight forwarding industry of Pakistan

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Abstract- The main purpose of research is to evaluate the customers satisfaction level of users of third-party logistics in Pakistani Market. The researchers have used the framework model to investigate the basic drivers of satisfaction and also the main areas that are used to identify the main condition for better services offered. The researchers have developed that Third-party logistics services as a business dynamic is gaining importance across the globe. Moreover, it is at the initial stage in Pakistan where firms are hardly using it as a competitive weapon. However, some multinational firms and domestics firms trying their level best to establish in this new and dynamic industry. The research focuses on the present usage of third-party logistics service providers that why companies are more relying on outsourcing, and are companies satisfied by using the third-party logistics services. The study also tried to identify that have businesses get positive impact by using the third-party logistics services. The research includes a comprehensive review of literature for the identification of third-party logistics services. Questionnaires were circulated to collect data from the third-party logistics services customers in Pakistan. In this model we studied the most preferred driver of satisfaction level. Findings indicated that how firms have increased their performance and reduced cost by using the third-party logistics services and how they are overcoming this critical issue. The gap between supply chain performance and service expected from the third-party logistics firms indicated unsatisfied customers. Therefore, it is recommended that third-party logistics providing firms should focus on the area of outsourcing to improve the business performance and lasting relationship between the businesses.

Keywords: Satisfaction level, User's satisfaction, TPL service provider, Supply chain Performance measure

I. INTRODUCTION

Third party logistics/ outsourcing activities developed significant importance in the mid period of 1980's, as the government deregulated the freight forwarding industries and encouraged the private firms to participate in the process independently (Bask, 2001; Laarhiven et al, 2000; Berglund et al, 1999). This is the major fact that outsourcing/ third party logistics was broadly viewed as a powerful approach to minimize the transportation costs and increase competitive advantage (McKinnon, 2001; Crouse 1991; Elmuti et al, 1998; Razzaque and Sheng, 1998). Outsourcing and freight forwarding institute highlighted the importance that companies/ organization using their service can easily gain a 10% cost saving and a 16% increase in their quality of product delivered and firm capacity on average by using third party logistic service (Elmuti et al,1998). This enormous development/growth of TPL businesses has fundamentally determined by globalization and with the increase in trade among countries the complexity also increased in the global supply chain network (Chopra & Meindi, 2010). The spatial division of globalized manufacturing networks has forced organizations to enter into strategic partnerships with TPL firms' in-order to improve their levels of services, increase flexibility and modify to exactly meet customers' demand and also help them to increase the market shares in global environment (Bowersox, 1990; Lieb, 1992; Sink et al., 1996). Several organizations considered increasing strategic advantages by outsourcing logistics functions that were performed previously by firms themselves "in-house" (Bowersox, 1990; Bagchi & Virum, 1998; LaLonde & Cooper, 1989).

The implementation of TPL is difficult, long-term and uninterrupted process, which undertakes strategic involvement with suppliers to overcome the complications of supply chain networks (Bennet, 2008). The agreement of TPL is a strategic decision, not only a tactical, for organizations directing to decrease logistics/ transportation costs, lead time in process, and work load (Bask, 2001). There is an extant literature that recognized the features, influencers, and processes motivating the outsourcing decisions. For example, the

research by Bask (2001) and Langley et al. (2005) examined the impact of inter and intra-organizational elements (such as organizational size, structure, and strategy) and the external situations (such as economic trends, regulatory context, and technological enhancement) on TPL decision process. Whereas other studies observed the multicolored impact of different stages of a TPL relationship building (such as build up, accomplishment, and institutionalization) on judgment making (Marasco, 2008). Purpose for taking into consideration, the TPL use, the evaluation, and selecting of TPL providers and interaction between client and service providers, all these factors have received much attention in the extensive literature. On the other hand, researcher investigating the behavioral aspects of TPL judgment making, is yet limited. Most of the preceding studies have fundamentally pursed the economic rationalism planning to achieve cost improvement, flexibility, and openness through the embracing of TPL. Outsourcing a business function to a TPL service provider is consequently on cost falling strategies.

Over the past decades, the requirement and market share for TPL service has experienced fast expansion as the total level of revenue for outsourced logistics worldwide have reached $333 billion (Foster & Armstrong, 2005). Such growth includes both Europe and United States (Lieb & Bentz, 2005; Lieb & Miller, 2002). As it is proved and fact also support that in European logistics outsourcing marketplace is set to reach Euro 60 billion by 2006 (Smart Packaging, 2003) although in the United States, the annual TPL expenditures are increasing $ 80 billion which is all alone representing a growth of more or less 750 percentage since 1994 (Murphy, 2005). Correspondingly, the demand and usage of TPL services requirement increased from approximately 35 percent in the mid 1990 (Lleb, 1992) to approximately 80 percent in 2005 (Lieb & Bentz, 2005). Predominantly in the United Kingdom the Freight forwarding industry is one of the most important sectors of economy as far as Gross Domestic Product (GDP) is considered and it is responsible for approximately seven percent of it. A recent research by a consultant Analytiqa (2004), reports UK as one of the most advanced and valuable markets for contract logistics in Europe and the industry is gradually expanding. In fact, the UK logistics firms are the world leaders in international Logistics companies and industry and includes the most renowned organizations like EXEL and P & 0 Nedlloyd (Foster & Armstrong, 2005). Fact of matter is that an annual survey report conducted by Department for Transport, freight moved by TPL providers over the last twenty-five years (1980-2005) tenure has more than doubled, i.e from 55-billion-ton kilometers to 120-billion-ton kilometers at the same time as freight operated by the own firms remained constant at around 40 billion tone kilometers (Transport Statistics, 2004 see Figure 1.1).

Third party logistics providers are extensively used in North and South America (Lieb, 1992) and Europe (Lieb & Miller, 1993) and also been studied in a number of previous researches. Countries in these areas and other geographical have used an outsized benefits and efforts of TPL services over the previous few years. Furthermore, there has been no extensive and widespread study found in the literature that is published in TLP providing activities in Pakistan. There are hardly individual organizations and example of their respective logistics competency found. Hence in order to full fill the gap we considered to conduct an extensive survey on TPL practices in Pakistani environment.

The research has been structured in following way. In the coming sections, we present a detailed description of the Pakistan freight forwarding environment pursue by a review of the applicable segments of literature. Consequently, we outlined the research method which is implemented to find the results which are completely based on data analysis, from the survey. Finally, upcoming development and conclusions resulting from this research are presented in the study.

Latest studies development exhibits the most powerful factors of customer loyalty on civilizing the financial presentation of organizations. Because of this, marketing scholars started to focus on building the loyalty research programs and gained importance as more organizations can retained its customer base, more successfully, as they operate in the local environment. Many researchers have focused that by building up a more loyalty program they can achieve the profitability in their business by increasing customer base (Christopher, 1997; Reichheld & Sasser, 1990). Furthermore, several researchers highlighted the efficient use of more quality ideas (e.g. Crosby, 1991; Dorsch et al, 1998) as main promising and real approach that can easily help organizations to achieve customer loyalty easily (Henning et al, 2002). Other academic studies established that a quality relationship could be more easily established (Clihstopher & Peck, 2004) through well-organized and successful customer service programs, in order to develop logistics capabilities.

The detailed expansion of the TPL industry, as sound as services obtainable, most respectively in United Kingdom which reflects the enthusiasm and complexity of industry. Despite the growth of logistics, the customer's overview of the United Kingdom logistics freight forwarding companies has received very less attention in the academic literature (Fernie, 1999). According to Murphy and Poist (2000), there has been a minimum amount of empirical research on TPL providers. With specific reference to the UK market (Meczes, 2002). Shown a glooming portrait of TPL providers in terms of level of satisfaction among their customers, many customers, like retailers, have shown their dissatisfaction with the services being offered to them (Meczes, 2002).

Few main problems identified by the customers are poor communication and poor services provided by them. In recent times, with the emerging market of supply chain collaboration the need is increasing for strong relationship between TPL firms and their channel members is crucial. It is proven that such collaborative arguments establish a more effective ways to satisfying customer requirements, also how to influence the customer loyalty and finally increasing the profitability (Almansour, Asad, & Shahzad, 2016). This association requires a high level of assistance between organizations in the supply chain network (Mentzer, 2001).

At the same time as, considerable fact and figure has already been gathered that relationship marketing only a useful way in channel contexts and industrial revolution (Geyskens et al, 1996). In the recent years the TPL and outsourcing industry has developed extraordinary growth in the Global business (Langley, 20012). Armstrong (2015) has noticed the growth of global revenue for the logistic industry at US$ 703.8 billion. The TPL provider use a strategic means as acclaimed to help the organization to decrease the operational costs, stock cost that managed through well engaged stock and supply chain clarifications and infrastructural investment capital. A study published in 2014 reported that Logistics users continue to grow the affirmative result from TPL use. It was founded that average transportation cost reduction of 11 percent (Langley, 2014). The TPL industry performance during the global economic crises highlighted the flexible attitude of business in short-term and long-term volatility. TPL providers are adequately flexible and responsive to provide accommodation future business challenges and needs (Langley, 2012).

The aspects of decision making in behavioral approach, especially perception building and creating belief about the service provider and value judgment are neglected in outsourcing, logistics and supply chain research (Bazerman, 2006). The in-depth view of behavioral research provided a complex knowledge that assess outsourcing logistic service handler behavioral response. The other critically important successful factor for implementing the outsourcing of a strategic tool of companies includes following factors; decision-making attitude, perceived autonomy and control in making decision, and also the social pressure. Tokar (2010) discussed the use of outsourcing needs, he also analyzed the pattern, interpret the information, and evaluate the basic outsourcing choices that a company over go. Researcher have used the behavioral research in all fields of management i.e., marketing, finance management etc., but very fewer behavioral aspects were studied in the evaluation and assortment of logistics and outsourcing method and processes (Camerer, 2004).

II. LITERATURE REVIEW

Outsourcing of logistics services and Third-Party Logistics (TPL) and distribution network mean a similar thing when all is said in done (Lieb, Millen & Wassenhove, 1993). It incorporates the utilization of outer organizations to do calculated undertakings that are customarily performed inside an association. Capacities performed by outsider coordination's specialist co-ops can cover the whole coordination's process or pick exercises in this procedure.

The escalation of corporate globalization is one of the primary explanations behind the re-appropriating of coordination's tasks (Asad, Tabash, Sheikh, Al-Muhanadi, & Ahmad, 2021). In the course of the most recent two decades, globalization has turned into a critical factor in molding business techniques, driving organizations to create items for a worldwide market and gain parts around the world (Cooper, 1993). This has prompted more unpredictable supply chains requiring more noteworthy inclusion of the board in coordination's tasks. Absence of ability on traditions, assessment and land-utilize framework has constrained organizations to encounter the experience of outsider coordination's specialist co-ops. Therefore, undertakings focus their activities on their center business and leave the rest in specific organizations (Byrne, 1993, Foster & Muller, 1990, Trunick, 1989).

A similarly critical improvement in the coordination's area is the expanded accentuation on store network the board as a wellspring of upper hand. In the course of the most recent two decades, time sensitive rivalry has prompted fast selection with new assembling techniques, for example, adaptable assembling frameworks, electronic generation frameworks, and so forth. These strategies have altogether enhanced the execution of the inventory network by concentrating on compacted generation times and better quality (Shabbir, Asad, Faisal, Salman, 2019). Be that as it may, so as to additionally enhance inventory network execution, data on request stream to store network accomplices should be quickened, and coordination's exercises, for example, the capacity and conveyance of materials or items all through the production network (Bhatnagar, Sohal, & Millen, 1999). Ongoing examinations concerning Pakistani production network the executives rehearse demonstrate that opening up the economy and globalization of Pakistani organizations are a key factor in Pakistan's industry to adjust its chain technique. Advancing the corporate methodology, streamlining the procedures of inventory network combination and making organizations to limit inventories, Pakistani associations are progressively actualizing inventory network systems to enhance coordination: expanding deals income, expanding benefits, lessening conveyance times and limiting inventories. (Sahay & Mohan, 2003).

Logistics activities are along these lines the most vital competition for rivalry later on. Great coordination's execution requires a trade between the need to lessen lead times and inventory network coordination's while diminishing expenses and enhancing client administration to enhance business execution. The adaptability of outside coordination's suppliers empowers them to keep up this compensation by changing over settled expenses into variable expenses for organizations utilizing their administrations (Trunick, 1989). The utilization of coordination's administrations with outsiders is a vital part.

Experienced examinations have viewed the accompanying elements as a zone of application (Lieb 1992; Dapiran, Lieb, Millen, & Sohal, 1996; Bhatnagar & Sohal Millen, 1999). Long involvement with outside coordination's organizations (the executives stockroom, stop the board, arrange handling, item return, selection of bearers, coordination data frameworks, transaction from loan costs), level of logistics specialist co-op transportation spending plan accessible to outsiders, get together item, Sia arrange preparing, stock refresh, arrange consumption, transportation inbound, outbound transportation, naming and bundling, dispersion, traditions freedom and delivery, import/send out administration, benefit/client care).

In the meantime, examines demonstrate that organizations re-appropriate coordinations capacities for an assortment of reasons. Watson and Pitt (1989), Sheffi (1990), Foster and Muller (1990), and Bardi and Tracey (1991) proposed the accompanying explanations behind building up the production network in the United States: (eg, union) costs, customized administrations, stock decreases, Market infiltration, expanded movement in worldwide transportation, activity of trend setting innovations, logistics administrations must be more expert and better prepared. Gooley (1992) included adaptability as an extra explanation behind re-appropriating, in light of the encounters of European organizations. By understanding the purposes behind the redistributing of logistics administrations, 3PL specialist organizations can acquire data about the coveted advantages and offer focused on administrations. A logistics specialist organization with experience, center and know-how is viewed as more qualified as specialist co-ops who call themselves "everything for the customer" (Sink et al., 1996).

The investigation of distribution network the practices in Pakistan has demonstrated that the redistributing of logistics exercises to Pakistani associations is ending up more prevalent and the quantity of outer strategic specialist co-ops has expanded as of late (Sahay & Mohan, 2003). The primary explanations behind utilizing 3PL administrations are: cost decrease (27%), vital reasons (26%), process proficiency (24%) and absence of interior execution (11%).

3PL alludes to an association between two gatherings in which an outside association accepts accountability for the organization's calculated exercises that were recently directed in-house (Coyle et al., 2003: 425). 3PL fast since 1980, began as a business to re-appropriate non-center exercises (Sink & Langley, 1997), as redistributing was viewed as advantageous for cost decrease and enhanced administration levels and fulfillment of customers (Mello et al., 1997; Selviaridis & Spring 2007; Wilding & Juriado, 2004). Numerous scientists trust that redistributing depends basically on expanding upper hand, calculated execution, and lessening business costs (Deepen, 2007). Re-appropriating has additionally been refered to as the reason for solid business connections, and support for data trade, enhanced business arranging, and enhanced critical thinking aptitudes (Gunnar, 2006, 2002; Young et al., 2004). Improvements in worldwide markets, developing corporate weight, and consistently expanding client requests are compelling

organizations to search for imaginative arrangements. Center capabilities are reinforced through coordinated effort with key accomplices that expansion productivity and cost-viability by together taking care of issues, joint arranging and data trade (Min et al., 2005). At a simple dimension, 3PL specialist organizations can help decrease costs, convey quicker, and offer better and more solid administrations (Anderson et al., 2011). In any case, these specialist organizations can truly enable organizations to pick up an upper hand by winding up some portion of the logistics capacity of the parent organization (Yazdanparast et al., 2010). A sound business relationship depends on the span, expanded achieve, unwavering quality and validity of the administrations offered by providers (Murphy & Poist, 1998: 26). Scientists have found the advantages of this connection between specialist organizations and clients, for example, Since the decrease in interest in hardware (Foster & Muller 1990, Richardson, 1992, 1995), the decrease of interest in gear (Fantasia, 1993; Foster & Muller, 1990; Richardson, 1992) diminishing interests in data innovation (Goldberg, 1990; Sheffi, 1990; Fantasia, 1993) and work force costs (Foster & Muller, 1990; Richardson, 1992). A characteristic favorable position of these affiliations prompts consumer loyalty, which is the premise of business accomplishment as steadfast clients, positive informal on account of faithfulness, since it is commonly the explanation that client fulfills your item and others can prescribe (Anderson et al., 1994).

The use of external logistics services is a strategic decision. Therefore, their impact on business performance must be monitored and quantified. The goal of engaging in external relations is rarely just a cost reduction, but a combination of service improvements and operational efficiency (Larsen, 2000). Lieb et al. (1993), Dapiran et al. (1996), and Bhatnagar et al. (1999) found that the future utilization of outside logistics administrations is subject to the present dimension of business fulfillment with the logistics specialist organization. The creators likewise researched the development of the dimension and the kind of redistributing of logistics benefits by the client organizations. All the above investigations demonstrate an abnormal state of fulfillment among outer logistics specialist co-ops, which will prompt additionally re-appropriating. All in all, organizations begin re-appropriating some logistics administrations and afterward swing to exercises that have the best effect on logistics execution and in this manner grow the extent of logistics administrations, which has an unmistakable and quantifiable effect on generally speaking business execution.

Strategic Process

The vital procedure is characterized as the long-haul relationship intended to abuse the key and operational capacities of the individual taking an interest association so as to acquire noteworthy advantages for each gathering (Li et al., 2006b, 2005). A genuine association with providers, animates common arranging and critical thinking endeavors (Gunasekaran et al., 2001) and is fundamental to serve a main production network. Azar et al. (2009) researched the impact of provider the board on execution and found that successful provider the executives is straightforwardly identified with higher execution. Additionally, Boddy et al. (2000) and Bordonaba and Cambra (2009) likewise, observed the inventory network organization to be urgent (a more broad idea of key provider associations), contending that such vital joint effort would enhance execution. Accomplice in the store network, most likely it will move forward. From the perspective of the RBV, the SSP is seen as the organization's capacity to facilitate its assets and coordinate with its individual accomplices. Griffith and Harvey (2001) found that the capacity to viably facilitate inter organizational connections was one of the primary wellsprings of business. The limit of the chain and the SSP allude to the capacity to arrange the exercises of the accomplices identified with the exchange. These highlights enhance operational proficiency and execution between accomplices. In like manner, RBV supporters thought about the capacity to incorporate systems to together play out an aggregate movement as an imperative resource (Concede, 1996). PAS speaks to this capacity in a comparative idea. For instance, key organizations with providers will enhance production network endeavors for better execution. The accompanying speculation was created with respect to this beginning stage:

H1: The Strategic process has positive relationship with Supply chain performances.

Information Sharing

IS refers to the degree to which basic and classified data are transmitted to individuals in the network of available stores, items, and customers (Mentzer et al, 2001, Li et al, 2006a.). RBV revolves around the capacity of organizations to produce new learning and develop new capabilities to encourage data frameworks. Securing, osmosis, change and learning abuse, defined as a retention limit in writing on the RBV, are critical elements of the allowed limit. As a result, the RU and its accomplices are considered an

essential part of the inventory network boundary. Wu et al. (2006) considered data commerce as one of the ideas that demonstrate the capacity of the inventory network. The willingness to give data and perceptibility to different parts of the production network takes into account faster and more accurate business choices that give an edge (Moberg et al., 2002). Thus, the articulation "whiplash" (Fiala, 2005) is taken into account, which reduces the general expenses of the store network to ensure the success of the SCP (Gavirneni, 2006). This survey proposes the accompanying theory:

H2: The Information sharing has positive relationship with Supply chain Performances.

Service Obtained.
The administration gave alludes to the level of precision, convenience, familiarity and data trade (Li et al., 2006b). Various investigations (Li et al., 2006a; Lyons et al., 2004; Moberg et al., 2002) have demonstrated that great IQ the executives inside and outside the body would prompt quick enhancement. from CPD. Furthermore, Forslund and Jonsson (2007) in their ongoing examination showed that few IQ insufficiencies may impact the helpfulness of forecasts and their capacity to impact PCD. Accordingly, supervisors will likewise give explicit business choices to successful store network the executives (Raisinghani & Meade, 2005). In light of this theory, the accompanying speculation has been produced:

H3: The Service obtained has positive relationship with Supply Chain Performances.

Users Expectations
User Expectations are characterized as overseeing client protests, building up long haul client connections and enhancing consumer loyalty (Tan et al., 1998b). With Close CR, an organization can recognize its item from its rivals, essentially increment the esteem it gives to its clients, and fabricate client devotion through consumer loyalty (Cox, 2004; Dadzie & Winston, 2007). The RBV considers the organization's dynamic capacity to reconfigure assets to meet advancing client needs (Zahra & George, 2002). The capacity to gain from and coordinate with clients is an interesting type of business assets.

The capacity to react to changing client necessities likewise enables organizations to grow new items and procedures. Thusly, keeping up great CR and input from clients is an important element of SCMP. This construct likewise records the expertise learning of RBV. An investigation of experimental information gathered in Hong Kong (Button et al., 2004) has demonstrated that keeping up viable CR can advance open correspondence between production network individuals and eventually lead to joint outcomes. Critical thinking with long haul duty, along these lines, client relationship practices can significantly affect the administration of all production network organizations to enhance inventory network execution. In light of the above discourse, this investigation proposes the accompanying theory:

H4: The User Expectations has positive relationship with Supply chain performance.

Conceptual Framework
In the context of the above considerations, the proposition can be made that various third-party logistics types positively impact the performance of the organization. In this regard, SCM practices being an important and effective hub play an active role to transform this impact to performance of the firms.

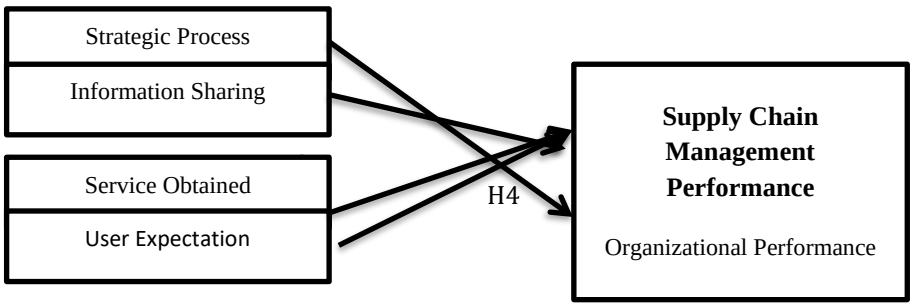

Figure 1: Conceptual framework

The framework was adopted from Murat Atalay, Nilgun Anafarta and Fulya Sarvan (2013) study. It was a research work conducted in Turkey on automotive supplier industry. It has Supply chain management

performance as dependent variable and Strategic process, information sharing, service obtained and User Expectation as independent variables. The researcher adopted the framework for the study.

III. RESEARCH METHODOLOGY

The section of study describes the approach of research and its methodology in detail in order to provide the facts for empirical situation for the research. And the method of dimension will be explained in the following questionnaire development, selecting the sample and method of data collection. At the last the general concerns relating to measurement, instrumentation, validity, reliability, ethical guideline, and statistical analysis in the study was described.

Research Type

In the effort to accomplish the objective of the research, the tool approved was a descriptive design survey. The survey conducted for this research used a design of questionnaire for comprehensive analysis of hypothesis. It was understood and reviewed in the previous research the model is established on causal concept, so the variables present in the model cannot easily measure. So, the experimental variables would characterize the higher-level hypothesis on empirical strategy. Furthermore, the method survey measured that occurred in the observed sample without considering any efforts to control (Bello & Adeoye, 2018). Further this shows a proper sketch thereby developing a relationship that is casual of the construct appeared up the study (Saunders & Lewis, 2009).

Description of Variables

Independent Variables

In this study, Innovation being an independent variable consisted of strategic process, information sharing, service obtained and Users Expectations. The four innovation types of opinion were developing after the in-depth review from the published research work (Mensah & Acquah, 2015; Gundey et al., 2011). Innovation was measured by using 7 items. The supply chain performance was dignified by using 24 items in total.

The survey had three primary areas for this examination Business foundation, inspiration and execution of SCMP and points of interest Inquiries concerning the measure of SCP. Seven full measurements It is suggested that developments are viewed as imperative for successful SCMP. Estimations of SSP, CR, IS, IQ and POS Li and others. (2005, 2006a, b). As referenced before, Min and Mentzer (2004) and Bowersox et al. (1999), we took two further parts of SCMP, including visionary and concurred objectives. All the above items were measured on five-point Likert scale.

Dependent Variables

In the current study, supply chain performance being dependent variable consisted of production performance, this new SCMP is estimated and considering the full SCMP Production network framework, including inward, current, current, process forms Inventory network and framework introduction. The new SCMP can be viewed as various an aggregate idea contrasted with the constrained picture of the past tests (Alvarado & Kotzab, 2001, Basnet et al., 2003). Each SCMP area is estimated by it Seven stunning degrees from "deviate" to "completely concur". Similarly Report Koh et to the proportion of the SCP building. (2007). We utilize one Seven-point scale as unit of measure that goes from "absolutely more awful" "Completely better" than the principal contender. All the above items were adopted from Gundey et al., 2011. The items were measured on five-point Likert scale ranging from “1=Very unsuccessful” to “5=Very successful”.

Sampling and Population

The population of the research embraces all the freight forwarding industry at Karachi. The list of Freight forwarding was obtained from the Pakistan International Freight forwarders Association (PIFFA), regional office Karachi. This includes the operating TPL firms with address which make it convenient for the sharing of questionnaire with the companies. The list comprised of 47 registered firms in Karachi. The sample of only 200 was taken from it by using the Raosoft calculator. The simple random sampling technique was adopted to find the Freight Forwarding Firms. The main reason that we used this sampling technique to provide equal chances to each firm working in the TPL organization

Instrument and Measurement
Essential information from the review of the poll were gathered in this examination. The survey depended on the 5-point Likert size of Gunday et al., 2011, given in Appendix. Strategic process, Information sharing, Service Obtained and User Expectation item development have been enhanced by five (05) on a scale of 1 to 5. The data for measure of innovation for seven (07) items and firm performance for eleven (11) items were obtained on 5-point Likert scale ranging from 1 to 5 with 1='very unsuccessful', 2='unsuccessful', 3='neutral', 4='successful', 5='very successful'.

IV. DATA ANALYSIS

This chapter presents the results of the data and its conclusions. The order of the sections of the chapter includes reliability, validity, descriptive statistics of the service in terms of Supply Chain management performance, strategic process in SCM performance, Information sharing in SCM performance, Service Obtained in SCM performance, User Expectation in organizational performance and conclusion.

Reliability

In the present study, using SPSS version 23.0 (Reliability and Factor Analysis), Cronbach's load and alpha factors were determined for SCM Performance and its type and the size of the company's performance (financial) production and market) were calculated

Cronbach's Alpha for strategic process with 5 elements is 0.735. The value of Cronbach's Alpha for information sharing, consisting of 5 elements, is found in 0.716. The service obtained with 5 elements has the value of Cronbach's Alpha at 0.769. User Expectation consisting of 5 elements have the Cronbach's Alpha at 0.701. Finally, the 10-item SCM performance has an alpha value of 0.758 from Cronbach. The value of Cronbach's Alpha for user expectation and its SCM performance is between 0.701 and 0.769. So, the questionnaire is reliable, since Cronbach's alpha value in excess of 0.70 is considered reliable (Streiner, 2003; Hassan et al., 2013).

Validity
In the present study, the validation of version 15.0 of SPSS was based on load factors for the elements related to innovation, their types and sizes of organizational performance. The strategic process, which consists of 5 articles, explained the total variance of 53.461% and Kaiser-Meyer-Olkin (KMO) with 0.631. The information sharing consisted of 5 elements that clarified the general variation of 54.985% and the KMO, which remained at 0.607. The user expectation with 5 articles had a total variation of 57.439%. In addition, KMO was 0.662. The Service obtained included 5 elements, explaining the total variance of 52,012% and the remaining KMO in 0.610. The SCM performance of the 10 elements explained the total deviation of 55.691%, while the KMO was 0.745. It can be seen that the load factor for the elements related to Third party logistics service providers and SCM performance varies from 0.52 to 0.77. Given that the interval is greater than 0.52, which is the minimum hypothesis, the measures were valid (Hassan et al., 2013).

Descriptive Statistics

Correlation
As mentioned earlier in the theoretical section, the purpose of this study is to analyze the association between types of TPL and SCM performance, therefore, Table 4.1 describes the correlation matrix for the variables in the studies together with the mean and standard deviation. The results show the significant correlation (** significant correlation in 0.01) between the types third party logistics service provider and each facet for the performance, thus, initially confirming all the hypotheses of the existing study.

Table 4.1 Variables and Correlation Matrix

Number	Mean	S.D	Strategic process.	Information sharing.	Service Obtained.	User Expectation	SCM performance.
Strategic process.	3.558	1.415	1	.347**	.681**	.305**	.381**

Information sharing.	3.907	1.058	1	.345**	.514**	.497**
Service Obtained.	3.612	1.349		1	.329**	.318**
User Expectation.	3.019	1.612			1	.416**
SCM performance.	3.821	1.085				1

Note 1: **Correlation is significant at 0.01 level (2-tailed)

Regression Analysis

Regression analysis has been performed to examine the impact of types TPL service provider as predictors (constant) on Supply chain management performance as dependent variables. The details of the findings are given as under:

Impact of Strategic Process on SCM Performance

The model summary can be seen in table 4.2 for impact of strategic process on SPM performance. The R square (R^2) was 0.632 which indicates that 63.2% of variation in performance is explained by strategic process

Table 4.2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.801(a)	.632	.501	2.321

A Predictors: (Constant), Strategic Process

The results of ANOVA (Analysis of Variance) are shown in table 4.3. It can be observed from the table that the value of significance was p = 0.000 which indicate that there was significant impact of strategic process on SPM practices of the organization.

Table 4.3: ANOVA (b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	395.561	3	131.853	13.209	.000(a)
	Residual	1008.182	101	9.982		
	Total	1403.743	104			

a Predictors: (Constant), Strategic Process

b Dependent Variable: SPM Performance

The coefficients of regression explain the trend of relationship between the predictors and dependent variable. It can be observed from table 4.4 that any unit increase of strategic process enhanced a 0.713 unit of SPM performance in Logistics industry and the impact was significant (*p = 0.000*).

Table 4.4: Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	21.236	2.411		7.981	.000
	Strategic Process	.713	.105	.435	6.365	.000

a Dependent Variable: SPM Performance

Impact of Information sharing on SPM Performance

The model summary can be seen in table 4.5 for information sharing on SPM performance. The R square (R^2) was 0.482 which indicates that 48.2% of variation in performance is explained by Information sharing.

Table 4.5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.581(a)	.482	.524	2.908

a Predictors: (Constant), Information Sharing

The ANOVA (Analysis of Variance) results are shown in table 4.6. It can be observed from the table that the information sharing has no significant impact on SPM performance of the organization.

Table 4.6: ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	832.896	3	277.632	36.093	.058(a)
	Residual	776.892	101	7.692		
	Total	1609.788	104			

a Predictors: (Constant), Information Sharing

b Dependent Variable: SPM Performance

The regression coefficients explain that any unit increase of information sharing enhanced a 0.309 unit of SPM performance however this impact was not significant ($p = 0.067$) as can be observed from table 4.7.

Table 4.7: Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	14.263	1.941		7.348	.000
	Information	.309	.095	.315	5.012	.067

a Dependent Variable: SPM Performance

Impact of Service Obtained on SPM Performance

From table 4.8, the model summary for service obtained on SPM performance can be seen. The R square (R^2) was 0.692 which indicates that 69.2% of variation in SPM performance is explained by service obtained.

Table 4.8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796(a)	.692	.530	2.138

a Predictors: (Constant), Service obtained

The ANOVA (Analysis of Variance) results are shown in table 4.10. It can be seen from the table that the service obtained has significant impact ($p = 0.003$) on SPM performance of the organization.

Table 4.9: ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	148.342	3	49.447	4.083	.003(a)
	Residual	1223.010	101	12.109		
	Total	1371.351	104			

a Predictors: (Constant), Service Obtained

b Dependent Variable: SPM Performance

In the context of findings of regression coefficients, it can be seen in table 4.10 that any unit increase in service obtained, there is an increase of 0.392 unit in SPM performance and this impact is significant (*p = 0.005*).

Table 4.10: Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	31.267	2.741		11.407	.000
	Marketing Innovation	.392	.129	-.201	-3.014	.005

a Dependent Variable: SPM Performance

4.4.2.4 Impact of User Expectation on SPM Performance

From table 4.11, the model summary for User expectation on SPM performance can be seen. The finding of the results show that the R square (R^2) was 0.589 which indicates that 58.9% of variation in SPM performance is explained by User expectation.

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724(a)	.589	.492	2.244

a Predictors: (Constant), User Expectation

The ANOVA (Analysis of Variance) results are shown in table 4.12. The results in the table show that the user expectation has significant impact (*p = 0.001*) on SPM performance of the organization.

Table 4.12: ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	139.783	3	46.594	3.525	.001(a)
	Residual	1335.018	101	13.218		
	Total	1474.801	104			

a Predictors: (Constant), User Expectation

b Dependent Variable: SPM Performance

The findings of regression coefficients in table 4.13 show that any unit increase in User expectation, there is an increase of 0.317 unit in SPM performance and this impact is significant (*p = 0.002*).

Table 4.13: Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	32.039	2.664		12.167	.000
	User Expectation	.317	.175	.368	3.891	.002

a Dependent Variable: SPM Performance

Impact of SPM performance on Organizational Performance

From table 4.14, the model summary for SPM practices on organizational performance show that the R square (R^2) was 0.497 which indicates that 49.7% of variation in performance is explained by SPM practices.

Table 4.14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.683(a)	.497	.403	2.721

a Predictors: (Constant), SP<

The ANOVA (Analysis of Variance) results are shown in table 4.15. The results in the table show that the SPM practices has significant impact (*p = 0.000*) on performance of the organization.

Table 4.15: ANOVA [b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	145.813	3	48.604	3.672	.000(a)
	Residual	1290.982	101	12.782		
	Total	1436.795	104			

a Predictors: (Constant), SPM practices

b Dependent Variable: Performance

The findings of regression coefficients in table 4.16 show that for any unit increase in SPM practices, there is an increase of 0.488 unit in performance and this impact is significant (*p = 0.000*).

Table 4.16: Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	36.731	2.579		11.697	.000
	Innovation	.488	.187	.319	3.046	.000

a Dependent Variable: Performance

V. DISCUSSION & CONCLUSION

The result that was derived through this study able to answers all the questions for the logistics managers that are looking for the different ways to increase their customers demand by developing up best games that is easily pushing the logistics customers service to the forefront business. The Strategic Process has increased and it has been valued at 71.08 that involves the logistics managers which make hard work to know their user's supply chain, business and other complex functions of user business. So, business need to invent new ways for the current changing needs of business and functions should be design in such a way while keeping this in mind that the outcome should be achieve in a way that is expected by users.

It is also notice that the Service Obtained is valued at 60.14 which indicates that need for better and wide-ranging service offer by the supply chain network. The customers who are contributing the usual logistics service company executives should also care about the short-term planning, achieving optimization and network design strategy, and the information technology strategy which creates best values for their work (Asad, Ahmad, Haider, & Salman, 2018).

Most important area of research on which the managerial activities are looking more keenly is responsible and consistent working relationship with the users. The research has also pin pointed out the space in the information sharing area. If the researcher has observed this area completely in formal ways so companies can easily formulate an approach of constructive to logistics outsourcing service for efficient partnerships and which can improve the quality delivered by the customer.

In the end the other remaining important are of reverse supply chain network, warehousing constraint, stock management which need a little attention. As the most of the customers have complained about the lack of appropriate facilities about the warehousing and specific helps in stock management, the present concept of reverse supply chain network is establishing so the customers can feel the importance of it, so more alternatives that business can become entirely functional.

The research has some limitation so it can be covered in the later studies. First limitation that the study has faced is limited coverage on its survey. The covered the most aspects of the customers satisfaction measures. In this research we have not included the measure related to customer loyalty and complaints. This study has only covered the feedback of service user only and not involved the service provider suggestions.

Conclusions

The research funding has highlighted the understanding with regard to the TPL if manager focus on the external business environment enthusiastically it the organization take advantage of the capability of TPL firms that make the fast and quick answer to the rapid change in the external market by unexpectedly and reconfiguring and distributing their resources to the changing environment. We have noticed that while economics crises, that study identifies the companies that maintain an equilibrium between the internal and external business environment continued while other firms falling down. It is the main features of TPL and the basic consideration of strategic flexibility process (Grewal, 2001).

Market forces also increase the direct competitions. As the customer demand is also growing and evolving that have force the TPL service providers to meet the expectation of the market in the today's business environment and also adding value proposition by designing new strategies that help them to capture the fast-moving growth trends. The successful strategy has asked the TPL for developing holistic overview by using multitier approach by engaging complex supply chain network of logistic services at one point by targeting the demand of the luxurious market on other point by developing a working partnership equation by intensifications the core business of their allies. Due to globalization and worldwide economies have witnessed the trends and quantum of user demand is increasing and companies needs also want to increase their capacities to create value for the organization how are using the TPL services for longtime business partnership. Anticipations of users for quick, high quality service and simple return plans, effective deliverance, most attractive price cut rate, and also provide wide range of product presenting these are the main characters of responsible TLP relationship.

As more organizations are intensifying their global business as sound as their transportation and service strategy for outsourcing the logistics service needs. The best outsourcing strategies defines the major success of TPL service providers who convey the result for a period of time. While keeping the User needs in a mainstream, TPL service provider also offer a wide range of logistic services including and obtaining new users, which supporting profit growth, growing market share, in advancing the knowledge in a specific industry, securing and teaching the management capacity and numerous time the firms become "one stop

store" that accommodates all the demands of business customer in one floor (Alkhuzaie, & Asad, 2018). All the above-mentioned dynamic features with timely and specific information sharing with the business customers that helps the TPL service providers in ornamental customer value shareholder which building a long-lasting consistent business partnership (Khalil, Asad, Khan, 2018).

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