The effect of supply chain management on financial performance

Afsaneh Faraji*[1]

*[1]Business Economics Expert, Maragheh Islamic Azad University, Maragheh, Iran
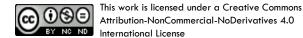
ARTICLE INFO	ABSTRACT
	gain competitive advantage in the organization depends on the quality and at a cost of production. in the manufacturing process set of internal and external factors organization should effectively to play a role in organizational goals to be achieved with their effectiveness. in this regard suppliers in providing software, technical knowledge, raw materials and services have played an important role in the competition. Today, in the top organizations as a contribution to suppliers and one of the organizations empowerment in the form of an operation and real attention and action stemmed from this thinking that production quality and gain competitive advantage without suppliers of quality, compassionate and loyal almost impossible, or at least not possible in the long term. so with financial management, scientific and objective to the chain, suppliers as an important component of strategic management can access to a competitive advantage. This research to analyze the relationship of supply chain management and financial performance in the bourse auto companies. and a questionnaire between 82 principals and experts. Results indicate that the relationship of supply chain management and financial performance. The results also show support from senior manager of the relationship between supply chain management and the financial performance.

Corresponding Author: Afsaneh Faraji, Business Economics Expert, Maragheh Islamic Azad University, Maragheh, Iran
Email :afasnehfaraji@gmail.com
phone: +98(914) 840 8606

INTRODUCTION

One of the requirements for economic growth and development is paying more attention to financial markets. The actors in this market are always looking for more returns with reasonable risk. In this connection, they take advantage of information. The information related to the business situation, added value and risk of companies is among the most important of these information for their decision -making . The level of profitability of the company according to the figures in the financial statements and its historicality and the possibility of smoothing can be different from the reality. Many investors and financial decision- makers are risk-averse in view of the current market conditions and pay attention to many parameters when choosing investment , which is one of the most important factors and provides appropriate information to guide capital. The decision- makers present in their decisions . Also, examining the supply chain management of organizations in the industrial environment is always one of the first and most basic prerequisites for developing financial improvement plans for them, and it is of great importance, as far as one of the The current affairs of organizations is to identify their strengths and weaknesses (Fama, 2014). In today's knowledge-based economy and turbulent environment , this is of double importance in the case of universities , which are the centers of education and production of knowledge and the knowledge workforce. Gaining a competitive advantage in the organization depends on quality production at a favorable cost . In the production process, the set of internal and external factors of the organization should play an effective role so that the goals of the organization are realized well and effectively. In this regard , suppliers play an important role in providing software , technical knowledge, raw materials and services in making the organization more competitive. Today, in the top organizations , suppliers are considered as ,a partnership and one of the empowerment of organizations in an operational and real way and this action and practice originates from the thought that quality production and gaining a competitive advantage without supply Quality, caring and loyal customers are almost impossible or at least not possible in the long run. Therefore, with scientific and rational financial management of the chain, suppliers as important components of strategic .management can be accessed to a competitive advantage (Chan 2003)

THE IMPORTANCE OF THE RESEARCH TOPIC

Supply chain management, orSCM for short [1] evokes a huge transformation in the field of , self-awareness of organizations . From the traditional point of view, organizations always assumed that they have customers and suppliers , but in the past, a company has never assumed a close relationship with its customers and suppliers , and assumed a competitive mode . The power of supply chain management lies in its potential to involve the customer as a partner in the supply of goods and services provided by a supply chain. Integrating the customer with supply chain management has many benefits. The first advantage of this is to

---

[1] Supply Chain Management (SCM)

facilitate the flow of information throughout the supply chain. Customer information is a type of analyzed data that gives the company insight and knowledge about the demands of customers. (Chen, 2004) In a typical supply chain, final customers are considered as its basic links. Understanding the needs of customers This chain of work is complex and accompanied by uncertainty. Companies deal with the phenomenon of uncertainty in different ways, some of them follow the procedure of increasing inventory and some of them follow the procedure times in facing it, and each of the mentioned reactions affects the[2] of increasing waiting company's ability to respond to customers. decreases. On the other hand, dealing with the challenges facing organizations requires that their managers have a suitable model of .performance measurement so that they can achieve continuous improvement in all fields Performance measurement enables continuous progress towards set goals and identifies stagnation and prosperity points. One of the important performance criteria is financial criteria, which can be measured by various methods. During the last few decades, the organizational world has undergone many changes in various fields. As a result of these ,changes, organizations have entered into intense competition in terms of improving quality ,increasing flexibility, increasing reliability, expanding product lines, emphasizing creativity etc. In this regard, performance measurement is more important, because according to .management thinkers, if we cannot measure something, we can not manage it (Fama, 2014)

RESEARCH OBJECTIVES
Main objective: to investigate the relationship between supply chain management and financial performance

SUB- GOALS
Investigating the relationship between supplier integration and financial performance
Examining the relationship between internal integration and financial performance
Investigating the relationship between customer integration and financial performance

RESEARCH HYPOTHESES
MAIN HYPOTHESIS

- Supply chain management has a significant relationship with financial performance

SUB-HYPOTHESES

- Supplier integration has a significant relationship with financial performance
- Internal integration has a significant relationship with financial performance
- Customer integration has a significant relationship with financial performance

---

[2] Lead Times

Top management support as a moderating variable affects the relationship between supplier integration and financial performance. Senior management support as a moderating variable affects the relationship between internal integration and financial performance.

Senior management support as a moderating variable has an effect on the relationship between customer integration and financial performance.

Method employed done At this Research From type Descriptive a survey And Correlation is Descriptive _ From this direction That visual From situation Available particle for direct object _ provides To description regular And the system have Condition current it May pay a survey _ From this direction That Item data Opinion From through Sample get Or census From Society To Check Distribution Statistical features is collected . also To the reason that Relation Variable Independent" performance financial" with variables Dependent merge Supply ,doers merge Internal And merge Customers item study appointment Will took so this Research From type Research Correlation is

RESEARCH HISTORY

To Hard to do Time precision particle for direct object Specified did That At ,it Discuss about the chain supply To the first Bar At world Beginning Sh D. But At least From One Thing confidence we have And it that this Idiom That At around Year 1993 To Title one From the largest And the most durable Industry discussions Raised done ,Is Root At manner Hi has it That At the late Decade and 1950 Decade May 1960 was performed If don't say That From Time artistic Ford And the first the period Production the mass ,Vehicles Sample Hi From it Existence had (Chan, 2013). the first Implementation plans the chain supply novel At the late Decade 1950 the beginning became that's mean when that " employees To the first Bar To Management commodity To special logistics related To the transfer Materials primitive And Products entire ,done To factory And To the outside From ,it Attention theydid »

Most experts agree that supply chain management in its present form is derived from the efforts of raw materials planningMRP that major companies such as[3] Proctor &Gamble, Hewleft-Packard, Deere to plan and They experienced better 1970s and others in the late 1960s control of raw materials. The development of more advanced computers in the late made it possible for companies to feed scattered bills of materials into their computers to schedule and schedule them. Similarly, large and new programs A computer made it possible to use the time basket. It means planning the time baskets for the transfer of raw materials and production orders. This was the beginning of supply chain management analysis. In this way, it was possible to transfer theMRP outside the organization and to have more control over the raw materials that enter the company from the suppliers. For many companies, this ,meant reducing the number of thousands of suppliers and settling on just a few of the best and this meant starting to outsource parts of the manufacturing process. The vertical .integration model, which required one manufacturer to do everything itself, was abandoned Electronic companies such asDigital Equipment Co. etc. They had turned to this way a long

---

[3] Material Requirements Planning

in which , 1963 time ago. Other experts consider the beginning of supply chain thinking to be (the American National Physical Distribution Management SystemNCPDM) was established, which was the launching pad for the new thinking of that time about the interrelationships between the performance of the warehousing and transportation sectors.

Physical distribution management had brought these two departments together and by using faster, more frequent and especially more reliable transportation, it had made it possible to reduce the volume of warehouses. Shortening the time to respond to orders through faster movement of warehouse items and faster shipping also reduced the length of the forecasting period, and as a result, the forecasts were also more accurate. The beginning of the idea of a warehousing and transportation system, which was later referred to as logistics, was from this period. Some experts consider the evolution of the original procurement plan, which had not yet become a major industry until the 1990s , a secondary stage of supply chain management. It took several years for raw material procurement to adapt and integrate withMRP , which , later became an aspect of supply chain management. Even as late as the early 1980s , many companies still used pencil and paper to prepare their raw materials. All experts believe that major changes in inventory management and shipping occurred in the late 1970s and early 1980s . That is, when computer systems evolved to such an extent that they could provide management reports and other data more frequently. It was no longer necessary. Scheduling systems run on packages that create long reports that are full of data and need to be sorted and parsed. Now it was done, the record of the transactions was done and the purchased materials were kept separately and theMRP system was installed , During the same period . Electronic Data InterchangeEDI (standards were developed, which allowed large amounts of data to be distributed over a large network between customers, manufacturers, suppliers , freight and shipping companies. In companies, there was talk of information transfer. Around this time, the Japanese were searching for a new manufacturing process that would advance raw materials through this system and apply the basic principles of just-in-time manufacturing and shipping. Timely production and delivery requires extensive and detailed communication between the customer, the manufacturer, the freight company, the shipping company and the retailer (if there is a relationship with it, it is the inventory of the material primitive Parts And Products entire done particle for direct object can be At At least Possible Maintenance did_ factory Kawasaki in Brasaka To Sample Oh you From theJIT converter became And many other From American companies particle for direct object To imitation From self forced

BACKGROUND RESEARCH

Muhammad Ali unity And Muhammad Ashraf Imam (2021) At research With Title" Effect management supply chain On Function financial And Responsibility accountability Finance : Item Research At Egypt" to this They got the result That management chain supply effect important On Function financial has_ Why That causing an increase Interest ,Veri Decrease the price entire done And To Subsequent it upgrade profitability May to be

Yukij The Smell (2014) [4]At research With Title" Importance management capital At Circulation At Determining profitability: evidence From Economy Africa with_ Target Test Relation between efficiency capital in circulation And ,profitability Sample A From 102 Company production countries ,Egypt ,Kenya Nigeria and African Northern particle for direct object At the length years 2009-2005 item Test appointment gave_ At this Research From the variables: Period Collection ,Demands the period Circulation ,commodity the period conversion money Cash And the period Creditors' deposit To Title Indicator capital At Circulation And From variable Profit gross operational To Index title profitability Use done is_ results Research Included Items the following May be:

Relation Positive profitability And politics Hi Accounts payable At kidney countries Test item To Exception Country Egypt relationship Positive profitability And Circulation goods relationship reverse Accounts receivable And Profitability of the relationship negative the period Circulation money Cash And profitability

Wagner And colleagues (2014) [5]At research With Title" ." Management chain supply in levels above A company" to review And Relationship quantification chain supply integrated And Financial performance the unit Commercial they paid Sample A From 259 Company production From states United America and Europe western Selection became_ results Haki From Existence Relation Positive chain supply integrated with performance financial It was companies . integrity chain supply From the way Indicator Hi Adherence to strategy And obligation Company To process chain ,supply Also Function financial From the way efficiency index _ Assets size getting became_ results sign gave That integrity more chain supply cause above to go Ratio _ _ Assets to be

At Ibn 2011_ And Johnson research With Title" Relationship management cycle conversion funds Criticism and ,liquidity capital investment done And Function At Units Little And Average" did. Results research sign gave That long to be the period conversion funds Cash Relation directness with capital Y capital put done And Relation inversion With Circulation property And Returns capital It has a meaning.

Wisner (2011) [6]At research With Title" Communication Function chain supply With Function Finance of the company" to review Effects Decisions management chain supply On It worked financial Payment company. direction Description this ,Topic He To review the effect Structures And processes supply chain On the face Hi financial company) face Profit And ,loss balance sheet the face Circulation cash And the face owners capital(payment. V a model From chain supply And Relation it With Measures Function the face Hi financial particle for direct object Introduction did_ this ,Model Relation Indicator Hi Chain function supply And Components each one From the face Hi financial particle for direct object

---

[4]Ukaegbu

[5]Wagner, SM & et al.

[6]Wisner, P.

identification done And To matching Activities chain supply And Targets financial Company Hint did_

wow Year 2008 during research With Title" Relationship management chain supply And success Finance of companies" Direction analysis And analyze this Relation From Data Hi financial Year Hi 1999 until the company 2006 Hi Malaysia Use done is_ success financial _ companies by four Indicator including: ,income the price entire done goods sale ,Gone cycle conversion money Cash And Returns capital in circulation measurement became_ _ data to as success Aamizi direction Test Relation Chain function supply And success financial analysis And analyze became_ results Haki From Relation weak during years 1999 Ellie but , 2002 Relation strong Terry during Year Hi 2003 Until 2006 was_ Also the results this truth particle for direct object obvious made That Company hi That To kidney Area Hi chain Provide attention done are To the opportunity hi Hand May find That they particle for direct object To Side success financial At business environment nowadays souk May give

Zahra your religion And Partners At Year 2015 research With Title" Review Relation between ,Privatization Use From Tools accounting management And Function financial Company Hi accepted been in Exchange papers Bhadar Tehran" Do they gave results research expressive Existence Relation Positive Between performance financial And Privatization Is That accounting management To Title A variable Mediator causes aggravation this Relation May tobe Also Use From Tools accounting ,management with performance financial _ Companies and too private making They are a relationship a positive has_

Mohammadi And Najafi At Year 2014 At research With Title" Review Function management chain finance supply And Role it At improvement capital in circulation And Liquiditybased on Model Privilege card balanced Indicator Hi functional chain Hi supply particle for direct object Extraction done And Then technique decision getting How many standard a combination For evaluation Function financial chain Hi supply logically Fuzzy) technique Proposal(presentation theydid results result From Pedestrian making Suggested technique on communication direct And Positive between management financial chain supply And efficient making capital in Circulation emphasis had_

Gholam Hossein Asadi And Mariam it's cold Al-Qayan At Year 2013 At research With The title is" Investigation of the effect capital a thought On Function financial Company Ha" with use Model Palik To review The data is pay_ Data Hi item Need From the face Hi financial Year Hi 1383 until the 1388 Company _ Accepted done At Exchange Tehran collection And At Total 816 Year Company review became_ According To results Test ,assumptions coefficient Value added a thought On four Indicator Function company finance effect Positive has_

METHOD RESEARCH

The current research in terms of practical purpose and according to How to collect data I see including research Descriptives- Correlation to is counted The statistical population of the research includes production managers Finance of machine building companies (co with more than 50 people human) and active in East Azarbaijan province . Number this company

There were 180 companies using Cochran's formula For Limited companies 123 companies To The title of statistical sample was chosen . For more certainty, 145 companies were examined by questionnaire At the disposal of the production manager The finances of each company were placed, of which 123 companies were They answered the questionnaire completely and it was usable for review. Sample method Getting involved in research The present is a simple coincidence; Because it was possible to list the society and all companies had an equal chance to be selected. ,To compile the theoretical foundations of the research library resources It included books , articles and internet resources, then Masters and owner The experts answered the questions . Data with the help of research You know the plural method were brought; In this way, after compiling the questionnaire and confirming it with professors and experts, it was made available to the statistical community . The research . questionnaire is taken from the research of Date (2013) and Inmanu colleagues (2011) Results Alpha coefficient Obtained above 0.7 , proof of the reliability of the question It is a research questionnaire . The results are shown in the table below.

Cronbach's alpha table				
Financial performance	Integration of suppliers	Integration of customers	Internal integration	**Senior manager support**
0.943	0.768	0.834	0.932	**0.764**

Condition every One From Case indicators Check company Study subjects

standard deviation	Average	very much	Much	medium	Low	very little	Variables	
0.0 77	38 3/1	0.2 53	0.3 02	0.1 31	0.1 45	0.1 44	Distributi on companies And Play ,products under possession are	**Integrati on of suppliers**
0.0 94	44 3/7	0.2 34	0.3 42	0.1 84	0.1 02	0.1 32	K neutral Productio n Face To Increase Is	

0.112	69 3/7	0.339	0.275	0.170	0.104	0.092	purchase network supply By self Companies in now do Is	
0.046	10 3/3	0.194	0.184	0.196	0.345	0.144	profitability company Face To Increase Is	
0.076	28 3/9	0.284	0.156	0.215	0.243	0.105	Level Liquidity Organization decrease had Is	**Financial performance**
0.104	56 3/7	0.328	0.197	0.223	0.216	0.045	Financial risks are controlled	
0.072	76 3/3	0.145	0.195	0.238	0.118	0.302	Running costs have been reduced	
0.087	38 3/5	0.289	0.276	0.144	0.105	0.184	Difference Hi attitudinal Among Customers fixed done Is	
0.065	18 3/4	0.210	0.223	0.197	0.275	0.092	Creation do Value common Among Customers the face accepted ?Is	**Integration of customers**
0.120	75 3/0	0.364	0.197	0.275	0.105	0.087	integrated making processes organizational the	**Internal integration**

							face accepted is_	
0.103	56 3/7	0.324	0.197	0.223	0.218	0.039	Culture Management System Hi the chain supply To the face integrated At Organization ongoing done is_	
0.011	94 3/7	0.197	0.184	0.197	0.215	0.210	processes productive additional Delete done are_	
0.113	68 3/9	0.350	0.274	0.183	0.104	0.092	the manager senior From Ideas Hi new Protection May slow down	
0.087	54 3/9	0.254	0.284	0.184	0.144	0.092	Management senior From Employees With Experience To good manners _ supports	**Senior management support**
0.075	18 3/4	0.182	0.215	0.316	0.184	0.105	the manager senior reward Hi To time particle for direct	

	object To Persons effective At Productio n Allocation May give _

merge Supply doers Relation meaningful With Function Financial :has it

For review this Assumption From Test regression linear And Correlation Pearson Use May to be At Test Pearson If level meaning you have less From be 0.5 this Result result May to be That The hypothesis is supported done is_

Coefficient determination Model regression May 0.485 be That Hakim From it Is That this Model has managed is 48.5 percent From Changes rate Function Financial particle for direct object From through Variable Independent merge Supply doers explanation do _ also statistics Watson camera Among 1/5 until the 2/5 Been And So Among Errors pattern self regression self Correlation severe Existence does not have And Absence Existence self Correlation Among Errors To Title one From Assumption Hi fundamental regression At About Model Thank you accepted Mayto be

At ,statistics Factor swelling Variance(variance inflation factor=VIF) intensity Both linear multiple particle for direct object At analysis regression the least Squares Normal evaluates At _ fact One Indicator is introduced That expresses What the amount of From Changes related To Coefficients estimate done for Collinearity Increase Found is_ intensity Collinearity multiple particle for direct object With Check greatness The VIF value can be analysis did _

To Title One the rule Empirically , the larger theVIF value From 10 be Collinearity multiple .you are high d At Model item review the amount of related To Factor swelling Variance less From Number 10 Is And this To meaning able condescension to be They are parallel are variables

Results analysis Variance regression That On Basis F statistic in About it Decision get May to be hypothesis Hi related To analysis F statistic to the face Below May to be

H $_0$ A Legoy : regression It is not meaningful.

: H $_1$ pattern regression It is meaningful.

level meaning you have The F statistic for Model less From level error Test It is 0.5 At Result Assumption rejection May to be And Ven 's regression estimate done To Considering A statistic meaningful Relationships Among Variables Research linear is_

the scale And also Coefficient Standard For Variable merge Supply doers 0.555 got came And From you are there That level meaning less From 0.05 is not Result get May to be the effect Meaningful is_

Eq regression this Model To the face Under is:

supplier integration + 1.004 = financial performance 0.655

meaningful	The correlation coefficient	Variable
0.000	0.784	**Supplier integration on financial performance**

vif	Significance level	F statistics	Watson camera statistics	**Adjusted coefficient of determination**
00/1	0.000	73/757	1/854	**0.485**

Significance level	T statistic	The size of the beta coefficient	**Variable**
0.000	985/5	0.555	**Integration of suppliers**
0.000	3/549	004/1	**Fixed coefficient**

Results analysis A statistic At About Validity pattern regression At the part Table Above came is_ Coefficient determination Model regression 0.481 May be That Hakim From it Is That this Model has managed is 1.48 percent From Changes rate Function Financial particle for direct object From through Variable Independent merge Supply doers explanation _ do Results sign May to give That statistics Camera Watson Among to 1.5 2/5 Been And So Among Errors pattern self regression self Correlation severe Existence does not have And Absence Existence self Correlation Among Errors To Title one From Assumption Hi fundamental regression At About Model Thank you accepted Mayto be At ,statistics Factor swelling Variance(variance inflation factor=VIF) intensity Both linear multiple particle for direct object At analysis regression the least Squares Normal _ evaluates At fact One Indicator is introduced That expresses What the amount of From Changes related To Coefficients estimate done for Collinearity Increase Found is _ intensity Collinearity multiple particle for direct object With Check greatness The VIF value can be analysis did To _ Title One the rule Empirically , the larger theVIF value From 10 be Collinearity multiple It is high. At Model item review the amount of related To Factor swelling Variance less From number 10 Is And this To meaning able condescension to be They are parallel are variables

Results analysis Variance regression That On Basis F statistic in About it Decision get May to be At Table _ came hypothesis Hi related To analysis F statistic to the face Below May to be

H_0 Pattern : regression meaning have is not

H_1 Pattern : regression meaning have is_

level meaning you have The F statistic for Model less From level error Test 0.5 Is At Result rejection Assumption H_0 May to be And Regerson estimate done To Considering A statistic meaning have And Relationships Among Variables Research linear is_

With Attention To Table raise Coefficient Standard For Variable merge Supply doers Obtained 0.555 came And From you are there That level meaning less From It is not 0.05 Result get May to be the effect Meaningful is_

Eq regression this Model To the face Under is:

$$\text{integration } (0.655) \text{ Supply } \_ + \ 004/1 = \text{ performance Financial}$$

merge Internal Relation meaningful With Function Financial :has it

For review this Assumption From Test regression linear And Correlation Pearson Use May to be At Test Pearson If level meaning you have less From 0.5 be this Result result May to be That hypothesis confirmation done is

meaningful	The correlation coefficient	Variable
0.000	0.827	**Supplier integration on financial performance**

vif	Significance level	F statistics	Watson camera statistics	**Adjusted coefficient of determination**
00/1	0.000	67/521	2/125	**0.651**

Significance level	T statistic	The size of the beta coefficient	**Variable**
0.000	5/325	0.1	**Integration of suppliers**
0.000	3/854	015/1	**Fixed coefficient**

So Result taken It will be That Among two Variable Relationship Meaningful _ is For investigate the level of the effect Variable Independent On Dependent From regression linear Use May to be

Results analysis A statistic At About Validity pattern regression May 0.651 be That Hakim From it Is That this Model has managed is 65.1 percent From Changes Function Financial particle for direct object From through Variable Independent merge Internal explanation do _Results

sign May to give That statistics Camera Watson Among 1/5 until the 2/5 Been And So Among Errors pattern self regression self Correlation severe Existence does not have And Absence Existence self Correlation Among Errors To Title one From Assumption Hi fundamental regression At About Model Thank you accepted May to be

At ,statistics Factor swelling Variance(variance inflation factor=VIF) intensity Both linear multiple particle for direct object At analysis regression the least Squares Normal evaluates _At fact One Indicator is introduced That expresses What the amount of From Changes related To Coefficients estimate done for Both linear Increase Found is_intensity Collinearity multiple particle for direct object With Check greatness The VIF value can be analysisdid _ To Title One the rule Empirically , the larger theVIF value From 10 be Collinearity multiple

It is high. At Model item review the amount of related To Factor swelling Variance less From number 10 Is And this To meaning able condescension to be Both They are linear are variables Results analysis Variance regression That On Basis F statistic in About it Decision get May to be At Table came_ hypothesis Hi related To analysis F statistic to the face Below May be :

H_0 pattern : regression meaning have is not

H_1 Pattern : regression meaning have is_

level meaning you have The F statistic for Model less From level danger Test 0.5 Is At Result AssumptionH_0

rejection May Sh and d. And regression estimate done To Considering A statistic meaning have And Relationships Among Variables Research linear is_

With Attention To Table raise Coefficient Standard For Variable merge Internal 0.1 got came And from there That level meaning More From 0.05 Is Result get May to be the effect Meaningful is_

Eq regression this Model To the face Under is:

$$\text{integration } (0.741) + \text{Internal } 015/1 = \text{performance Financial}$$

merge Customers Relation meaningful With Function Financial :has it

For review this Assumption From Test regression linear And Correlation Pearson Use May to be At

Test Pearson If level meaning you have less From be 0.5 this Result result May to be That hypothesis

confirmation done is_

meaningful	The correlation coefficient	Variable
0.000	0.746	**Integration of customers on financial performance**
vif	Significance level	F statistics	Watson camera statistics	**Adjusted coefficient of determination**
00/1	0.000	70/416	1/854	**0.784**
Significance level	T statistic	The size of the beta coefficient	**Variable**
0.000	4/245	0.4	**Integration of customers**
0.000	3/149	145/1	**Fixed coefficient**

Results analysis A statistic At About Validity pattern regression At the part First Table Above has come is_

Coefficient determination Model regression 0.784 May be That Hakim From it Is That this Model has managed is 78.4 percent From Changes Function Financial particle for direct object From through Variable Independent merge Customers explanation do_

Results sign May to give That statistics Camera Watson Among 1/5 until the 2/5 Been And Therefore this Among Errors pattern self regression self Correlation severe Existence does not have And Absence Existence self Correlation Among Errors To Title one R Assumption Hi fundamental regression At About Model Fitness accepted Mayto be

At ,statistics Factor swelling Variance(variance inflation factor=VIF) intensity Collinearity multiple particle for direct object At analysis regression the least Squares Normal evaluates At _ fact One Indicator is introduced That expresses What the amount of From Changes related To Coefficients estimate done for Collinearity Increase Found is_intensity Collinearity multiple particle for direct object With Check greatness The VIF value can be analysis did _

To Title One the rule Experimentally , theVIF value is larger From 10 be Both linear multiple It is high. At Model item review the amount of related To Factor swelling Variance less From number 10 Is And this To meaning able condescension to be Both They are linear are variables Results analysis Variance regression That On Basis F statistic in About it Decision get May to be At Table came _ hypothesis Hi related To analysis F statistic to the face Below May be :

H0:pattern regression meaning have is not

H1: Pattern regression meaning have is

level meaning you have The F statistic for Model less From level error Test 0.5 Is At Result Assumption rejection May to be And Regerson estimate done To Considering A statistic meaning have And Relationships Among Variables Research linear is_

With Attention To Table raise Coefficient Standard For Variable merge Received 0.4 customers came And From you are there That level meaning less From It is not 0.05 Result get May to be the effect It has meaning is_

Eq regression this Model To the face Under is:

$$\text{customer integration} + 1.145 = \text{performance } 0.524 \text{ Financial}$$

RESULTS

acquisition Advantage competitive At Organization At pledge Production Qualitative And With Cost It is desirable . At Process Production Collection Agents Internal And Foreign Organization stand up To Shape effective Role ifa slow until the Targets Organization To good With Effect a part realization _ find At this Therefore supply doers At supply soft ,applications Knowledge technical, Materials primitive And Services Role important in competitive Become Organization To responsibility have _ nowadays At _ Organizations superior supply doers To Title participation And one From Empowerment of organizations _ to Shape operational and real item Attention appointment taken And this action And Action origin taken From this Thinking Is That Production Qualitative And acquisition Advantage competitive Without supply doers ,quality Compassionate And Loyal Almost impossible And Or At least At Long-term Possible acceptable is not So With Management Financial Scientific and logical On the chain supply doers To Title Important components Management It can be

a strategy To Advantage competitive access find did this _ Research To analysis Relation Management the chain supply And Function Financial At company Hi Machining we paid that results indicating From Relation Management the chain supply And Function Financial was_ also Results sign gave Protection the manager senior, Relation Among Management the chain supply And Function Financial particle for direct object adjustment does not

REFRENCES

- *Advancing Education in Quantitative Literacy, 2013.*
- *Afje, AA. Modiriyate Zaman dar Amouzesh. Journal of Economics and Business Research, Islamic Azad University - South Tehran Branch 1997; 32: 45-67.*
- *Akgun, AE; Keskin, H. & Byrne, J. (2009). Organizational emotional capability, product and process innovation, and firm performance: An empirical analysis. journal of engineering and technology management. 26(3), 103-130.*
- *Alegre.J and Chiva, R. (2008). Assessing the impact of organizational learning capability on product innovation performance: an empirical test, Technovation 28, 315–326.*
- *Amabile, TM (1997). Motivating creativity in organizations: on doing what you love and loving what you do. California. Management Review, 40(1), 39-58.*
- *Amabile, TM, Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the work environment for creativity. Academy of Management Journal, 39(5), 1154-1184.*
- *Amabile, TM, Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the work environment for creativity. Academy of Management Journal, 39, 1154-1184.*
- *Amabile, TM, Mueller, JS, Simpson, WB, Hadley, CN, Kramer, SJ, & Fleming, L. (2002). Time pressure and creativity in organizations: A longitudinal field study. Working Paper, No. 02-073. Boston: Harvard Business School.*
- *Amerei F. Management and Organizing. Tadbir 1993; 4(35): 44-45.*
- *Annamaria Lusardi and Olivia S. Mitchell, Financial literacy Evidence and Implications for Financial Education the Journal of Monetary Economics and Business Economics in 2007, March 9, 2009, 1-18.*
- *Annamaria Lusardi, NUMERACY, FINANCIAL LITERACY, AND FINANCIAL DECISION-MAKING, 2012. 17821.*
- *AKHMETZIANOVA, O., LYASHENKO, E. A., & RASHEDI, H. (2020). TECHNO PARK STRUCTURE AS THE ECONOMIC INSTITUTION OF DEVELOPING INNOVATIVE ECONOMY. INTERNATIONAL JOURNAL OF PUBLIC POLICY AND MANAGEMENT, 1(1), 5-7.*
- *Annamaria Lusardi, Olivia S. MITCHELL, and Vilsa Curto, financial literacy among the young, The journal of consumer affairs, 2010, pp358-380.*
- *Anne M Hoag; Krishna P Jayakar; Kimberly Erickson "The role of trust in virtual and interpersonal environments: Implications for team learning & case method pedagogies", Journalism & Mass Communication Educator; Winter 2003; vol.57, Issue 4; Wilson Education Abstracts pp.370-383*
- *Avlonitis, GJ, Kouremenos, A. and Tzokas, N. (1994), "Assessing the innovativeness of organizations and its antecedents: Project Innovstrat", European Journal of Marketing, 28 (11), 5-28.*
- *Bandura, A. (1997). Self-efficacy: The exercise of control. New York, NY: WH Freeman.*
- *Baum, J., Wally, S., 2003. Strategic decision speed and firm performance. Strategic, Management Journal 24, 1107–1129.*
- *Brain T. (2007). Plan and prioritize. Arlington, United States: Sage.*
- *Britton BK, Tesser A. Effects of Time Management Practice on College Grades. Journal of educational*

psychology 1991; 83(3): 405-410.

- *Bruce A. Huhmann, shaun McQuitty, A model of consumer financial numeracy, International journal of Bank Marketing, 2013, pp. 270-293.*

- *Capon, N., Farley, JU, Hulbert, J. and Lehmann, DR (1992), "Profiles of product innovators among large US manufacturers", Management Science, 38, 157-69.*

- *Carver, CS & Scheier, MF (1998). On the self-regulation of behavior. New York: Cambridge University Press.*

- *Catherine M. Walker, Financial management. Coping and debt in households under financial strain, Journal of Economic Physiology (ELSEVIER) 17 (1996) 789-807.*

- *Charles A. (2007). Time management training for school psychologists. Rutgers U, Graduate School of Applied & Professional Psychology, Piscataway Volume 12, Issue 5, October 1981, Pages 613620.*

- *Christopher P. Holland, "The Importance of Trust and Business Relationships in the Formation of Virtual Organizations", Proceedings of the VoNet -Workshop, April 27-28, 1998, pp 53-64*

- *Claessens, BJC, van Eerde, W., Rutte, CG, & Roe, RA (2007). A review of the time management literature. Personnel Review, 36(2), 255-276.*

- *Clegg, C., Unsworth, K., Epitropaki, O. and Parker, G. (2002). Implicating trust in the innovation process. Journal of occupational and organizational psychology, 75.409-22.*

- *Collins, JC, & Porras, JI (2003). Built to Last: Successful Habits of Visionary Companies*

- *Conrad RE. Modiriyate class dar dabirestan. Translator: Kiamanesh, A. Tehran: Roshd 2002.*

- *Craig G. Gundersen3 and Steven B. Garasky (2012), financial management Skills Are Associated, The Journal of Nutrition Community and International Nutrition, 1865-1870.*

- *Crespell, P., & Hansen, E. (2007a). Work climate and innovativeness in the forest products industry: a preliminary approach. Submitted to Journal of Forest Products Business Research.*

- *Darini, M., Pazhouhesh, H. & Moshiri, F. (2011). Relationship of creativity, conscientiousness, time motivational and attitudinal aspects with time management. Procedia-Social and Behavioral Sciences, 25,201–213*

- *Denison, DR (1996). What is the difference between organizational culture and organizational climate? A native's point of view on a decade of paradigm wars. Academy of Management Review, 21(3), 619-654.*

- *Deshpande, R., Farley, JU, & Webster, J., FE (1993). Corporate culture, customer orientation, and innovativeness in Japanese firms: a quadratic analysis. Journal of Marketing, 57(January), 23-27.*

- *Dess, GG, Davis, PS, 1984. Porter's (1980) generic strategies as determinants of strategic group membership and organizational climate", Public Personnel Management, 29 (1), 119-28*

- *District and institutional level financial responsibilities and functions, Financial management: An overview and field guide for district management teams, 43-46.*

- *Ekvall, G. (1996). Organizational climate for creativity and innovation. European Journal of Work and Organizational Psychology, 5(1), 105-123.*

- *RASHEDI, HADI, A STUDY ON THE ROLE OF THE SOCIAL CLEAVAGES CAUSED BY MODERNIZATION IN POLITICAL INSTABILITY IN IRAN (1941-1978) (APRIL 9, 2020). AVAILABLE AT SSRN: HTTPS://SSRN.COM/ABSTRACT=3572082 OR HTTP://DX.DOI.ORG/10.2139/SSRN.3572082*