

# The Impact of Strategic Orientations on Supply Chain Flexibility at Munir Sukhtian Group Company

Amal Ahmad Abed Allan, Pro. Nidal AlHawamdeh

The World Islamic Sciences & Education University

Email: Aallan585@gmail.com, nhawam@hotmail.com

To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v13-i12/19617> DOI:10.6007/IJARBSS/v13-i12/19617

**Published Date:** 27 December 2023

## Abstract

This study aimed to investigate the impact of strategic orientations on supply chain flexibility at munir sukhtian group company. strategic orientations are measured through three dimensions: market orientation, learning orientation, and entrepreneurial orientation. flexibility of the supply chain was measured through three dimensions: sourcing flexibility, production flexibility, and logistics flexibility. the study used the quantitative method after obtaining the answers of 220 managers through an electronic questionnaire that was developed to collect the required data. A group of statistical methods were used, such as the mean, standard deviation, and simple and multiple regression coefficients.

The study revealed that there are high application levels for the dimensions of strategic orientations and dimensions of the flexibility of supply chain at munir sukhtian group company, and that there is a significant impact of strategic orientations on the flexibility of supply chain and strategic orientations affects each dimension strategic orientations. It was found that there was a strong and statistically positive significant relationship between several variables of strategic orientations and flexibility of the supply chain.

The study recommended promoting a culture of entrepreneurship within the organization by encouraging innovation, risk-taking, and proactive decision-making, and invest in market intelligence and customer-focused strategies to further enhance market orientation, and establish robust monitoring and evaluation mechanisms to assess the effectiveness of strategic orientation initiatives on an ongoing basis.

**Keywords:** Strategic Orientations, Supply Chain Flexibility, Munir Sukhtian Group Company, Jordan.

## Introduction

Organizations in our current times are influenced by uncertainty and risks occurring along the supply chain, which require further research to find suitable management tools, methods, and solutions to overcome them using a well-studied scientific approach. organizations are

well aware of the need for supply chain flexibility when trying to adapt to any change in their external environment due to significant competitive pressures to make the right decisions and improve performance levels. At the same time, strategic orientations offer new solutions for competition, keeping up with developments and modern concepts, and adopting innovative methods and ways to ensure flexibility in the supply chain. Therefore, for organizations to realize the benefits of a flexible supply chain, they need strategic orientations capable of understanding and interpreting their external environment and how their partners think.

Furthermore, the supply chain may improve their flexibility by having strategic orientations capable of reconfiguring the existing procedures in the organization into variable actions according to the organizational situation, and reshaping its resources and current structures to better utilize them in light of the significant changes and challenges they face. The increasing focus on strategic orientations has also led to the creation of motivations behind the implementation of supply chain flexibility practices. Therefore, increasing operational flexibility has become a key priority for organizations to deal with uncertain conditions in this new global scenario.

Given the importance of strategic orientations on organizations as a whole, creating significant opportunities and challenges, they are no longer an option for organizations but a pressing necessity in all industries.

In light of the foregoing, this study aims to explore the impact of strategic orientations in their various dimensions on supply chain flexibility also in its various dimensions.

### **Study Problem and Questions**

The study originated from a problem centered around the ability of munir sukhtian group company to understand and possess supply chain flexibility and the difficulty in identifying the benefits it offers. The problem of the study also lies in demonstrating the impact of strategic orientations on supply chain flexibility, and the existence of a gap between the strategic orientations followed and what is needed to adopt flexibility in supply chain to face the challenges, disruptions, and various uncertainties encountered by munir sukhtian group company.

Based on the above, the problem of the study can be defined by the following question:

What is the impact of strategic orientations in their dimensions (market orientation, learning orientation, entrepreneurial orientation) on the flexibility of supply chain in their dimensions (sourcing flexibility, production flexibility, and logistics flexibility) in munir sukhtian group company?

Based on the main question, the following sub-question arises:

What is the relative importance of strategic orientations and supply chain flexibility in munir sukhtian group company?"

### **Study Importance**

**Scientific Importance:** The current study gains importance from the significance of the topics it addresses, considering them a contemporary and important administrative phenomenon. It investigates the impact of a set of strategic orientations on the flexibility of the supply chain across various dimensions, which the researchers see as necessary to explore due to their importance in the organizations' superiority, sustainability, and long-term competitiveness improvement, as well as to confront the increasing challenges and uncertainties.

**Practical Importance:** The significance of the study is highlighted by how much the decision-makers at munir sukhtian group company can benefit from the results, suggestions, and recommendations related to supply chain flexibility and strategic orientations. The importance of the study also stems from the significance of the company to which the study will be applied, as it is one of the largest Jordanian companies operating in several fields such as agriculture, veterinary, medical, pharmaceuticals, cosmetics, food, water science, protection, and communications."

### **Study objectives**

The main objective of this study is to identify the impact of strategic orientations in their dimensions (market orientation, learning orientation, entrepreneurial orientation) on the flexibility of the supply chain in their dimensions (sourcing flexibility, production flexibility, and logistics flexibility) at munir sukhtian group company.

### **Literature Review**

#### **Strategic Orientations**

Most large organizations tend to follow certain strategic orientations for a period of years before making a significant shift in direction. This phenomenon is called 'punctuated equilibrium.' It describes companies as evolving through relatively long periods of stability (periods of equilibrium), interspersed with relatively short periods of fundamental change (revolutionary periods). After this somewhat extended period of maintaining an existing strategy, there needs to be some kind of a shock to the organization's system to stimulate management to seriously reevaluate its position (Wheelen et. al., 2018, p. 54).

Strategic orientations have been defined in many studies, books, and research with various definitions. Wang (2022) defined them as a specific approach used by organizations to consistently achieve outstanding performance, which will have a certain impact on the organization's performance.

Zhou et al. (2021) refer to strategic orientations as the strategic stance or intensity of an organization in terms of generating a new idea, developing this idea into a product or service, and marketing it, i.e., applying it for commercial purposes.

#### **The Dimensions of Strategic Orientations:**

Researchers have been interested in defining the dimensions of strategic orientations. Some have identified them as environmental orientation, supply chain orientation, cost orientation, and innovation orientation (Jalili et al., 2022). Others have referred to them as green entrepreneurial orientation, market orientation, and knowledge management orientation (Habib et al., 2021). The nature of the industry adopted by organizations plays a fundamental role in defining these dimensions. Accordingly, the researcher will address the following dimensions: market orientation, learning orientation, and entrepreneurial orientation.

#### **1. Market Orientation**

considered one of the fundamental elements underlying marketing traditions, and generally refers to the priority given to consumer needs in the design of a product or service (Oplatka & Hemsley, 2012, p. 17) defined market orientation as a marketing philosophy aimed at comprehending all market requirements and translating them into products by integrating a number of tools, skills, and experiences, and combining them together to achieve high value

for customers through managing relationships with them in a way that benefits the organization by gaining their loyalty in the future.

Zhang et al. (2021) view it as the efforts made to acquire, disseminate, and respond to intelligence information about customers and targeted competitors throughout the organization. Through deep insights into market conditions it enables the organization to improve its innovative efficiency and take advantage of market opportunities, thereby deepening the organization's knowledge of the market.

## **2. Learning Orientation**

Researchers in human resources, learning studies, and other related fields such as economics, management, sociology, and psychology have long argued the importance of individual and organizational learning. Learning orientation is evident when organizations and individuals change how knowledge, competencies, and experiences are built, shared, and applied within the organization or among individuals in the workplace (Alerasoul et al., 2021).

Nabilah et al. (2022) define learning orientation as a process, practice, and decision-making activity that leads to new market entry. Learning orientation also emerges from the perspective of strategic choices, which state that opportunities for new entry largely depend on the objectives of the organization.

The orientation of organizations towards organizational learning is for them to become learning organizations through a commitment to and encouragement of learning, openness to new ideas, and striving for continuous improvement (Al-Shawabkeh et al., 2020).

Translation to English: "Learning orientation leads to an increase in dynamic capabilities and the ability to enhance creativity and innovation in organizations. It also strengthens the organization's ability to respond to surrounding changes (Al-Mawadiah, 2016, p. 46).

## **3. Entrepreneurial Orientation**

Entrepreneurship and strategy are more than just thinking about the future of organizations; they also focus on the actions taken, so an organization is judged through the analysis of its financial and competitive performance. Organizations managed in an entrepreneurial versus a traditional way can be distinguished by seizing opportunities. Entrepreneurially managed organizations have an entrepreneurial orientation towards opportunities in that they are committed to taking action on potential opportunities; thus, they can pursue opportunities quickly and maximize their benefits. On the other hand, traditionally managed organizations tend to focus heavily on information derived from data collection and analysis to determine returns (Hisrich et al., 2017, p. 38).

Organizations exhibit an entrepreneurial orientation when they are innovative, proactive, and risk-taking. They engage in market product innovation and participate in somewhat risky ventures. They are the first to innovate products and outperform competitors (Diefenbach, 2011, p. 13).

Al-Batayneh and Artima (2021) defined it as the desire, capability, and willingness to adopt creative ideas to outperform competitors and improve organizational performance. This takes several forms, most importantly offering unprecedented market offerings to customers by studying potential opportunities, introducing new products, focusing on managing employee's talents in the organization, and thereby providing added value to producers and customers.

Zhang et al. (2021) defined entrepreneurial orientation as the capability and management to acquire a significant technological background and use it in developing new products and advanced technologies, which affects the methods of adding value.

entrepreneurial orientation as the openness of an organization to new ideas and its inclination to adopt new technologies during the development of its products.

### **Supply Chain Flexibility**

Supply chain flexibility is a fundamental capability for managing various sources of uncertainty and creating resilience in global supply chain. It also allows organizations to prevent, react to, and deal with risks (Shekarian et al., 2020).

Piprani et al. (2022) view supply chain flexibility as the extent to which chain can change their operations, speed, volume, and location in alignment with the market changes that are fundamentally required. Supply chain flexibility allows organizations to adapt to supply and demand, helping them efficiently deliver and modify the product to suit customer needs. Consequently, this approach enables organizations to gain a competitive advantage.

From the perspective of Seimon and Endagamage (2022), supply chain flexibility refers to the flexibility within and between all parties in the chain, including the departments of the organization and external partners.

Singh et al. (2017) indicated that it is the flexibility in terms of lead time, volume, and diversity by all suppliers, manufacturers, distributors, and retailers, which is required to meet the dynamic demands of the market.

Khalayleh et al. (2022) believe that it is the logical evolution of manufacturing flexibility, enabling organizations to maintain their competitive capabilities in volatile working environments.

### **The Dimensions of Supply Chain Flexibility**

#### **1. Sourcing Flexibility**

Gutiérrez (2021) pointed out the advantages of using external sourcing, such as reducing the material costs that enter into the production process. The benefits of outsourcing are not limited to organizations only, as it shows the difference in cost between the current supply chain method and the flexible approach, resulting in the selection of optimal methods for industrial organizations. Irfan et al. (2020) believed that supply chain flexibility is achieved by having a range of options from suppliers and the procurement process's ability to effectively leverage them to respond to changes and requirements related to the purchased components.

Supply chain flexibility is defined as the availability of qualified materials and services, the capacity to do so, and the execution of efficient purchasing processes to respond to changing requirements (Tiwari et al., 2015).

From Swafford et al. perspective (2006), supply chain flexibility is the organization's ability and its processes to quickly respond to changing supply requirements.

According to Wagner et al. (2018), supply chain flexibility is the ability to have sufficient capacity in the supply market and suppliers to handle fluctuations in demand or sudden increases in the required material volume. There is flexibility in sourcing when a company can produce various products.

**2. Production flexibility**

represents an organization's ability to efficiently and effectively manage various aspects, including product development, production, and logistics resources, enabling it to adapt to changes that occur in the external environment. It is considered the ability of the production system to adapt to changes in the production process. It means the production system's ability to manage production resources and uncertainty to meet various customer demands. Based on what Zhang et al. (2006) mentioned, production flexibility is divided from the company's perspective into flexible production efficiency, which includes machinery, labor, and material handling, and this is the main internal dimension of competitiveness and is invisible to customers. The other dimension is the capability of flexible production, which is an external dimension of competitiveness valued by customers and includes volume flexibility and product variety flexibility.

**3. Logistics Flexibility**

Over the course of more than 40 years of work, logistics research has evolved from its original focus on product movement (physical distribution) to the integration of logistics systems and then to supply chain management. Organizations adopt logistics practices due to regulatory requirements and cost savings through improved logistics flow, achieving regulatory compliance, meeting customer expectations, and differentiating themselves from competitors. Logistics activities include material/component delivery, inventory of parts/materials, inventory of raw products, distribution of raw products, and selling products to customers. Logistic flexibility represents an organization's ability to handle multiple receipts and delivery requirements accurately, quickly, and efficiently. The manufacturing function is closely interconnected with production and logistics flexibility within the organization, as it accelerates flexibility in product development. Organizations must also rapidly reshape their logistics functions by continuously encouraging supplier collaboration to become more flexible and responsive.

**Previous Studies:**

The study by Cheng et al. (2023) aimed to identify the pathways of success or failure in digital transformation through interactions between orientations and dynamic capabilities. A questionnaire was distributed to 90 commercial banks in China, targeting top management. 44 valid questionnaires were obtained, with a final response rate of 49%. The study used qualitative comparative analysis (QCA), which is a method developed to combine quantitative and qualitative analysis. The results of the qualitative comparative analysis of digital transformation practices in Chinese commercial banks showed that a market orientation plays a major role in achieving high digital transformation. There are three configurational pathways that can contribute to high digital transformation in commercial banks. One of the key managerial implications is that in the digital economy, a stronger market orientation leads to higher digital transformation.

The study conducted by Bag and Rahman (2023) aimed to explore the role of capabilities, in their various dimensions, in sustainable supply chain resilience. A cross-sectional survey was conducted, collecting data from 760 employees in Indian companies. The structural equation model was applied to perform path analysis to determine the company's capabilities in shaping sustainable supply chain resilience and enhancing the targeted performance of the circular economy. The results indicated that alliance capability and data analytics capability have a significant impact on sustainable supply chain resilience. It was clear that sustainable

supply chain resilience had a significant and positive impact on the targeted performance of the circular economy, ultimately leading to sustainability enhancement. The study recommended that companies should consider critical operational-level capabilities to develop their dynamic capabilities in order to better respond to competitive market conditions in disruptive work environments.

The study conducted by Enrique et al. (2022) aimed to analyze how digitally empowered supply chain contribute to supply chain resilience and operational performance in environments surrounded by customer and supplier uncertainty. The study adopted the organizational information processing theory to explain the alignment between information needs to reduce uncertainty and the dimensions of supply chain resilience and the information capabilities provided by three key dimensions of supply chain. The research was conducted through a survey and relationship analysis using regression and moderation tests on top executives from 379 large manufacturing companies in Brazil. The results showed that smart supply chain are statistically related to operational performance through the role of the three dimensions of supply chain resilience. The study also found that environments characterized by a high degree of customer uncertainty increase the use of core technologies (IoT, Cloud, Big Data, Artificial Intelligence, and blockchain) to achieve delivery resilience and support manufacturing resilience. The results contributed to demonstrating the links between smart supply chain and supply chain resilience and their importance in better dealing with uncertainty.

The study conducted by Seimon and Endagamage (2022) aimed to analyze the direct impact of environmental dynamism on supply chain resilience and the indirect impact of achieving supply chain resilience through its organizational agility dimensions. The data for the study were collected from supply chain managers across companies in the textiles and apparel industry in Sri Lanka using a cross-sectional survey method. A total of 87 responses were received and analyzed using the SmartPLS software. The results of the study indicated a significant positive effect of environmental dynamism on supply chain resilience, and this relationship was partially mediated by organizational agility. The study recommended that managers should be aware of environmental changes to identify areas that require investment in resilience, as both costs and risks are incurred by the company.

The study conducted by Jalili et al. (2022) aimed to investigate the relationship between strategic orientations and performance in educational hospitals in Qazvin, Iran, through the management of green supply chain to improve employee performance. The study used a descriptive-analytical approach and included a total of 2,256 employees in the medical centers studied. The sample for the study consisted of 328 employees. The results of the study indicated that all three variables (strategic orientations, performance, and green supply chain management) had moderate levels in the hospitals.

The study conducted by Habib et al. (2021) aimed to assess the impact of strategic orientations on the implementation of green supply chain management practices and sustainable company performance. Data were collected from 266 textile manufacturing companies in Bangladesh, and the data were analyzed using structural equation modeling and partial least squares techniques to test the proposed hypotheses. The results of the study indicated that there was no significant impact of the knowledge management orientation on green supply chain management practices. However, the market orientation was found to accelerate the activities related to the implementation of green supply chain management practices in response to global environmental expectations. The study recommended collecting more comprehensive data from key supply chain companies, including multiple

stakeholders. Additionally, future research should focus on testing the mediating role of strategic orientation in the relationship between green supply chain management and sustainable performance.

### **Study Hypotheses**

Based on the main research question and the sub-questions, the hypotheses of the study can be defined as follows:

**Ho1:** There is no statistically significant effect at a significance level ( $\alpha \leq 0.05$ ) of strategic orientations, including their combined dimensions (market orientation, learning orientation, and entrepreneurial orientation), on the flexibility of supply chain, including their combined dimensions (sourcing flexibility, production flexibility, and logistics flexibility), in the Munir Sukhtian Group Company.

#### **The main hypothesis gives rise to the following sub-hypotheses:**

**Ho1.1:** There is no statistically significant effect at a significance level ( $\alpha \leq 0.05$ ) for the strategic orientations, as represented by their dimensions (market orientation, learning orientation, and entrepreneurial orientation), sourcing flexibility in the Munir Sukhtian Group Company.

**Ho1.2:** There is no statistically significant effect at a significance level ( $\alpha \leq 0.05$ ) for the strategic orientations, as represented by their combined dimensions (market orientation, learning orientation, entrepreneurial orientation), on production flexibility in the Munir Sukhtian Group Company.

**Ho1.3:** There is no statistically significant effect at a significance level ( $\alpha \leq 0.05$ ) for the strategic orientations, as represented by their combined dimensions (market orientation, learning orientation, entrepreneurial orientation), on logistics flexibility in the Munir Sukhtian Group Company.

### **Methodology**

The study population consists of managers in both the top and middle management positions at the Munir Sukhtian Group Company, with a total of 296 employees. The study employed a comprehensive survey as a research tool, and the survey was distributed to all of them. The valid surveys for analysis amounted to 220, which represents 74.3% of the total surveys distributed by the researcher to the sample members. The Statistical Package for the Social Sciences (SPSS) software was used to analyze the data and test the hypotheses.

The researchers relied on a questionnaire as the primary data collection tool and consulted the study variables and their measurements. Additionally, they referred to previous sources and studies related to the study variables. The questionnaire consisted of 45 items, with 20 items measuring strategic orientations and 25 items measuring supply chain flexibility, in addition to personal data related to gender, age, education, and experience.

### **Results**

Table 1 shows the personal and functional characteristics of the managers of the study sample, where the percentage of male managers was 78.6, while the percentage of female



managers was 21.4. This shows that managers in in Munir Sukhtian Group Company they have the largest number of males this is due to community culture.

**Table 1**

*The personal and functional characteristics*

| Variable                  | Frequency | Percentage |
|---------------------------|-----------|------------|
| <b>Gender</b>             |           |            |
| Male                      | 173       | 78.6       |
| Female                    | 47        | 21.4       |
| <b>Age (years)</b>        |           |            |
| Less than 30              | 23        | 10.4       |
| 30- less than 40          | 58        | 26.3       |
| 40 - less than 50         | 103       | 47         |
| 50 and more               | 36        | 16.3       |
| <b>Experience (years)</b> |           |            |
| Less than 5               | 18        | 8.2        |
| 5- less than 10           | 60        | 27.2       |
| 10- less than 15          | 93        | 42.3       |
| 15 and more               | 49        | 22.3       |
| <b>Occupation</b>         |           |            |
| Manager                   | 48        | 21.8       |
| Assistant Director        | 61        | 27.7       |
| Administrative            | 45        | 20.5       |
| Committee Member          |           |            |
| Head of                   | 66        | 30         |
| Department                |           |            |
| <b>Qualifications</b>     |           |            |
| Community college         | 5         | 2.3        |
| diploma or less           |           |            |
| Bachelor's                | 129       | 58.6       |
| Master's                  | 73        | 33.2       |
| PhD                       | 13        | 5.9        |

Table 2 presents the values of the Cronbach alpha coefficient, the mean and the standard deviation of the study sample managers' responses to the questionnaire decisions. The results indicate that the alpha values for all dimensions exceeded 70%. As for the values of the mean for the items of the dimensions of strategic orientations and flexibility of supply chain, they were all at high levels, the lowest for market orientation 3.97, and the highest for processing flexibility and supply flexibility at 4.14.

**Table 2***Descriptive statistics*

There is no statistically significant impact for Strategic Orientations with a whole dimension (market orientation, learning orientation, entrepreneurial orientation), on the flexibility of supply chain, with dimensions (supply flexibility, production flexibility, processing flexibility), in the munir sukhtian group company at a significance level ( $\alpha \leq 0.05$ ).

| Dimension                   | Items | Alpha | Mean | Std. |
|-----------------------------|-------|-------|------|------|
| Market Orientation          | 5     | 0.93  | 3.97 | 0.78 |
| Learning Orientation        | 5     | 0.92  | 4.11 | 0.70 |
| Entrepreneurial Orientation | 5     | 0.89  | 4.13 | 0.59 |
| Sourcing Flexibility        | 5     | 0.88  | 4.14 | 0.60 |
| Production Flexibility      | 5     | 0.90  | 4.13 | 0.57 |
| Logistics Flexibility       | 5     | 0.89  | 4.14 | 0.66 |

**Hypotheses Analysis:****Table 3***Impact of Strategic Orientations on Flexibility of Supply Chain*

| Strategic Orientations      | Adjusted R <sup>2</sup>     | F                         | Sig. |      |  |
|-----------------------------|-----------------------------|---------------------------|------|------|--|
|                             | 0.76                        | 112.20                    | 0.00 |      |  |
| Variable                    | Unstandardized Coefficients | Standardized Coefficients |      |      |  |
|                             | b                           | beta                      | t    | Sig. |  |
| Market Orientation          | 0.27                        | 0.33                      | 3.97 | 0.00 |  |
| Learning Orientation        | 0.17                        | 0.20                      | 2.25 | 0.03 |  |
| Entrepreneurial orientation | 0.27                        | 0.36                      | 3.65 | 0.00 |  |

**H01:** There is no statistically significant impact for strategic orientations with dimensions (market orientation, learning orientation, entrepreneurial orientation), on the flexibility of supply chain, with combined dimensions (sourcing flexibility, production flexibility, and logistics flexibility) in the munir sukhtian group company at a significance level ( $\alpha \leq 0.05$ ). In order to test the first hypothesis, multiple regression analysis was used Table 3 shows the details.

The results indicate that strategic orientations together explained about 76 % of the variance in on the basis of the adjusted R2 value. The F-value was equal to 112.20 and has positive significant impact at  $p \leq 0.05$ . Therefore, the null hypothesis was rejected and the alternative was accepted.

**H01.1:** There is no statistically significant impact of market orientation on flexibility of supply chain at munir sukhtian group company at the significance level ( $\alpha \leq 0.05$ ).

The results indicate that market orientation has positive significant impact on flexibility of supply chain at munir sukhtian group company. at Sig=0.00 ( $\alpha \leq 0.05$ ) Therefore, the null hypothesis was rejected and the alternative was accepted.

**H01.2:** There is no statistically significant impact of learning orientation on flexibility of supply chain at munir sukhtian group company at the significance level ( $\alpha \leq 0.05$ ).

The results indicate that learning orientation has positive significant impact on flexibility of supply chain at munir sukhtian group company. at Sig=0.03 ( $\alpha \leq 0.05$ ) Therefore, the null hypothesis was rejected and the alternative was accepted.

**H<sub>0</sub>1.3:** There is no statistically significant impact of entrepreneurial orientation on flexibility of supply chain at munir sukhtian group company. at the significance level ( $\alpha \leq 0.05$ ).

The results indicate that entrepreneurial orientation has significant impact on flexibility of supply chain at munir sukhtian group company at sig=0.00 ( $\alpha \leq 0.05$ ) therefore, the null hypothesis was rejected and the alternative was accepted.

The results also indicate that entrepreneurial orientation with beta = 0.36, t= 3.65, has the most impact on flexibility of supply chain followed by market orientation with beta value = 0.33, and t-value = 3.97 and change capability with beta = 0.20, and t-value = 2.25 respectively.

The theoretical and contextual contribution of this research is substantial, adding significant value to the existing body of knowledge in the fields of strategic management and supply chain flexibility. The study enriches theoretical frameworks by empirically demonstrating the interplay of three critical strategic orientations—market orientation, learning orientation, and entrepreneurial orientation—on the flexibility of the supply chain. By quantifying their individual impacts and collectively assessing their contribution, the research advances our understanding of how specific organizational orientations influence the adaptive capabilities of the supply chain.

Moreover, the contextual relevance of this research is noteworthy, given its focus on the munir sukhtian group company. The study recognizes the importance of contextual factors and highlights the need to consider industry-specific nuances when interpreting the findings. This attention to context enhances the applicability of the research in real-world scenarios, providing valuable insights for practitioners within the specific context of the munir sukhtian group company. The study not only contributes to the broader academic discourse on strategic orientations and supply chain flexibility but also serves as a practical guide for managers within the industry, offering actionable recommendations to improve organizational performance.

this research makes a dual contribution by advancing theoretical understanding and providing practical insights. The theoretical contribution lies in the refinement and validation of existing theories, while the contextual contribution addresses the unique dynamics of the munir sukhtian group company, making the findings directly applicable to the challenges and opportunities faced by organizations in this specific industry. This dual contribution enhances the overall significance and relevance of the research in both academic and practical domains.

## **Discussion**

The study conducted a comprehensive analysis of the impact of strategic orientations, including market orientation, learning orientation, and entrepreneurial orientation, on the flexibility of the supply chain within the context of the munir sukhtian group company. the results, as presented in Table 3, revealed valuable insights into the relationships between these variables.

**Overall Impact of Strategic Orientations:** the multiple regression analysis demonstrated that strategic orientations collectively explained approximately 76% of the variance in the flexibility of the supply chain, as indicated by the adjusted R2 value.

The F-value of 112.20 was found to be statistically significant ( $p \leq 0.05$ ), leading to the rejection of the null hypothesis. This suggests a substantial overall impact of strategic orientations on supply chain flexibility.

**Impact of individual strategic orientations: market orientation:** The results indicated a positive and statistically significant impact of market orientation on supply chain flexibility (Sig=0.00,  $\alpha \leq 0.05$ ), supporting the rejection of H01.1.

**Learning Orientation:** Similarly, learning orientation demonstrated a positive and significant impact on supply chain flexibility (Sig=0.03,  $\alpha \leq 0.05$ ), leading to the rejection of H01.2.

**Entrepreneurial orientation:** entrepreneurial orientation was found to have a significant impact on supply chain flexibility (Sig=0.00,  $\alpha \leq 0.05$ ), supporting the rejection of H01.3.

**Comparative Impact of Individual Orientations:**

The beta coefficients and t-values provided insights into the relative impact of each orientation on supply chain flexibility. Entrepreneurial orientation, with a beta of 0.36 and a t-value of 3.65, emerged as the most influential. Market orientation followed closely with a beta of 0.33 and a t-value of 3.97, while learning orientation had a beta of 0.20 and a t-value of 2.25.

**Practical Implications:** the findings suggest that fostering entrepreneurial orientation and market orientation within the organization can enhance the flexibility of the supply chain.

Managers should consider the specific strengths of each orientation when devising strategies to improve supply chain flexibility.

**Limitations and Future Research:** acknowledging the significance of the results, it is important to consider any limitations of the study, such as the specific context of the munir sukhtian group company.

Future research could explore additional factors influencing supply chain flexibility and conduct cross-industry comparisons to validate the generalizability of the findings.

In conclusion, the study provides valuable insights into the relationship between strategic orientations and supply chain flexibility, offering practical implications for managers aiming to enhance organizational performance in this regard.

**Recommendations:**

1. Promoting an entrepreneurial culture within the organization by encouraging innovation, risk-taking, and proactive decision-making. This could involve implementing training programs, reward systems, and platforms for idea generation to empower employees to contribute to the continuous improvement of the supply chain.
2. Invest in market intelligence and customer-centric strategies to further strengthen market orientation. Regularly assess and adapt to changing market demands, ensuring that the supply chain remains responsive to customer needs. This may involve establishing feedback mechanisms, conducting market research, and cultivating strong customer relationships.

3. Develop and Implement integrated learning initiatives that focus on cross-functional collaboration and knowledge sharing. This can enhance the organization's capacity to adapt to evolving supply chain challenges. Promote a learning culture by providing resources for skill development, workshops, and knowledge-sharing platforms to ensure that employees stay abreast of industry trends.
4. Establish robust monitoring and evaluation mechanisms to assess the effectiveness of strategic orientation initiatives on an ongoing basis. Regularly review key performance indicators related to supply chain flexibility and adjust strategies accordingly. This adaptive approach ensures that the organization remains agile and responsive in an ever-changing business environment.

## References

- Al-Batayneh, Ahmed Rajaa, & Artima, Hani Jazaa (2021). The impact of strategic orientation on the supply chain performance: An empirical study: *Alban al-youm company. International Journal of Economics and Business*, 10(3), 513-534  
<https://doi.org/10.31559/GJEB2021.10.3.3>
- Alerasoul, S. A., Afeltra, G., Hakala, H., Minelli, E., & Strozzi, F. (2021). Organizational learning, learning organization, and learning orientation: An integrative review and framework. *Human Resource Management Review*, 32(27), 100854.  
<https://doi.org/10.1016/j.hrmmr.2021.100854>.
- Al-Mawadiya, Youssef Ateewi (2016). *Strategic learning and its role in achieving strategic agility*. Dar Amjad for Publishing and Distribution.
- Al-Najjar, Fayez Jumaa, Al-Najjar, Nabil Jumaa, & Al-Zoubi, Majid Radhi (2020). *Scientific research methods: an applied perspective* (5<sup>th</sup> ed.). Dar Al-Hamid for Publishing and Distribution.
- Al-Salma, Abrar (2020). The technical competencies necessary for university library workers in light of the trend towards digital transformation. *Arab Journal of Media and Communication Research*, 1(28), 582-612.  
<https://doi.org/10.21608/JKOM/2020.107253>
- Al-Shawabkeh, Rawan, Al-Abadi, Abeer, & Artima, Hani (2020). Strategic orientations on projects success: The mediating role of intellectual capital: a field study at the King Abdullah Design and Development Bureau "CADDDB", *Al-Rama Journal of Research and Studies*, 1(41), 67-108.  
<https://doi.org/10.33953/1371-000041-003>.
- Bag, S., & Rahman, M. S. (2023). The role of capabilities in shaping sustainable supply chain flexibility and enhancing circular economy-target performance: An empirical study. *Supply Chain Management: An International Journal*, 28(1), 162-178.  
<https://doi.org/10.1108/SCM-05-2021-0246>.
- Burgos, D., & Ivanov, D. (2021). Food retail supply chain resilience and the COVID-19 pandemic: A digital twin-based impact analysis and improvement directions. *Transportation Research Part E: Logistics and Transportation Review*, 152, 102412. <https://doi.org/10.1016/j.tre.2021.102412>.
- Cheng, S., Fan, Q., & Huang, M. (2023). Strategic orientation, dynamic capabilities, and digital transformation of commercial banks: A Fuzzy-Set QCA approach. *Sustainability*, 15(3), 1915.  
<https://doi.org/10.3390/su15031915>.

- Diefenbach, Fabian (2011). *Entrepreneurship in the public sector: When middle manager creat public value*. Springer Fachmedien Wiesbaden GmbH.
- Enrique, D. V., Lerman, L. V., De Sousa, P. R., Benitez, G. B., Santos, F. M. B. C., & Frank, A. G. (2022). Being digital and flexible to navigate the storm: How digital transformation enhances supply chain flexibility in turbulent environments. *International Journal of Production Economics*, 250, 108668. <https://doi.org/10.1016/j.ijpe.2022.108668>.
- Gutiérrez, Ó. (2021). Sourcing flexibility with uncertain costs. *Journal of the Operational Research Society*, 72(7), 1539-1551. <https://doi.org/10.1080/01605682.2020.1730251>.
- Habib, M. A., Bao, Y., Nabi, N., Dulal, M., Asha, A. A., & Islam, M. (2021). Impact of strategic orientations on the implementation of green supply chain management practices and sustainable firm performance. *Sustainability*, 13(1), 340-352. <https://doi.org/10.3390/su13010340>.
- Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2017). *Entrepreneurship* (10<sup>th</sup> ed.). McGraw-Hill Education.
- Irfan, M., Wang, M., & Akhtar, N. (2020). Enabling supply chain agility through process integration and supply flexibility: Evidence from the fashion industry. *Asia Pacific Journal of Marketing and Logistics*, 32(2), 519-547. <https://doi.org/10.1108/APJML-03-2019-0122>.
- Jalili, S., Amerzadeh, M., Moosavi, S., Keshavarz, A., Zaboli, R., Tabatabaee, S. S., & Kalhor, R. (2022). Relationship between strategic orientation and performance: The mediating role of green supply chain management for better performance. *International Journal of Human Rights in Healthcare*, (ahead-of-print). <https://doi.org/10.1108/IJHRH-03-2022-0018>.
- Khalayleh, M., Bader, D., Aityassine, F., Mohammad, A., Al-Azzam, M., & AL-Awamleh, H. (2022). The effect of digitalism on supply chain flexibility of food industry in Jordan. *Uncertain Supply Chain Management*, 10(4), 1549-1560. <https://doi:10.5267/j.uscm.2022.6.001>.
- Nabilah, T., Miraza, Z., Nahrisah, E. (2022). The effect of market orientation, innovation, learning orientation on the competitive advantage of the bake industry in medan. *Journal of Digital Business Economics*, 1(3), 454-463. <https://doi.org/jebidi.v1n3.2022>.
- Oplatka, I., & Hemsley, J. (2012). *Management and leadership of educational marketing: Research, practice and applications*. Emerald Group Publishing.
- Piprani, A. Z., Jaafar, N. I., Ali, S. M., Mubarik, M. S., & Shahbaz, M. (2022). Multi-dimensional supply chain flexibility and supply chain resilience: The role of supply chain risks exposure. *Operations Management Research*, 15(2), 307-325.
- Seimon, A. T. M., & Endagamage, D. M. (2022). Is organizational ambidexterity a good booster to supply chain flexibility in the textile and apparel Industry? *International Journal of Multidisciplinary: Applied Business and Education Research*, 3(6), 1043-1059. <http://dx.doi.org/10.11594/ijmaber.03.06.09>.
- Shekarian, M., Nooraie, S. V. R., & Parast, M. M. (2020). An examination of the impact of flexibility and agility on mitigating supply chain disruptions. *International Journal of Production Economics*, 220, 1-16. <https://doi:10.1111/jbl.12338>.

- Singh, R. K., Koul, S., & Kumar, P. (2017). Analyzing the interaction of factors for flexibility in supply chain. *Journal of Modelling in Management*, 12(4), 671-689. <https://doi.org/10.1108/JM2-04-2016-0039>.
- Swafford, P.M., Ghosh, S., Murthy, N. (2006). Antecedents of supply chain agility of a firm: Scale development and model testing. *Journal of Operations Management*, 24(2), 170-188. <https://doi.org/10.1016/j.jom.2005.05.002>.
- Tiwari, A.K., Tiwari, A., & Samuel, C. (2015). Supply chain flexibility: A comprehensive review. *Management Research Review*, 38(8), 767-792. <https://doi.org/10.1108/MRR-08-2013-0194>.
- Wang, Yurong (2022). The impact of digital strategic orientation on enterprise sustainable performance against the background of 2030 sustainable performance goal. *Mathematical Problems in Engineering*, 2022, 1-10. <https://doi.org/10.1155/2022/2263222>.
- Wagner, S. M., Grosse-Ruyken, P. T., & Erhun, F. (2018). Determinants of sourcing flexibility and its impact on performance. *International Journal of Production Economics*, 205, 329-341. <https://doi.org/10.1016/j.ijpe.2018.08.006>.
- Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2018). *Strategic management and business policy* (15<sup>th</sup> ed.). Pearson Education Limited.
- Zhang, Q., Vonderembse, M. A., & Cao, M. (2006). Achieving flexible manufacturing competence: the roles of advanced manufacturing technology and operations improvement practices. *International Journal of Operations & Production Management*, 26(6), 580-599. <https://doi.org/10.1108/01443570610666957>.
- Zhang, Y., Wang, Y., & Li, Y. (2021). Facilitating servitization in manufacturing firms: The influence of strategic orientation. *Sustainability*, 13(24),1-20. <https://doi.org/10.3390/su132413541>.
- Zhou, W., Su, D., Yang, J., Tao, D., & Sohn, D. (2021). When do strategic orientations matter to innovation performance of green-tech ventures? The moderating effects of network positions. *Journal of Cleaner Production*, (279). <https://doi.org/10.1016/j.jclepro.2020.123743>.