

# **The Relationship Between Supply Chain Integration and Business Performance in Saudi SMEs**

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## **Abstract**

This study aims to contribute to the current body of knowledge on Supply Chain Integration (SCI) in small and medium-sized enterprises (SMEs), focusing specifically on the Gulf Cooperation Council (GCC) countries. The Kingdom of Saudi Arabia (KSA) will be used as a case study to illustrate the concepts discussed. It is widely recognized that the primary objective of SCI is to optimize the seamless and productive movement of goods and services, information, financial resources, and decision-making processes to enhance customer value. This research investigates the relationship between three elements of SCI and their influence on business performance. The utilization of contingency approach was employed to evaluate the correlation between different levels of SCI, namely customer integration, supplier integration, and internal integration, and their collective impact on business performance. The researchers employed multiple regression analysis to assess the influence of these characteristics. The study utilized analysis of variance (ANOVA), t-test, and posthoc analysis to examine the relationship between the levels of SCI and their impact on business performance measures. The model elements exhibited strong internal consistency, with a coefficient alpha of 0.95. The study revealed a statistically significant correlation between all SCI levels and business performance. Furthermore, the comprehensive model encompassed all levels of the SCI and intra and inter-interactions, showing the strongest correlation.

## **Keywords**

Supply, Chain, Integration, Performance, Saudi.

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## **Biographies**

**Ibrahim H. Y. Albariqi** is a paragon in engineering management, melding advanced qualifications with notable professional achievements. Boasting a unique skill set in troubleshooting and strategic problem-solving, he perfectly combines technical expertise with managerial prowess. Ibrahim's current role as Operation Manager at Tihama Sunset Est. since 2017 underscores his aptitude for ensuring efficient operations and addressing complex challenges. Before this, from 2014 to 2018, his dynamic leadership at Almajardah General Hospital streamlined projects and enhanced maintenance standards. Academically, Ibrahim is advancing his knowledge with a Ph.D. in Systems Engineering at Oakland University. A master's degree from Kettering University in 2022 solidified his management competencies, while his foundational understanding stems from a bachelor's in industrial engineering from King Khalid University in 2014. Ibrahim Albariqi's multifaceted background cements his reputation as a luminary in engineering management.

**Mohamed A. Zohdy** is a distinguished professor at Oakland University, renowned for his expertise in signal and linear systems analysis, optimal control theory, and automatic control systems. He holds a B.A.Sc, M.A.Sc, and Ph.D. in Electrical Engineering. With numerous honors and awards, including the IEEE Millennium Medal, he has made significant contributions to the field. His research focuses on fuel cell control, model-based RDNN, and physical system chaos. He is actively involved in teaching, mentoring graduate students, and serving in various professional capacities, solidifying his reputation as an influential figure in electrical and systems engineering.