

Managing Logistics Activities for Improving Business Performance

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Abstract—This paper examines the relationships between three logistics activities: Customer service, warehouse management, and distribution activity on business performance (BP). The research adopts a quantitative research approach. A survey was utilized to assess managing logistics activities and BP and evaluate the created research hypotheses. The author tests the hypotheses with a sample in Nawras Company in Erbil with Smart partial least squares version 4.0 to evaluate and process the data. The results show that the three logistics activities positively related to BP. The research guides logistics managers in understanding how logistics activities enhance BP. This research is one of the scholarly works to uncover the logistics activities performed by the company rather than outsourcing logistics activities for enhancing BP in the Kurdistan region of Iraq.

Keywords—Customer, Distribution, Logistics, Performance, Warehouse.

I. INTRODUCTION

Businesses have long attempted to use efficient managerial methods and tools to increase the effectiveness of their functions. The majority of this has been accomplished through utilizing tools and activities. The resource-based view (RBV) of Wernerfelt (1984) and Barney (1991) indicated a firm's resource-based perspective stresses sustaining competitive strategies through utilizing and maximizing the resources inside an organization. Logistics management is utilized to satisfy customer needs through proper planning, administration, and execution of the storage and transportation of relevant information, commodities, products, and services from the origin to the destination. Logistics management allows firms to reduce expenses while enhancing customer satisfaction (Ghoumrassi and Tigu, 2017). By integrating all material acquisition, transit, and storage processes, logistics aim to increase operational efficiency (Blass and Corbett, 2018). An emphasis on logistics may be necessary when the input and output sides of the industrial process incur significant customer service activity (CSA), warehouse management activity, and distribution activity (DP) expenses (De Angelis et al., 2018).

Customer service is a broad concept that encompasses everything from product accessibility to post-purchase upkeep. Customer service results from all logistical procedures or supply chain operations from the logistics

standpoint (Bhattacharjya et al., 2016). The quality of the company's customer service significantly impacts its earnings. These tactics are essential for providing excellent logistics customer service by raising market competition and consistently enhancing customer happiness and loyalty (Masudin et al., 2018). The performance of logistical operations is influenced by customer service, which explains the relationship between sales and service (Mariia et al., 2020). Logistics customer service is a key idea in the functioning of logistics systems. The broad extent of the supply chain serves as the foundation for this idea. The final consumer determines if the development and operation of the complete supply chain are justified (Świtła and Klosa, 2015).

In addition, compared to other logistics responsibilities, managing warehouse operations has received less attention (Shah and Khanzode, 2017). The significance of analyzing distribution and warehousing activities cannot be overstated, as any advancement in distribution operations will eventually reflect on the logistics performance of downstream retailers (Hübner et al., 2016; Pires et al., 2017). Also, the ideas and management techniques are used to enhance the company's internal logistics and improve system efficiency (Dotoli et al., 2015). When logistics challenges are large or expensive, many businesses outsource the logistics activities (Aktas and Ulengin, 2005; Buldeo Rai et al., 2019; Zhu et al., 2017).

However, unwise judgments in logistics management cause a variety of problems. Buyer discontent is caused by failed, delayed delivery or damage to products. Poor logistics planning progressively raises costs and complications may occur due to the deployment of an ineffective logistics system. To address these difficulties, firms should employ optimal logistics management techniques.

Therefore, this study fills a gap in the literature by creating an approach to measure the degree of company performance practices without outsourcing logistical services. As a result, the designed instrument is anticipated to serve as a guide for logistics management in strengthening the company's system. Increasing upstream efficiency will improve customer service, warehousing, delivery, and distribution to merchants (Hübner et al., 2016; Pires et al., 2017). To empirically evaluate a research model, this study tests three logistics activities, namely, CSA, warehouse management activity, and DP, with business performance (BP). Therefore, this study assesses the consequence of logistics activities on the performance of Nawras company.

II. LITERATURE REVIEW AND RESEARCH HYPOTHESES

A. Logistics Management

The relevance of logistics management has increased across many industries in recent decades due to the nationalization and globalization trends. The best logistics practices may be achieved by integrating those logistical operations inside the businesses, fostering organizational harmony, and preventing departments from setting competing priorities (Sum et al., 2001). Unwise judgments in management lead to a variety of problems (Shareef and Atan, 2019). Dissatisfaction among customers is caused by missed or delayed delivery. Another possible problem is that irresponsible shipping might cause damage to the items. Poor logistics planning steadily drives up costs, and implementing an inefficient logistics system may result in problems (Es et al., 2018). Organizations should use effective logistics management methods to address these problems. Logistics management is integrated into all levels of planning and execution, including strategic, operational, and tactical levels. It is a role that integrates marketing, manufacturing, finance, and information technology (Lagorio et al., 2022). In addition, it aims to provide the ideal products or services at the ideal time, location, and condition while maintaining the maximum possible return on investment and complete customer satisfaction (Moons et al., 2019; Odiwuor and Juma, 2020). Each business must create its strategy and logistical competitiveness criteria from its perspective (Stefansson, 2006).

Performance of organization in logistics researches is still in its early stages, regardless of its significance in organizational effectiveness. The literature has acknowledged the significance of logistics performance in boosting the efficiency of an organisation's business operations and supply chains (Aharonovitz et al., 2018). Furthermore, Robb et al. (2008) claimed that logistics effectiveness might be measured by considering logistics costs, customer happiness, product

availability in the market, meeting specified delivery dates and quantities, flexibility in all logistical operations, and inventory management efficiency (Aharonovitz et al., 2018). Logistics management aims to increase operational efficiency by coordinating all activities related to customer service, warehouse management activity, and DP.

The Process of predicting consumer requirements and desires, gathering the resources, personnel, technologies, and data required to satisfy those needs and wants, optimizing the network of producers of products or services to accommodate requests, and using the network to accommodate demands promptly (Marmul and Krukovskaya, 2018). In addition, maximizing the network of producers of products and services to meet customer demands and using the network to fulfill those demands promptly; logistics are simply customer-focused operation management (Singh and Verma, 2018). Moreover, reliable and secure transportation and distribution services are essential for corporate success. The coordination of all tasks involved in the material's acquisition, transportation, and storage is the aim of logistics management, which aims to boost operational effectiveness (Speranza, 2018).

An emphasis on logistics may be necessary when the industrial process incur a large expense. Many companies outsource the logistics function when there are large or expensive logistical challenges (Ghoumrassi and Tigu, 2017). Logistics management is a supply chain management to satisfy consumer needs that allow firms to reduce expenses while improving customer service by organizing, coordinating, and carrying out efficient warehousing and delivering relevant data, commodities, products, and services from the manufacturer to the target (Ristovska et al., 2017). Accordingly, this study predicting BP from logistics activities such as CSA, warehouse management activity, and DP on BP aspects.

CSA and BP

Customer service is key to differentiating oneself from competitors and gaining customer loyalty in a competitive economy to keep the organization competitive and service consumers better than rivals while earning a profit (Massoudi, 2019). It is the chain of sales activities that begins with taking orders and ends with product delivery to customers, occasionally extending to equipment maintenance services (Daugherty et al., 2019). Transferring services and products from manufacturer to customer by offering time and location utilities. Availability is a multifaceted concept influenced by many facets of customer service; the goods have no value until they are consumed (Bhattacharjya et al., 2016). These aspects include the frequency safety of the delivery, the stock level, and the time interval at which the order is released. Some analysts believe that logistics are important in ensuring that marketing requirements are met effectively. Corporations have to develop a plan for customer service and emphasize evolving an effective logistics scheme to satisfy customers' needs better and maintain a competitive edge (Leuschner et al., 2013). Companies must constantly react to market developments and have a solid logistics plan to meet and exceed customer expectations. Concerning logistical

practices and implementing cost-cutting measures allow for developing more competitive rates.

Customer service is critical in businesses. Many businesses are conscious of increased customer expectations and have implemented criteria to assess the quality of their customer service (Kisperska-Moron, 2005). Customer satisfaction maintains a competitive edge and businesses should develop a strategy for customer service and emphasis on developing a well-organized logistics system. According to Leuschner et al. (2013), customer happiness impacts competitive marketplaces. In logistics, customer service directly influences the companies' profitability, logistics expenses, and market share (Pellathy et al., 2018). The level of customer service must be improved to grow sales based on an examination of the influence of the service level on the enterprise's expenses and profits. Customer retention should be the goal of every customer engagement strategy (Hu and Sheng, 2014). At the same time, customer service is critical in acquiring new clients. Customer interactions are increasingly important in marketing and logistics. The objective is to strive for a high degree of customer satisfaction (Odiwuor and Juma, 2020). Organizations should work hard to build relationship marketing tactics to sustain and improve client loyalty (Masudin et al., 2018). Approaching clients and delivering exceptional services based on their unique demands may contribute to the enterprise's gaining and maintaining a competitive edge. As a result, it is argued that there is a positive association between customer service activities and BP:

H_1 : Customer service activity is related positively and significantly to BP.

B. Warehouse Management Activity and BP

Logistics tasks include warehouse management since careful planning in other areas may make warehousing unnecessary or advise outsourcing the operation. Until they are required for manufacturing or consumption, raw materials or products are buffered and stored in a warehouse, which is a commercial structure (Lee et al., 2018). The word warehousing refers to activities that necessitate the systematic, orderly storage of products on a large scale and the timely availability of such things as needed until their sale or usage. The warehousing performance will directly influence the whole supply chain performance since it requires expensive human resources, buildings, and equipment (De Angelis et al., 2018). The accomplishment of necessary customer service standards and the preservation of stock integrity will be jeopardized by improper warehouse system design or management, which will also lead to needlessly high expenses (Mao et al., 2018).

The changing function of the warehouse due to globalization has significantly influenced the development of the warehouse management system. A database-driven IT technology, warehouse management, is used to maintain accurate inventory and increase warehouse efficiency by coordinating warehouse activities (Andiyappillai, 2020). Utilizing warehouse management systems correctly and productively may significantly boost a warehouse's

productivity and efficiency, assisting the organization in lowering its warehousing expenditures. The picking procedure requires the most work when evaluating the degree of effort required for warehouse operations. Reduced labor time to pick orders is necessary to increase picking efficiency, and there are several ways to do this. The most commonly chosen commodities are kept near the shipping areas by businesses with the most effective warehouses to save time for picking. These businesses maintain their competitive edge by regularly evaluating their sales data to ensure the products kept near the shipping area are still the ones chosen the most (Lee et al., 2018).

The layout of the warehouse plays a role in maximizing efficiency. The amount of time spent travelling between selecting locations can significantly increase production. Companies must create procedures to routinely check to select travel times and storage locations if they want to attain this boost in effectiveness. Warehouse operations have embraced innovative technologies to optimize efficiency (Martins et al., 2020). The warehouse performs two important roles. They first added time utility value to a product by making something available when needed. Second, place utility is the value made or contributed to a product by placing something in the proper location. A system for managing a warehouse by benefiting from computer software and applications created to assist a distributor in carrying out warehouse activities more swiftly, reliably, and accurately (Kamali, 2019).

Various jobs might be carried out within the same warehouse at various levels (Minashkina and Happonen, 2020). Outstanding operational performance at the warehouse typically implies that a company can operate more effectively than its rivals (Shah and Khanzode, 2017; Sharma and Shah, 2015). The organization's effectiveness as a whole will be improved by this efficient economic performance, improving profitability and market share (Appelqvist et al., 2016; Salhieh et al., 2018; Shah and Khanzode, 2017). According to the RBV idea, a firm's capacity to efficiently organize internal resources and capabilities could offer a competitive edge over its competitors for corporate (Eng, 2016). As a result, it is argued that there is a significant relationship between warehouse effectiveness and company performance:

H_2 : Warehouse management activity is related positively and significantly to BP.

C. DP and BP

The logistics role responsible for transferring commodities and services downstream in the supply chain toward merchants and end consumers is known as distribution (Eng, 2016; Rexhausen et al., 2012; Satyam et al., 2017). Manufacturers may boost distribution performance by improving warehouse design and operations (Massoudi, 2018). Warehousing and distribution functions have been researched jointly due to their critical engagement in outbound logistics operations and delivering products to retail stores (Hübner et al., 2016; Rexhausen et al., 2012; Salhieh et al., 2018). Companies have recognized that gaining a competitive edge in logistics may be accomplished by

improving efficiency in the function of distribution (Villarreal et al., 2016). Any improvements in warehouse performance will eventually show in the performance of distributors and retailers (Hübner et al., 2016; Pires et al., 2017). Increasing efficiency in coordinating internal resources and optimizing the various warehouse processes can help improve customer-facing operations performance (Shah and Khanzode, 2017).

Distribution is significant in supporting departments in the company and improving customer satisfaction is acknowledged in the literature (Abushaikha, 2018; Pires et al., 2017; Shah and Khanzode, 2017; Towers and Xu, 2016). Firms may supply services and goods to end consumers efficiently, effectively, and timely if their distribution channels are well-coordinated (Satyam et al., 2017). They primarily concerned with the efficient and effective administration of transportation schedules, delivery, and obtaining perfect orders while sustaining a satisfactory service level (Rexhausen et al., 2012). Furthermore, there has been a tremendous effort in the literature to understand how talents might contribute to enhanced corporate success. In line with the RBV (Barney, 1991; Wernerfelt, 1984), such competencies are seen as a source of performance enhancement in logistics and supply chain management literature (De Angelis et al., 2018; Eng, 2016; Rexhausen et al., 2012). By allowing timely and responsive delivery, leveraging distribution capabilities may increase organizational performance (Eng, 2016; Yang, 2016). Based on this logic and a review of the relevant literature, the third and final hypothesis of this study is:

H₃: Distribution activity is related positively and significantly to BP.

The suggested study framework is depicted in Fig. 1 and proposes that logistic activities practices such as CSA, warehouse management activity, and DP will have an impact on BP.

III. METHODOLOGY

As a technique of analysis, quantitative approaches are used in this study. Data were collected by delivering questionnaires that were initially written in English language and translated into the Kurdish language to Nawras company staff. To measure CSA, an instrument adapted from Liao and Chuang (2004) uses seven items. The instrument adapted from De Koster (2012) measures warehouse management activity using seven items. DP is obtained from Rexhausen et al. (2012) using six items. Finally, the instrument adapted from Wall et al. (2004) measures BP using six items. All items are shown in the appendix. The respondents answer

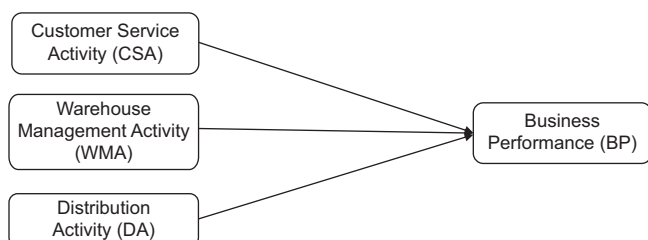


Fig. 1: Research model.

the items using five answer choices on the Likert scale from a strongly agree score of 5 to a strongly disagree score of 1. Partial least squares (PLS) software and Smart PLS version 4.0 were used to evaluate and process the data.

A. Population and Sample Information

The sample respondents who participated in the survey are participants in Nawras company. Nawras Group began operations as a local firm in 1990 and has since accelerated its growth by developing Nawras Agricultural Products. Essentially, the Nawras Group quickly entered the foodstuff sector with the Nawras Group's brand, Nawras and Khosh, which has gained a respectable place in a short period. Simple random sampling was used to obtain data from 135 personnel in the Nawras company group in Erbil. Table I shows the complete sample information for 112 returned and valid questionnaire responses (82.96%).

IV. RESULTS AND DISCUSSION

A. The Research Validity and Reliability

The measuring models employed in the testing phase include convergent validity, discriminant validity, and composite reliability testing. The findings of the PLS analysis may be used to assess the research hypothesis if all of the indicators in the PLS model have satisfied the standards of convergent validity, discriminant validity, and reliability testing.

B. Test for Convergent Validity

It performs a convergent validity test to determine the loading factor value of each indicator. Most references regard latent constructs to have sufficiently strong validation explained by a factor weighting of 0.5 or above (Chin, 1998; Ghozali, 2014; Hair et al., 2010) (Ghozali, 2014). In this

TABLE I
INFORMATION DESCRIPTIVE OF THE SAMPLE

Criteria	Total	%
Gender		
Male	79	70.5
Female	33	29.5
Age		
≤20 years	14	12.5
From 21 to 29 years	34	30.4
From 30 to 39	39	34.8
From 40 to 49 years	18	16.1
≥50 years	7	6.3
Working period		
≤1	24	21.4
2-4	32	28.6
5-7	39	34.8
≥8	17	15.2
Education degree		
Secondary school degree	20	17.9
Preparatory school degree	19	17.0
Vocational degree	15	13.4
Institute degree	21	18.8
Bachelor's degree	34	30.4
Higher education degree	3	2.7

investigation, average variance extracted (AVE) criteria for each construct >0.5 are considered as the minimum loading factor size (Ghozali, 2014).

According to the estimated outcomes of the PLS model shown in Fig. 2, all indicators have loading factors that are more than 0.5, allowing the model to satisfy the criterion for convergent validity. Convergent validity is evaluated using the AVE value for each construct and the loading factor value for each indication. Each study construct's AVE score is >0.5. As a result, this study model's convergent validity satisfies the criteria.

C. Reliability Test

To assess the construct reliability, Cronbach's alpha and composite reliability of each construct should be more than 0.7 (Ghozali, 2014). All constructions exhibit composite reliability, and the reliability test shows a Cronbach's alpha value of more than 0.7 (>0.7). Finally, all constructions have fulfilled the needed reliability, as shown in Table II. Table II shows the loading value, Cronbach's alpha, composite reliability, and AVE of each construct:

D. Test for Discriminant Validity

Conducting discriminant validity guarantees that each variable's notion is distinct from other variables. If the AVE squared value of each exogenous construct (diagonal value) surpasses the correlation between constructs, the model is considered to have excellent discriminant validity (Ghozali, 2014). The discriminant validity test results show that the model meets the discriminant validity criteria. All constructs' AVE square root values are bigger than the correlation values

with other latent constructs. Table III displays the results of the discriminant validity test.

E. Hypothesis Test

To measure the influence of customer service, warehouse, and distribution activities on BP, Smart PLS 4.0 software for a direct effect test is used in the PLS analysis model. The bootstrapping procedure, R Square values, and significance test values are obtained in Table IV. Table IV explains the independent variables' effect size on the dependent variable. The R Square company's BP value of 0.632 means that the company's BP can be explained by CSA, warehouse management activity, and

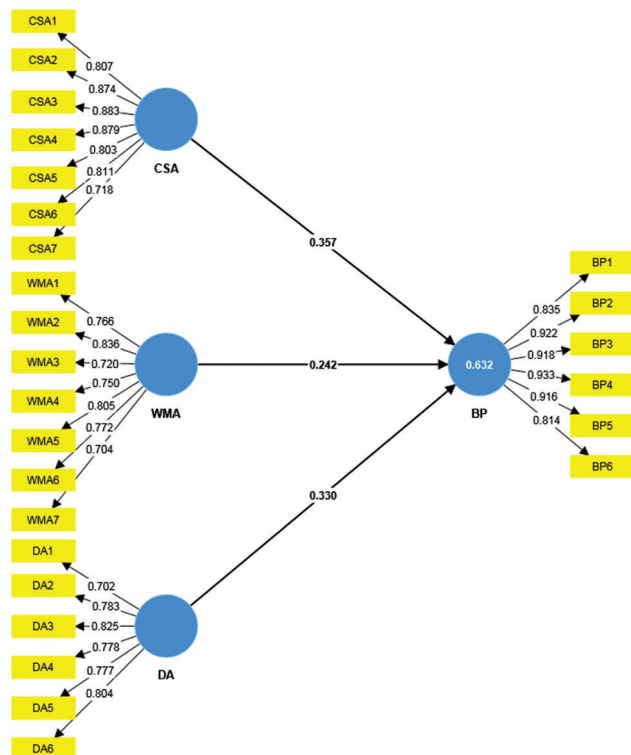


Fig. 2: Estimation model.

TABLE II
ITEMS, LOADINGS, CRONBACH'S ALPHA, COMPOSITE RELIABILITY, AND AVERAGE VARIANCE EXTRACTED (AVE)

Variables	Items	Loadings	Cronbach's alpha	Composite reliability	AVE
CSA	CSA1	0.807	0.896	0.918	0.683
	CSA2	0.874			
	CSA3	0.883			
	CSA4	0.879			
	CSA5	0.803			
	CSA6	0.811			
	CSA7	0.718			
WMA	WMA1	0.766	0.853	0.881	0.586
	WMA2	0.836			
	WMA3	0.72			
	WMA4	0.75			
	WMA5	0.805			
	WMA6	0.772			
	WMA7	0.704			
DA	DA1	0.702	0.912	0.929	0.607
	DA2	0.783			
	DA3	0.825			
	DA4	0.778			
	DA5	0.777			
	DA6	0.804			
BP	BP1	0.835	0.901	0.924	0.794
	BP2	0.922			
	BP3	0.918			
	BP4	0.933			
	BP5	0.916			
	BP6	0.814			

CSA: Customer service activities, WMA: Warehouse management activities, DA: Distribution activities, BP: Business performance

TABLE III
DISCRIMINANT VALIDITY

Variables	BP	CSA	DA
CSA	0.684		
DA	0.536	0.462	
WMA	0.519	0.73	0.429

CSA: Customer service activities, DA: Distribution activities, WMA: Warehouse management activities, BP: Business performance

TABLE IV
R SQUARE VALUE

Dependent variable	R-square	R square adjusted
BP	0.632	0.622

BP: Business performance

DP variable by 63.2%. Other variables explain the remaining 36.8% (not discussed in this research).

In addition, Table V explains the effect size of independent variables on dependent variables separately. F Square of the company's BP value shows a medium effect size of 0.153 and 0.206 for customer service activities and distribution activities, respectively. At the same time, F Square of the company's BP value shows a small effect size of 0.063 for warehouse management activities.

Beta value, T Statistics, and P-values are shown in Table VI to illustrate the relationship between the study variables that have been presented. The study's predictions on the relationship between logistical operations and financial results were confirmed. The relationship of CSA and DP was positively and significantly related to BP beta were weighted 0.357 and 0.33, respectively, at $P < 0.01$. In addition, the relationship of warehouse management activity was positively and significantly related to BP beta weighted 0.242 at $P < 0.05$. As a result, all three hypotheses in the study were confirmed.

V. DISCUSSION

According to the study findings, CSA matches up with logistics performance, which means that customer service is a combination of sales operations and addressing customer needs that begins with accepting orders, finishes with product delivery to clients, and in certain circumstances, continues with equipment maintenance services. This finding is similar to Sarder's (2020) prior studies, which discovered a link between customer service and company performance. Managers in the logistics field can change and lead to improved customer service, revenue, and profitability (Daugherty et al., 2019). Logistics favor holding cost advantages and contribute to differentiating services (Pellathy et al., 2018).

In addition, the present finding shows that warehouse management activity correlates with logistics performance, which is consistent with earlier research and implies that improving warehouse operations efficiency will increase overall firm performance (Chebet and Kitheka, 2019).

This finding indicates that the warehousing of Nawras company activities involves storing goods and attempting to

make them easily accessible as demanded in an orderly and systematic manner.

In other words, the warehousing of Nawras company holds or preserves products in large numbers from purchase or manufacturing to consumption or sale to support the firm's customer service policies. Furthermore, the warehouse contributes to business by meeting changing market conditions and uncertainties (e.g., seasonality, demand fluctuations, and competition). Achieving the lowest total cost logistics appropriate with the desired level of customer service and supplying the customer with various items and goods as requested (Andiyappillai, 2020; Mao et al., 2018).

Finally, this study finding shows that DP relates to logistics performance. A DP system in logistics activities could provide better logistics efficiency, reduce operation costs, and promote service quality. DP in the logistics system also affects service quality (Adiguzel, 2019). A well-handled DP to satisfy customers' demands could send goods at the right time to the right place. Delivery activity management services include specified collection and delivery schedules, predictable travel times, zero loss and damage, and accurate and timely interchange of information and billing to satisfy customers. (Zhou et al., 2020). The result indicates that DP is one of the critical activities among components of business logistics systems (Wudhikarn et al., 2018). The importance of evaluating DP stems from the fact that any delivery enhancement will eventually be represented in the logistical performance of downstream merchants' whole distribution system (Abushaikha, 2018; Hübner et al., 2016; Pires et al., 2017; Salhieh et al., 2018; Satyam et al., 2017).

Although previous literature discussed the role of outsourcing logistics activities in enhancing the efficiency of logistics performance (Aktas and Ulengin, 2005; Buldeo Rai et al., 2019; Zhu et al., 2017). There is still a shortage of how logistics activities link to BP. This study has contributed to existing literature and is different from the previous studies (Aktas and Ulengin, 2005; Buldeo Rai et al., 2019; Zhu et al., 2017) that investigated logistics activities empirically to improve its performance and directly solve the defects and shortages by managers without outsourcing logistics activities.

VI. CONCLUSIONS

The study finding also corroborates with recent literature that DP enhances innovative manufacturing performance (Liu et al., 2020). The literature assumes that logistics operations have a direct impact on company success. However, the present study advances our understanding of how customer service, warehouse management, and DP in logistics operations may be converted into enhanced company performance without outsourcing these functions. Conducting the forehead activities of the company itself is an essential contribution to the logistics management literature.

A. Implications for Management

This study has practical consequences for logistics management. The instrument serves as a guide for executives

TABLE V
F SQUARE VALUE

Variables	BP
CSA	0.153
DA	0.206
WMA	0.063

CSA: Customer service activities, DA: Distribution activities, WMA: Warehouse management activities, BP: Business performance

TABLE VI
HYPOTHESIS TEST

Hypothesis	Relationship	Beta	SE	T statistics	P-value	Outcome
H ₁	CSA -> BP	0.357	0.1	3.562	0.000	Confirmed**
H ₂	WMA -> BP	0.242	0.102	2.373	0.018	Confirmed*
H ₃	DA -> BP	0.33	0.05	6.559	0.000	Confirmed**

* $P < 0.05$; ** $P < 0.01$

to better recognize logistical operations and activities that can be employed to improve BP. For instance, it aids them comprehend CSA, warehouse management activity, and DP. The organization should assess customer satisfaction and take corrective action. Furthermore, efforts to pay attention to warehouse activities should result in an enhanced warehouse operating and distribution performance and hence more robust company performance. As a result, this shows that distribution channel participants, such as distributors and stores, might improve the performance of their distribution. Such advancements in the distribution network are critical to success in the retail industry across the world, particularly in emerging nations. As a consequence, logistical performance may increase. To address efficiency and on-time delivery, the organization has to design all its operations and sub-functions into the product movement system to minimize cost and maximize service delivery. To accomplish progress in marketing and financial performance in the long-term by boosting organizational performance, the company should prioritize logistical operations. The instance firm has to focus on critical logistical operations in its operation to strengthen and augment its marketing performance. As the study demonstrates the influence of logistics activities on organization logistics performance, the firm should provide appropriate attention to effectively executing logistics activities for efficient customer service, better warehouse management, and better delivery and distribution service activity.

B. Limitations and Future Research

This study has several limitations, making avenues for the future studies in managing logistics activities to improve BP. This study is limited, especially in context, and the result of the study is limited only to Nawras Company-Erbil; recommendations are therefore made for further research for conducting research in similar companies in the same sector or different sectors in the Kurdistan Region or Iraq. In addition, this study conducted a survey-based research method; the future researchers could conduct a more comprehensive investigation of a qualitative method as interview-based research. The future researchers are also encouraged to use theoretical concepts of other logistics activities such as (material handling, packaging, return goods handling, transportation, salvage, and scrap disposal) for enhancing marketing and organizational performance.

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