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The Impact of Just-In-Time Inventory Practices on Operational Performance: An Evidence from The Global Fast-Food Brands Restaurants in Karachi

Rashid Ali*[1] | Muhammad Kaleem Khan[2] | Muhammad Ali[3]| Basit Ali[4]

*PhD Scholar, Indus University Karachi, Pakistan

PhD Scholar, Ziauddin University, Karachi, Pakistan

PhD Scholar, Ziauddin University, Karachi, Pakistan

PhD Scholar, Ziauddin University, Karachi, Pakistan

ABSTRACT

Purpose: This study examined the impact of Just-in-Time (JIT) practices on the operational performance of global fast-food brands in the city of Karachi, Pakistan.

Methodology: A sample of 300 supply chain management professionals working in global fast food brand stores was selected using a non-probabilistic, purposive sampling technique. This measure was chosen to ensure that participants had specific skills relevant to the main focus of the study. In this study, reliability was used to evaluate the consistency and stability of the constructs. Regression analysis was conducted to examine the relationship between independence and success and to test the hypothesis.

Findings: Regression analysis revealed a positive relationship between JIT operations, purchasing, sales and performance of global fast-food restaurants in Karachi, Pakistan. Specifically, JIT performance explained 79% of the variance in performance, JIT purchasing explained 43% of the variance, and JIT sales explained 9.3% of the variance. These findings highlight the critical role of just-in-time production in improving operational and organizational performance in the fast-food restaurant industry.

Research Implications: Global fast-food brand restaurants always need to have a better understanding of the consumer's perceptions and consumers demands and better-managed inventories; therefore, the JIT practice impacts their operational performance in the city of Karachi.

Originality: JIT has significant and positive influences on the operational and competitive performance of the restaurants of global fast-food brands.

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Introduction

Effective inventory management, especially through Just-In-Time (JIT) inventory strategy is the critical element for successful businesses in the global fast food industry and manufacturing alike (Sharma, 2021). The role of this strategy in improving supply chain performance through inventory level optimization and waste minimization can be viewed from this perspective (Sharma, 2021). International fast food chains and manufacturing companies are facing a difficult task in maintaining an appropriate level of demand and supply as inventory management is a complex issue (Rusmawati & Soewarno, 2021). Rusmawati and Soewarno (2021) considered this equilibrium important because fast-food chains can overcome inventory management issues and achieve great productivity.

***Correspondence Author:** Rashid Ali
Email: Rashidali4780@gmail.com
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Briefly, Wall (2021) underscores that JIT and TQM are the key practices to implement in manufacturing sectors in order to generate favorable conditions for projects. Nevertheless, the degree of impact of these practices depends on the nature of work and specific dynamics of industries (Wall, 2021). In the manufacturing sector, JIT may be good at customized orders but not as effective in flow production operations (Irfangi & Najmudin, 2022). On the other hand, TQM is aimed to improve processes, products, services and work culture in order to achieve customer satisfaction (Tomic & Brkic, 2019). The manufacturing sector of UK which is the largest industry in UK consists of wide range of sectors such as textiles, food, paper, petroleum, technology. (Kilic & Akkilic, 2015). While the industry has high diversity, its evolving challenges are influenced by factors, such as income growth, lifestyle changes, and market expansions (Kyung-mi & Lee, 2017). An analysis of existing literature on JIT and TQM implementation often fail to address the intricate details such as consumer and supplier partaking, setup time, and delivery reliability (Alhamdi et al., 2019). It is important to close these gaps since they are critical for envisaging manufacturing operation difficulties as well as their effect on overall performance. JIT is now most commonly employed by companies to minimize operations, trim inventories and improve the delivery performance in response to the growing competition and customer expectations (Phan & Athigakunagorn, 2022). It is, therefore, imperative to have a thorough analysis of JIT and TQM techniques case study globally to see the opportunities for operational improvement and organizational growth.

Problem Statement

In supply chain management, one of the most important functions that affects the different kinds of manufacture industries and global fast-food brand chains is inventory management. Workable inventory management is a basic step towards successful company operations, meeting clientele requirements, and better company performance. JIT strategy is widely employed by companies to achieve high-levels of inventory management and performance. This study will amplify a JIT inventory practice on firm performance in an international fast food chain in Karachi. The JIT main objective is to increase productivity and profits while eliminating wastes and maximizing the production efficiency (Pheng & Meng, 2018). It emphasizes on delivering durable items at reasonable price range accompanied by timely delivery and customer satisfaction which further promotes customer purchase tendency. Previous research on the adoption of JIT it has been found that it can lead to cost saving and brings positive impact on the operation performance through improving quality and flexibility (Ismail & Al-Thani, 2022, Irfangi & Najmudin, 2022).

Purpose of the Study

This study aims to discuss crucial implementation strategies for JIT to improve the effectiveness of operation and efficiency of supply chain management that result in cost and time savings, customer satisfaction, higher consumer purchase intention, and revenues. This research is designed to deliver useful information to the supply chain management heads who want to improve upon their operations by incorporating JIT techniques.

Objectives

Following are the objectives of this study to evaluate how JIT systems influence operational performance, such as quality, cost and efficiency, in franchise restaurants of a US fast-food company operating in Karachi, Pakistan:

1. To measure the impact of JIT inventory practices on the firm performance in global fast-food brand restaurants.
2. To investigate the causal factors behind JIT practice and firm performance.
3. To examine the nexus between JIT practices, demand management, and firm success.

Research Questions

1. What is the major implication of the effect of JIT operational practices on firm success?
2. How does a firm's performance relate to inventory control?
3. How does the JIT operational practices in global fast food franchise companies affect the firm performance?

Scope of Study

This study focuses on the operational performance of selected global fast-food brands in Karachi, including KFC, McDonald's, Burger King, Pizza Hut, Hardees, Dominos, Pizza, Subway, Gloria Jeans and Baskin Robbins. It aims to analyze inventory management systems to optimize productivity while considering the variable costs.

Significance of Study

The study assesses the effects of Just-in-time or JIT mechanism on operational function and fast food services in particular. The minimal research work on this topic in Karachi makes the study results important because they give insight into the service sector and further research on how consumer sentiment affects the service sector. It reveals how companies achieve that success by making use of methods such as JIT, cost trimming, and branded/delivered goods.

Literature Review

The goal of this study is to explore the effects of JIT practices on the operational performance of Karachi-based fast food brand restaurants in Karachi, Pakistan. I completed a literature review by searching various secondary sources, such as books, articles, journals, reviews, and websites. The objective is to study the influence of JIT inventory practices and Total Quality Management (TQM) on operational performance within the production sphere, with specific attention to the way JIT impacts economies in the field of manufacturing. This integrative document is based on a thorough literature review and provides the grounds for discussing the implications of JIT on operational excellence.

Just-in-Time Practices

Previous researchers conceptualize JIT as a management tool which is used for synchronizing order generation of raw materials with the production plans of the distributors (Stein & Voehl, 2020). The

idea is to make operations as efficient as possible and eradicate waste from the system by only taking supplies when production is to be done. This, therefore, minimizes inventory expenses (Axsäter, 2011). They were initially known as the Toyota Production System (TPS), the concept of JIT was first adopted by Toyota in the 1970s, drawing a lot from the Japanese production practices that started in the 1960s and the 1970s (Takeuchi & Kimura, 2022). JIT is trying to achieve two significant aims: making factories more efficient and profitable by drastically reducing expenses and making production more responsive (Pheng & Meng, 2018). JIT confers the extension of internal and external communication and buying the essential commodities just in time to the manufacturers. JIT enables the warehousing reduction, cost-effectiveness, and the responsive production (Rahayu et al., 2022).

Total Quality Management

The efforts of researchers have specified that TQM is a continuous process based on identifying and rooting out production errors, smooth running of the supply chain, well-trained employees and high-rated customer service experience (Khan, Malik & Janjua, 2019). The leading way organizations try TQM is to improve quality performance, including continuous improvement across all organizational functions to achieve the best products and satisfied customers (Luthra et al., 2020a). TQM emphasizes total accountability and asks all the participants in this process for responsibility; this ensures a holistic approach to quality management (Luthra et al., 2020b). TQM practices have proven to be a factor in financial and non-financial performance metrics, as demonstrated by various studies that present the influence of TQM on different performance indicators (Bouranta, 2020). Typical TQM techniques include top management support, process standardization, planning process consistency, product process control, information quality usage, quality learning and training, continuous improvement, customer interaction, customer recognition, supplier involvement and service process control (Putri, 2019). TQM is believed to increase organizational competitiveness since it directly affects key performance components such as quality, price competitiveness, delivery efficiency, customer satisfaction, and stability (Slack & Singh, 2020).

Operational Performance

Organizational performance comprises numerous factors, including customer satisfaction, order completion, new product creation, low inventory and product costs, high market penetration, profitability, and responsiveness to delivery and demand from the customer (Wardana & Sumarmi, 2019). Performance comprises quality, quantity, timeliness, coordination, effectiveness and autonomy, which are its main elements. Building customer needs is crucial for raising customer satisfaction levels and positively determining customer loyalty and organizational performance (Alam, 2020). Before this investigation, researchers studied how the implementation of TQM and JIT influenced an organization outcome that was seen to be positive, where the correlation between JIT and TQM was clear. To improve operational performance in the business, strategic alignment is achieved through joining the interconnection among JIT, supply chain management and TQM (Green et al., 2019). The features of TQM and JIT allow performance flexibility. Then TQM affects the performance through the aspect of JIT on the performance in a short time (Phan et al., 2019). Critical research has proved that carrying out

JIT helps to decrease production lead time, finished products and inventory volumes, and capital turnover, along with unfinished work that, in turn, impacts financial performance, inventory management and production efficiency positively (Chakrabarty & Chaudhuri, 2018).

Factors of JIT Practices

JIT practices offer numerous benefits in the manufacturing sector. These include reduced inventory levels, lower investment in inventory, and improved quality of incoming resources and final products (Hildesheim & Sonntag, 2019). Additionally, JIT contributes to increased operational efficiency, consistent workstation loads, standardized components, manufacturing techniques, and collaborative relationships with suppliers (Magnus & Rudra, 2019). While quality management principles are widely acknowledged and applied, empirical research on the international dimensions of quality management in the manufacturing sector still needs to be expanded (Doehring et al., 2020).

JIT Schedule

Generally, the inadequacies of supply chain management are characterized by the existence of large inventory stocks that prompt the employment of a JIT strategy of inventory management. Where JIT originated from the Japanese auto industry, it has been connected with the revolution in processes inventory management (Mtar & Smondel, 2019). It suggests lowering work-in-place by always organizing product delivery (mainly to production and distribution sites). As soon as a production site needs new goods, it must deliver all the goods immediately only to that very production site. (Aişeoğlu & Karaçizmeli, 2022). The essence of the JIT system is that it strives to diminish work-in-process (WIP) inventory that is not in use, improve the process from a holistic viewpoint and minimize process variability that overlooks lots of aspects of a manufacturing operation (Tarigan et al., 2018). Inadequacy in meeting the daily production schedules increases JIT manufacturing and delivery capability gaps in the systems. It helps suppliers in setting up information-oriented decision-making mechanisms when it comes to marketing (like pricing) and production selections (lot sizes) to reduce loss and instil responsiveness among clients (Wang et al., 2020). JIT stresses its high quality through a change of look from an expert perspective to that of a general operator (Jiang et al., 2021). The primary objective here is that the company intends to produce zero defects or a “get it right the first time” approach, which means the employees are considered in terms of the customers. It represents quality by reducing spare parts inventories (Gibson, 2019). This happens due to forgetting the employees’ skills in preventive maintenance and teamwork and not training them in preventive maintenance (Luong et al., 2019). To successfully execute JIT, the need for such effective partnerships with the suppliers that supply the necessary materials and raw materials precisely at the exact time of their demand becomes necessary (Nepal & Krishnadevarajan, 2015). Right inventory management tools are as important as everything for excellent capability creation in the industry. They make the production network work well and provide necessary data for workers, yielding production cost minimization and overall success (Elvin & Munawar, 2019).

JIT by the Supplier

A JIT procurement and supply system is the key to cost-saving and quick response to consumer demand in production systems (Bellizzi et al., 2021, p. 98). For JIT production to be effective, there must be strong coordination between the suppliers and the manufacturers by reducing the inbound transportation costs and order size (Wang & Chen, 2019). The idea of 'just in time' delivery has received much acclamation in the past two decades. Whether it gets implemented or not depends on the negotiation strength and demand-supply dynamics (Heck & Zaidman, 2015). Some suppliers, such as car or computer assemblers, might send their supplies to third-party warehouse operators before shipping them to the manufacturing assembler (Sawant & Sarode, 2021). Such information advocates for manufacturers to set up JIT manufacturing and delivery standards and align them with suppliers. This is to facilitate the integration of the decision-making process concerning marketing (e.g., pricing) and production (e.g. lot sizes) in order to prevent degradation loss and to make the production process more responsive to customer demand (Wang et al., 2020). The JIT holds in high regard, quality, shifting to the viewpoint of the processes' lead operator (Jiang et al., 2021). The main idea is a lean manufacturing approach which aims to minimize defects or "get it right the first time". This will involve supervisors being the customers of the workforce. The fact that the quality is shown via reduced inventories (Gibson, 2019) proves it.

Theoretical Framework

This research consists of different aspects of success and freedom that show their relationship and interaction. It explains different aspects of the subject and shows how they are related to each other. This study specifically examines the factors affecting UK manufacturing and the impact of JIT and TQM practices, and opportunities for practical problems. Previous studies have considered the application of a general framework to the JIT supply chain to determine its applicability to purchasing, production, and distribution in the JIT context (Mishra et al., 2013). JIT technology was initially developed to eliminate non-value-added activities and reduce production costs (Yang et al., 2021). Manufacturing companies need to develop competitive strategies to increase customer satisfaction and engagement success to produce quality, profitable, and good products (Naseer, 2017). It is a meticulous strategic planning process that includes the strategies, tactics and operations of supply chain management (Kong & Rönnqvist, 2014). At the strategic level, company management makes decisions regarding the supply chain that affect the entire organization. Tactical and operational levels determine the product, including product innovation, production, distribution centres, and delivery (Rojniruttikul, 2019). JIT manufacturing aims to eliminate various forms of wastage, including time, effort, and storage space variance, throughout the manufacturing process (Muthoni, 2015).

Queuing Theory

In this study, queuing theory will be used as a framework to investigate the impact of JIT operations on fast food around the world and examine its relationship with firm performance. *Queuing theory* is a mathematical study that analyzes studies related to queuing or waiting in a queue (Yaduvanshi et al., 2019). Therefore, this theory will contribute to mathematical analysis in production to balance

customer demand and inventory management, especially regarding queuing work (Malaga & Vinodh, 2022).

Conceptual Framework:

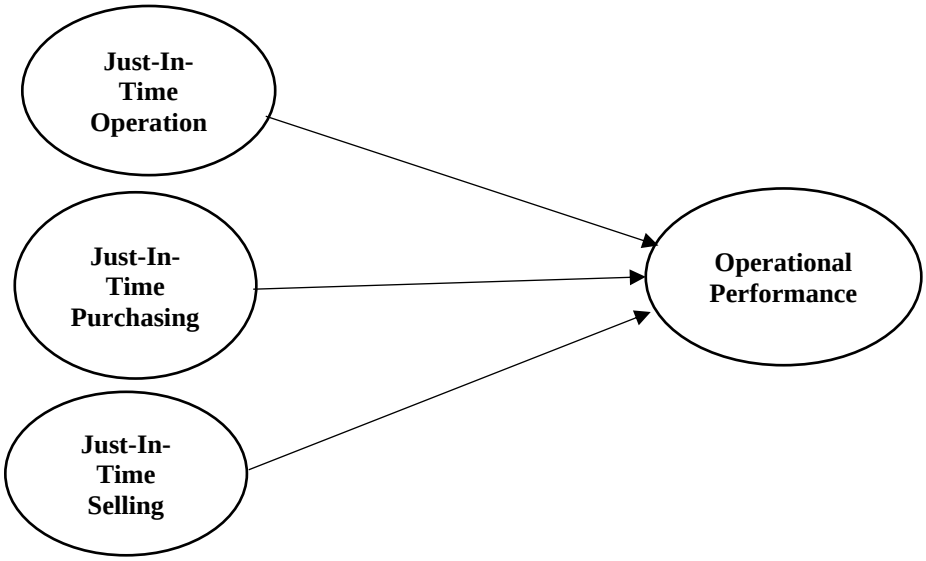

Figure 1: conceptual frame

Hypotheses:

H1: Just-In-Time Operation has a positive impact on Operational Performance
H2: Just-in-time purchasing has a positive impact on Operational Performance
H3: Just-In-Time Selling has a positive impact on Operational Performance

Methodology

Research Approach

It is used to define the plan that will be followed for the study, data selection, and analysis. The main research approaches are "inductive" and "deductive". The inductive approach is mainly concerned with hypothesis generation at the end of the study, and no theories are used. It is mainly used in qualitative analysis (Liu, 2016). As this research is based on the analysis of quantitative data, the deductive approach is used as the research approach.

Data Collection Methods

Data collection procedures are essential because the investigator's methodology and analytical approach impact how the information has been utilized and the conclusions that may be drawn from it (Middeke et al., 2010). This strategy requires a detailed examination of research difficulties to regulate and handle the collection of data or facts. The current research study used the 5-point Likert scale to create the questionnaire (Baran, 2021). The information was gathered from employees of different global fast-food brands, restaurants, and outlets operated in operations and manufacturing departments. Past research

studies suggested that non-probability sampling is a random method that does not provide any foundation for a probability estimate of the components in the universe that will be incorporated into the sample size. Since the research is quantitative, a non-probability purposive sampling technique has been used (Kim, 2017).

Validity and Reliability Analysis

In the current research study, the questionnaire was taken from the prior research study, and then the items of the adapted questionnaire were proven to have content validity. For the reliability of the analysis, the most critical test for the internal consistency of the questionnaire items is Cronbach's alpha coefficient (Table-1).

Construct	Items	Reliability
Just-In-Time Purchasing	06	0.824
Just-In-Time Operation	06	0.857
Just-In-Time Selling	06	0.920
Operational Performance	13	0.897

Table 1: reliability test for JIT Purchasing, JIT Operation, JIT Selling, Operational Performance

The current research study considered a sample size n=300 to examine the impact of Just-In-Time on the operational performance of global fast-food brand restaurants in the context of Pakistan, Karachi, comprised of (41.9%) males and (24.9%) females (Table-2 & 3).

N	**Valid**	**300**
	Missing	0

Table 2: Gender of the Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	188	41.9	62.7	62.7
Valid	Female	112	24.9	37.3	100.0
	Total	300	66.8	100.0	
Missing	System	000	33.2		
Total		449	100.0		

Table 3: Gender of the Respondent

In the table of the respondent profile, the respondent of the male frequency is 188, and the respondent frequency of the female is 112 in the current research study to examine the impact of Just-In-Time on the operational performance in the field of restaurants of the global fast-food brands.

	Mean	Std. Deviation	N
Just_In_time_Selling	20.80	4.524	300
Just_In_Time_Operation	23.83	3.548	300
Just_In_Time_Purchase	23.51	3.537	300
Operation_Performation	51.69	6.513	300

Table 4: standard deviation

Regression Analysis:

Just-In-Time Operation Relationship with Operational Performance

H1: Just-In-Time Operation has a positive impact on Operational Performance

Model	R	R Square	Adjusted R Square	Std. Error
1	.893[a]	.797	.796	2.940

Table 5: Model Summary

a. Predictors: (Constant), Just_In_Time_Operation

In the model summary, explain the values of the coefficient of R, the value of R square, and the value of Adjusted regarding independent and the dependent variable operational performance. The results indicate R-Square in the table of model summary is 0.797, which means that 79% explain that the independent variable JIT explained the dependent variable operational performance. Thus, the independent variable Just-In-Time has a significant positive impact on operational performance.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10109.152	1	10109.152	1169.734	.000[b]
	Residual	2575.394	298	8.642		
	Total	12684.547	299			

Table 6: ANOVAa

a. Dependent Variable: Operation_Performation

b. Predictors: (Constant), Just_In_Time_Operation

The table of ANOVA examines the significant impact of the variable of Just-in-time on the dependent variable operational performance with p-value=0.000, which is less than 0.005, which showed that good model fit and indicates that there is a positive association between the independent and the dependent variable, thus H1 supported.

Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.634	1.154		10.944	.000
	Just_In_Time_Operation	1.639	.048	.893	34.201	.000

Table 7: Coefficients

a. Dependent Variable: Operation_Performation

In table 4c, the coefficient explains the value of Beta is 0.893, which is positive, and the p-value is 0.000, which is less than 0.005 shows that the independent variable JIT has positive impact on the dependent variable operational performance.

Just-In-Time Purchasing and Relationship with Operational Performance

H2: Just-in-time purchasing has a positive impact on Operational Performance

Model	R	R Square	Adjusted R Square	Std. Error
1	.663[a]	.439	.437	4.885

TABLE 8: Model Summary

a. Predictors: (Constant), Just_In_Time_Purchase

In the model summary, the value of R-Square is 0.439, which explains that the independent variable, JIT, 43%, causes the dependent variable operational performance. Therefore, the independent variable, JIT Purchase, has 43% impact on firm performance.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5572.835	1	5572.835	233.517	.000[b]
	Residual	7111.712	298	23.865		
	Total	12684.547	299			

Table 9: ANOVAa

a. Dependent Variable: Operation_Performation

b. Predictors: (Constant), Just_In_Time_Purchase

In table 5b, ANOVA explains the model fit of the research study, and the value of P-value is equal to 0.000, which is less than 0.005—explaining that a good model fits the research study. Thus, the independent variable, JIT Purchase, has a positive statistically significant relationship with the firm performance.

Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.992	1.899		12.109	.000
	Just_In_Time_Purchase	1.221	.080	.663	15.281	.000

Table 10: Coefficients

a. Dependent Variable: Operation_Performation

The sig-value is equal to 0.000, which is less than 0.005; the result indicates that the independent variable, Just-In-Time Purchase, positively impacts firm performance.

Just-In-Time Selling Relationship with Operational Performance

H3: Just-In-Time Selling has a positive impact on Operational Performance

Model	R	R Square	Adjusted R Square	Std. Error
1	.304[a]	.093	.090	6.215

Table 11: Model Summary

a. Predictors: (Constant), Just_In_time_Selling

In model summary, the value of R=0.304 explains the predictor of the independent variable of the dependent variable of firm performance. The value of R-Square is 0.93, which explains the independent variable of JIT Selling 9.3% explains the dependent variable of firm performance.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1174.641	1	1174.641	30.412	.000[b]
	Residual	11509.906	298	38.624		
	Total	12684.547	299			

Table 12: ANOVAa

a. Dependent Variable: Operation_Performation

b. Predictors: (Constant), Just_In_time_Selling

The p-value=0.000, which is less than 0.005, which explains a good model fit. Thus, the independent variable, JIT selling, has a positive relationship with the dependent variable, firm performance.

Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	42.575	1.691		25.180	.000
	Just_In_time_Selling	.438	.079	.304	5.515	.000

Table 13: Coefficients

a. Dependent Variable: Operation_Performation

The coefficient table's results indicate that the value of beta=0.79 is positive. The value beta value of 0.079 explains that when the independent variable, JIT Selling, increases by one unit, the dependent variable, firm performance, increases by 0.79.

Hypotheses	Beta -Value	Sig -Value	Empirical Conclusion
H1: Just-In-Time Operation has a positive impact on Operational Performance	.893	.000[b]	Supported
H2: Just-in-time purchasing has a positive impact on Operational Performance	.663	.000[b]	Supported
H3: Just-In-Time Selling has a positive impact on Operational Performance	.304	.000[b]	Supported

Table 14: Hypotheses Assessment Summary

Discussion

The current research study examines the impact of JIT on operational performance in Pakistan's global fast-food brands' restaurants. The research study suggested that JIT has a positive impact on operational performance. The purpose of this research is to look into the impact of JIT on an organization's competitive performance. The quantitative research design was utilized for this study since it assessed the impact of JIT inventory techniques on operational performance. The study is primarily based on collecting and analyzing quantitative data. The researcher has selected a positivist research philosophy ideal for this type of study and a deductive research approach. The correlation and regression tests were performed to assess the relationship between the variables and to evaluate the reliability and authenticity of the data gathered using the primary method (Reid & Allum, 2019). Customers' suggestions for the development of new products are also taken into consideration. In the same vein, it has been revealed that JIT inventory decreases cost considerably, can decrease the firm's lead time, can increase customer satisfaction by lowering prices, can assist in growing the company's share of the market, and therefore can help to minimize the customer's delivery schedule. The conclusion of the research highlighted the significance of the research implication; the summarized findings revealed that the impact of JIT in relevance with operation performance had significant contributions to the policy, theory and practice. The research contributed to the existing literature through the findings of the current study, which explained that just-in-time and total quantity management had a significant impact on operational performance in manufacturing, which can be implicated for the policymakers to strategically design the guidelines focusing on Just-In-Time to improve the operational performance of the organization. Furthermore, the research implicated includes the theoretical aspects of the research, which enhanced the literature by providing a significant impact of the variable to study more in the future. The research implications are significant for the government, higher authorities, and supply chain professionals to consider the findings for policy-making and manufacturing setup to alter in the light of current research to improve the company's and manufacturing performance.

Recommendations

Future research will have a greater scope for mixed methods to examine the impact through quantitative analysis and provide a brief analysis through descriptive approaches employing qualitative research methods to effectively evaluate the impact of research. Since the study had opted for a quantitative method and a small sample size was used, future research can use a larger population to collect the data sets. The scope of research is limited and can be applied to the large-scale economy. Furthermore, the domain of the research operational performance is an essential aspect of supply chain performance, and it can be evaluated further using more independent variables to find precise results. Moreover, the research is limited to the restaurants of the global fast-food brand's direction to use other industries to find the global impact of the research as future direction.

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Conclusion

Every industry in today's world makes use of diverse technology. Due to the growing burden, every sector attempts to implement its functions as efficiently as feasible. Supply chain management employs a variety of approaches to address the needs of various departments (Huddiniah et al., 2019). JIT improves productivity and profitability by decreasing waste and allowing for faster response times in the manufacturing process. Concerning the current study undertaken, the primary aim of the research was to evaluate the impact of JIT on the competitive performance of organizations. In this regard, the research concluded that there is a positive as well as significant impact of JIT operational practices on the competitive performance of organizations. Organizations focus on customer requirements to boost customer satisfaction, which can positively impact customer loyalty, as loyal consumers reflect favourably on the organization's performance. To improve the organization's operational performance, all functional levels are utilized, as well as strategic connections with JIT. Besides that, concerning reliability, correlation and regression analysis, the study concludes that all the variables are correlated to one another, having a positive and significant impact on the competitive performance of organizations.

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