

THE INFLUENCE OF SUPPLY CHAIN PRACTICES ON SUPPLY CHAIN PERFORMANCE: FROM SUPPLIER COMPANIES' EMPLOYEE PERSPECTIVES

Nurul Amira Azmi¹
Elisa Izzaty Lokmanulhakim²
Izura Ibrahim³
Hafizah Besar Sa'aid^{4*}

¹Faculty of Business and Management, Universiti Teknologi MARA (UiTM) Cawangan Kedah, Malaysia, (E-mail: amiraazmi@uitm.edu.my)

²Faculty of Business and Management, Universiti Teknologi MARA (UiTM) Cawangan Kedah, Malaysia, (E-mail: lysalokman95@gmail.com)

³Faculty of Business and Management, Universiti Teknologi MARA (UiTM) Cawangan Kedah, Malaysia, (E-mail: izuraibrahim@uitm.edu.my)

^{4*}Faculty of Business and Management, Universiti Teknologi MARA (UiTM) Cawangan Kedah, Malaysia, (E-mail: fizah598@uitm.edu.my)

* Corresponding Author

Article history

Received date : 5-9-2022
Revised date : 6-9-2022
Accepted date : 4-11-2022
Published date : 9-11-2022

To cite this document:

Azmi, N. A., Lokmanulhakim, E. I., Ibrahim, I., & Sa'aid, H. B. (2022). The Influence of Supply Chain Practices on Supply Chain Performance: From Supplier Companies' Employee Perspectives. *International Journal of Accounting, Finance and Business (IJAFB)*, 7(44), 111 - 123.

Abstract: *This paper aims to discover the relationship between supply chain practices (SCPs) and supply chain performance (SCP) from suppliers' employee perspectives. A quantitative analysis was carried out and correlation research design was chosen for this research as the intention of this study is to see if a relationship does exist between strategic supplier partnership (SSP), customer relationship (CR), level of information sharing (LIS), quality of information sharing (QIS) and internal lean practices (ILP) and supply chain performance (SCP) among the supplier companies' employees. The population were employees in companies that supply products to a convenience store chain in Malaysia. A convenient sampling technique was used, where 108 questionnaires were given to the employees drawn from the 150 population. The findings of this study showed a significant correlation between four supply chain practices (SCPs) which are strategic supplier partnerships (SSP), customer relationships (CR), quality of information sharing (QIS), and internal lean practices (ILP) and supply chain performance (SCP). The SSP has the highest value which shows that it has the greatest influence on SCP variation. By considering the strategic supplier relationship as a significant factor that affects the performance of the supply chain, businesses can ensure that the alignment of strategy and the socialising orientation of supply chain participants are adequately managed. Future research should utilise a larger sample size because the current study used a lower sample size. More research should be conducted to examine the supply chain performance quantitatively utilising different SCPs elements in different industries.*

Keywords: *Supply Chain, Supply Chain Practices, Supply Chain Performance*

Introduction

Global marketplaces use supply chain management (SCM) to increase their competitive advantages when providing goods and services to customers. According to Karmil and Rafiee (2014), these services and products are delivered to the appropriate customers at the lowest possible cost, at the right time, and at the correct location. In addition, it's critical to adopt supply chain management practises (SCMPs) to maximise the efficacy and efficiency of the supply chain's operation and customisation. Achieving customer satisfaction, strengthening the relationship between suppliers and buyers, and enhancing long-term profitability all depend on the supply chain's effectiveness. Al-Shboul, Barber, Garza-Reyes, Kumar, and Abdi (2017) assert that these supply chain practices (SCP) are a planned endeavour to advance the efficacy of supply chain performance. It involves every step of the supply chain, from upstream to downstream, including the supplier, manufacturer, and client. It also can be difficult to handle multi party collaboration, including relationship management with an entire supplier chain, which is common in supply chain sectors. Complex supply chains have an impact on corporate performance (Yang & Su, 2009)

Numerous studies have linked supply chain management strategies to the performance of the supply chain; yet, many businesses have failed to comprehend how the supply chain works, which has had a detrimental effect on the SCP. SCM's significance in the context of SCMPs for individual or subsidiary firms cannot be overstated (Hu & Zhao, 2022). Most companies' supply chain managers are unaware of the true benefits of information sharing, and some of them lack the courage to put information sharing into practice.

In light of this, the primary goal of this study is to examine the relationship between supply chain management practice and supply chain performance from the perspectives of supplier company's employees. To achieve this main purpose, the study sought to accomplish the specific objectives as follows:

- i) To investigate the relationship between strategic supplier partnership (SSP) and supply chain performance (SCP) in the supplier company.
- ii) To investigate the relationship between customer relationship (CR) and supply chain performance (SCP) in the supplier company.
- iii) To investigate the relationship between level of information sharing (LIS) and supply chain performance (SCP) in the supplier company.
- iv) To investigate the relationship between quality of information sharing (QIS) and supply chain performance (SCP) in the supplier company.
- v) To investigate the relationship between internal lean practices (ILP) and supply chain performance (SCP) in the supplier company.

This study improves organisations' business competitiveness while also enhancing researchers' knowledge of SCMPs and SCP. The study's main focus was on the employees of the supplier company. Because they are directly involved in the supply chain process, personnel of the supplier company should be examined.

Literature Review

The research objectives in this study were designed to examine the relationship between supply chain management practices (SCMPs) in terms of strategic supplier partnership, customer relationship, level and quality of information sharing, and internal lean practice on supply chain performance (SCP) from the perspectives of supplier company's employees.

Supply Chain Performance

Efforts made to extend the supply chain in order to satisfy customer demand are referred to as supply chain performance (SCP). The supply chain process (SCP) begins with raw materials and progresses via parts or components, assembly, and completed products before reaching the final consumer. Banomyong and Supatn (2011) characterized SCP as effectiveness that incorporates and coordinates the performance of supply chain members while also accounting for a variety of performance indicators related to those members. SCP is a complete approach to evaluate the effectiveness and efficiency of a company's supply chain management (Anand & Grover, 2015). Depending on their involvement in the supply chain connection, SCP is an operational indication that improves the performance of each supply chain channel as well as the performance of the overall supply chain (Gagalyuk, Hanf & Hingley, 2013). Sharma, Raut, Hajiaghahi-Keshteli, Narkhede, Gokhale, and Priyadarshinee (2022) contended that SCP can aid in identifying any gaps and determining how well the network is carrying out its objectives. SCP can be evaluated in terms of price, output, effectiveness, inventory level, and other factors. This is done to ensure that the organisation's SCP can advance steadily and remain more competitive in the future.

Supplier Company

Suppliers are businesses whose goods and services are utilised by another business to support those business's own goods and services. Suppliers are one of the elements of a vital route for the business's distribution of raw materials. Suppliers chosen by poorly managed companies allow suppliers to be late in receiving raw materials for the company because it may affect their performance and there is no transparency in the price agreements between suppliers and organizations (Neutzling, Land, Seuring, & Nascimento, 2018). Due to the significance of suppliers to a business, that business must be able to manage and select its supplier relationships. When SCM is used correctly, it can increase a company's competitive advantage for both its products and its internal supply chain system (Arvitrida, Tako, Robertson, & Robinson, 2017). The Gimenez, & Tachizawa, (2012) research findings demonstrate that the cooperation approach between suppliers and businesses affects performance of the supply chain.

Supply Chain Management Practice

Supply chain management practices (SCMPs) are defined as practices or operational activities of the company to enhance their efficiency of supply chains (Wook Kim, 2006). Prior research by Al-Shboul et al. (2017) suggested that the impact of SCMPs on company performance shows a direct relationship, and the findings are consistent with those of earlier studies like Shin, Collier, and Wilson, (2000) and Tan, Handfield, and Krause, (2010). A few of the SCMPs identified include agility, benchmarking, customer relationships, information and communication technology (ICT), information sharing, Just in Time (JIT), lean manufacturing, organisational culture, outsourcing, postponement, reverse logistics, supplier relationships, RFID, and vendor managed inventory (VMI). In addition, earlier studies investigated specific aspects of supply chain procedures. Donlon's (1996) research has included practices such as supplier partnerships, cycle time compression, continuous process flow, outsourcing, and information technology. Sahay and Mohan's (2003) study, on the other hand, concentrated on four practices: supply chain integration, supply chain strategy, inventory management, and information technology. To be reflective of most of the issues faced by the firms, these methods are only appropriate for a given industry. The most successful supply chains improve corporate performance, foster long-term supplier relationships, cut costs, and boost the competitiveness of businesses.

Further discussion of past literature was concentrated on the elements of Supply Chain Management Practices (SCMPs) and Supply Chain Performance as follows:

Strategic Supplier Partnership

The phrase "strategic supplier partnership" (SSP) refers to a positive, long-term connection between a firm and its suppliers (Qrunfleh, Tarafdar, & Rangunathan, 2012). Agus and Hassan (2011) contended that SSP can give the business opportunity for team issue solving and cooperative planning. SSP, according to Mwale (2021), is essential in the partnership sector and has a lasting impact on supplier relationships and commercial ventures. The strategic alignment and the socialisation orientation of supply chain participants are required to ensure the effectiveness of SSP practises. Ibrahim and Hamid (2014) observed that the SSP has a close relationship with organisational performance, a significant, solid association with suppliers, and the dedication of top management in this respect. Strong supplier connections, according to Zhao and Lee (2009), help organisations plan for the long term and handle impending problems. Additionally, effective SSP construction improved supply chain performance.

Customer Relationship

Customer relationship refers to the procedures used by the entire business to satisfy customer needs and keep customers (Tan, Handfield, & Krause, 1998). Customer relationship management, according to Storey, Emberson, and Reade (2005), is a technique where businesses closely monitor their customers in terms of complaints, orders, and managing the long-term relationship with the customer. Customer loyalty and satisfaction will rise because of good customer interactions. According to Yan and Tan (2012) the customer relationship is regarded as a core and essential element of effective supply chain management. A previous study that found a link between customer relationships and supply chain organisations' success led many other academics to adopt this technique.

Level of Information Sharing

Level of information sharing refers to which level of information is shared in terms of effectiveness and efficiency (Li & Lin, 2006). According to Curry and Moore's definition from 2003, the degree of information sharing refers to how much information is shared with one's suppliers. Sharing information is a crucial component in integrating two firms. Mentzer et al. (2001) assert that shared information can vary from tactical to strategic, such as information about logistics to the client and shared market information. Information integration will improve the creation of a strategic supply chain performance. According to a study by Kaliani Sundram, Chandran, and Awais Bhattiet (2016), supply chain participants who routinely communicate information can operate as a single corporate unit. Information exchanged in an effective and efficient manner will result in highly accurate decision-making. Additionally, information sharing, according to Juan Ding, Jie, Parton, and Matanda (2014), enables organisations to access and share data more effectively and efficiently with supply chain partners, ensuring that supply chain processes are more effective and that costs are reduced. To maintain the interorganizational relationship, the organizations must share comprehensive, accurate, pertinent, and conveniently accessible information with supply chain participants or partners.

Quality of Information Sharing

Information quality is the management of all requirements for information and communication in terms of correctness, timeliness, credibility, and sufficiency (Li & Lin, 2006). Information quality is a prerequisite for the growth of information sharing and is crucial for the effective use of the data produced by effective information integration. Forslund and Jonsson (2007) claimed that good information exchange techniques among supply chain participants can help them synchronise and coordinate their performance. Information quality is seen as an integrative strategic instrument that prevents information flow from being manipulated, misinterpreted, or skewed (Gustavsson & Jonsson, 2008). This practise enhances decision-making and aids businesses in finding the optimal supply chain operating solution. According to research by Li and Lin (2006), a key factor in attaining successful supply chain performance is guaranteeing the quality of the information transmitted. This practise has been added as one of the dimensions of the supply chain practises design by taking into consideration the information quality as a crucial component in the supply chain. As the outcome will provide value to the firm itself, the availability of high-quality information is required to assess the firm's performance in certain business operations. A high quality of information is essential to support the decisions that businesses make. If businesses are engaging in supply chain cooperation through different types of information exchange, factors like information quality will determine how successful the collaboration is (Myrelid, 2017).

Internal Lean Practices

Eliminating everything that is unneeded and adds no value to the business is what is meant by "lean practices" (Bhasin, 2011). The internal lean methods included a pull-production system, a shorter setup time, just-in-time delivery, and quality control (Simpson & Power, 2005). According to Puvanasvaran (2012), the objective of the lean practices is accomplishing more with less time, space, human exertion while giving the buyer what they want in a conservative way. A lean internal practice has spread throughout the entire supply chain networks, not only within the businesses. Research studies show that internal lean methods help with supply chain operations management. According to Shah and Ward (2003), lean manufacturing processes are often linked to competitive criteria including quality, delivery, flexibility, and cost and the elimination of trade-offs between them (Harmozi, 2001; Yusuf & Adeleye, 2002; Jayaram et al., 2008;). It has been discovered that the idea of internal lean practices has an impact on enhancing the performance of the supply chain as well as organisations' competitiveness. The concept of internal lean practices is found to give impact on improving supply chain performance and firms' competitiveness. According to Al-Shboul et al. (2017), internal lean practices show positive relationship on SCP.

Conceptual Framework

Based on the discussion of the literature, the conceptual framework that guide this research is as depicted in Figure 1 below:

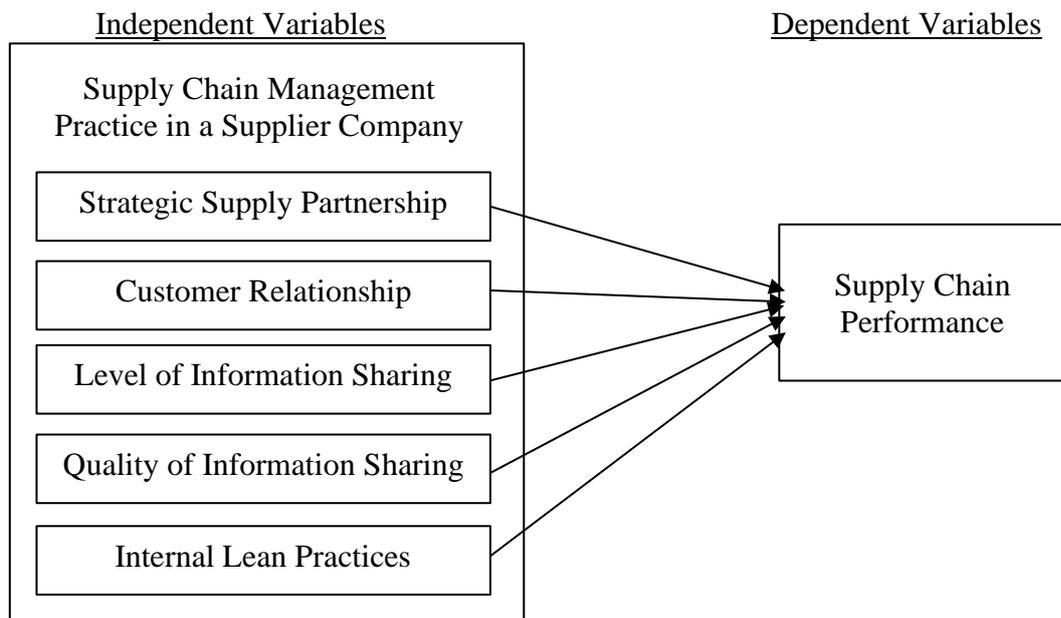


Figure 1: Conceptual Framework

Methodology

Correlation research design was chosen for this research as the intention of this study is to see if a relationship does exist between supply chain management practices (SCMPs) in terms of strategic supplier partnership (SSP), customer relationship, level and quality of information sharing, and internal lean practice and supply chain performance (SCP) from the perspectives of supplier company's employees. The target of the population in this study is the suppliers for one of the convenience store chain companies in Malaysia. The list of suppliers for that company were obtained from its supply chain department, there were 150 suppliers on the list. Based on Krejcie and Morgan (1970), the sample size for 150 populations was 108 respondents. A convenient sampling technique was used, where questionnaires were given to the employees of the suppliers drawn from the 150 population. The questionnaire was adopted from Al-Shboul, Barber, Garza-Reyes, Kumar, and Abdi (2017). The five-point Likert-scale ranging from 1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree, and 5: Strongly Agree were developed and divided into three sections which consists of Section A, Section B, and Section C. The first section, Section A, outlined the demographic profile of respondents. In this section, respondents were asked to indicate their age, gender, position, department, and years of working experience. Section B of the questionnaire focused on the independent variables which were: strategic supplier partnership (SSP), customer relationship (CR), level of information sharing (LIS), quality of information sharing (QIS), and internal lean practices (ILP). The dependent variable, supply chain performance (SCP), was asked in Section C. The instrument used in this study was tested for validity and reliability to ensure a high-quality measure. Salkind (2009) claimed that the reliability (or the consistency) and validity (or the does-what-it-should qualities) of a measurement instrument are essential because the absence of these qualities could explain why the researcher acts incorrectly in accepting or rejecting the research hypothesis. The questionnaire's face validity and content validity, which examine the questionnaire's content and the sentence, language, and word formation, respectively, were chosen to test the validity of the survey.

Analysis Results and Discussion

Demography

The survey responses from 108 participants in total are examined. The respondents were required to answer the questions on their age, gender, position, department, and years of working experience in Section A of the questionnaire. Table 1 showed the demographic background of the respondents. Most respondents were male with 65 (60.2%) while only 43 (39.8%) were female. Finding shows most respondents (43, or 39.8%) were between the ages of 20 and 29. Followed by 36 (33.3%) respondents were aged between 30 and 39. While 19 (17.6%) respondents were aged between 40 to 49 years old. And only 10 (9.3%) respondents were aged 50 years or older. For the positions, results showed that the highest percentage of positions was non-executive with 44 (40.7%), followed by 38 (35.2%) Assistant Manager and above, and only twenty-nine respondents or 24.1% were Executive level. With 56 (51.9%) respondents, the supply chain and logistics department have the greatest percentage of responders by department. The second highest percentage of respondent's department is procurement and production with 21 (19.4%) respondents. The information technology department received 12 (11.1%) responses, the quality department received 13 (12.0%), while the other departments received 6 (5.6%).

Table 1: Demographic Background

Characteristics	Category	Frequency	Percentage (%)
Age	20 - 29 years old	43	39.8
	30 - 39 years old	36	33.3
	40 - 49 years old	19	17.6
	50 years old and above	10	9.3
Gender	Male	65	60.2
	Female	43	39.8
Position	Assistant Manager and above	38	35.2
	Executive	29	24.1
	Non-executive	44	40.7
Department	Supply Chain and Logistics	56	51.9
	Procurement and Production	21	19.4
	Quality	13	12.0
	Information Technology	6	5.6
	Others	12	11.1
Working experience (Years)	1 year and below	8	7.4
	1 – 5 years	39	39
	6 – 10 years	25	25
	10 years and above	36	36

Reliability Analysis

The purpose of the reliability analysis is to determine whether the involved items are reliable or not as well as to evaluate the questionnaire's items to see if the variables perform as the researcher anticipated. To assess the items' consistency, the reliability test was utilised.

Table 2: Result of Reliability Analysis

Variables	Total Item	Cronbach's Alpha
Strategic Supplier Partnership	7	0.739
Customer Relationship	6	0.624
Level Of Information Sharing	6	0.671
Quality Of Information Sharing	5	0.941
Internal Lean Practices	6	0.771
Supply Chain Performance	5	0.740

Table 2 displays the findings of the reliability analysis, including Cronbach's alpha statistic value for the 108 survey respondents. The Cronbach's alpha value for each independent and dependent variable is more than 0.6. The results show that the strategic supplier partnership (SSP) has an acceptable level of reliability, with a Cronbach's Alpha score of 0.739. The Cronbach's alpha values for customer relationship (CR) and level of information sharing (LIS) are 0.624 and 0.671, respectively, and they both point to a moderate outcome for the variable. Internal lean practice (ILP) came in second with a Cronbach's alpha value of 0.771, indicating a decent outcome. Quality of information sharing (QIS) came in first with a Cronbach's alpha value of 0.941, indicating that this variable's strength is great. SCP (supply chain performance) demonstrated good strength with a Cronbach's alpha value of 0.740.

Normality Analysis

To determine the normality analysis, Kurtosis and Skewness was used whereby the research can be accepted when the value is between -1.0 to +1.0 or -1.96 to +1.96 for Kurtosis and Skewness.

Table 3 represents the results of the analysis that show the mean for the strategic supplier partnership (SSP) is 4.0701 and lies within its lower and upper bounds, which are respectively 3.9736 and 4.7666. This suggests that the variable in this study has a normal distribution. The kurtosis and skewness for the strategic supplier partnership are -1.096 and 0.485, respectively.

Customer relationship (CR) has a mean of 4.0617, a lower bound of 3.9909, and an upper bound of 4.1326. The variable is regularly distributed, and its skewness and kurtosis values are -0.137 and -0.397, respectively. The outcome indicated that the median level of information sharing (LIS) is 3.8904, with a range of 3.7955 to 3.9854. This variable's skewness is -0.787 and its kurtosis is -0.043. The mean of information sharing quality is 3.7278, with a lower and upper bound of 3.5661 and 3.8894 respectively. The skewness is -1.221 and the kurtosis is 0.847, indicating that the variable in this study is regularly distributed.

Table 3: Result of Normality Analysis

Variable			Statistic	Std. Error
SSP	Mean		4.0701	.04866
	95% Confidence Interval for	Lower Bound	3.9736	
	Mean	Upper Bound	4.1666	
	Skewness		.485	.233
	Kurtosis		-1.096	.461
CR	Mean		4.0617	.03573
	95% Confidence Interval for	Lower Bound	3.9909	
	Mean	Upper Bound	4.1326	
	Skewness		-.137	.233
	Kurtosis		-.397	.461
LIS	Mean		3.8904	.04790
	95% Confidence Interval for	Lower Bound	3.7955	
	Mean	Upper Bound	3.9854	
	Skewness		-.787	.233
	Kurtosis		-.043	.461
QIS	Mean		3.7278	.08154
	95% Confidence Interval for	Lower Bound	3.5661	
	Mean	Upper Bound	3.8894	
	Skewness		-1.221	.233
	Kurtosis		.847	.461
ILP	Mean		3.9306	.01834
	95% Confidence Interval for	Lower Bound	3.8941	
	Mean	Upper Bound	3.9670	
	Skewness		-.233	.263
	Kurtosis		-1.006	.520
SCP	Mean		4.1778	.03258
	95% Confidence Interval for	Lower Bound	4.1132	
	Mean	Upper Bound	4.2424	
	Skewness		1.496	.233
	Kurtosis		.958	.461

The average of internal lean processes (ILP) is 3.9306, with lower and upper bounds of 3.8941 and 3.9670, respectively. Internal lean practice is a variable whose skewness and kurtosis are both -0.233 and -1.006, respectively. The lower limit was 4.1132, while the top bound was 4.2424 for the supply chain performance (SCP) mean. The study's variable has a normal distribution with a 1.496 skewness and a 0.958 kurtosis. Both variables exhibit a normal distribution.

Regression Analysis

In this study, the independent variables (strategic supplier partnership (SSP), customer relationship (CR), level of information sharing (LIS), quality of information sharing (QIS), and internal lean practices (ILP)) relationship with dependent variable (supply chain performance (SCP)) using multiple regression analysis.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.575 ^a	.331	.298	.28374

Notes:

a. Predictors: (Constant), SSP, CR, LIS, QIS, ILP

b. Dependent Variable: SCP

Based on Table 4, it was found that independent variables significantly explain the 33.1 percent of the variance (R Square) in the supply chain performance (SCP). This also implies that an additional 66.9% of the variance is explained by excluded factors that are not included in this study.

Table 5: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	5.214	.666		7.833	.000
	SSP	-.442	.082	-.566	-5.417	.000
	CR	.238	.106	.212	2.240	.027
	LIS	.059	.070	.071	.839	.403
	QIS	.140	.048	.350	2.944	.004
	ILP	-.240	.068	-.403	-3.518	.001

Notes:

a. Dependent Variable: SCP

The t-values based on Table 5 were then examined in greater detail. It indicates that only strategic supplier partnership (SSP), customer relationship (CR), quality of information sharing (QIS), and internal lean practices (ILP) significantly contribute to the supply chain performance (SCP), $p < 0.001$.

The results indicate that strategic supplier partnerships have a considerable impact on supply chain performance and a negative association ($\beta = -0.566$, $p = 0.000$). Customer relationships and the quality of information exchange both significantly affect supply chain performance ($\beta = 0.212$, $p = 0.027$ and $\beta = 0.350$, $p = 0.004$), respectively. Internal lean practices, on the other hand, show that this variable has a significant impact on supply chain performance and a negative association with it ($\beta = -0.403$, $p = 0.001$). Level of information exchange, however, exhibits a positive association but is not statistically significant ($\beta = 0.071$, $p = 0.403$).

Conclusion and Recommendations

This paper focused on supply chain practices and supply chain performance. The study has attempted to identify the components of supply chain practices which are strategic supplier partnership (SSP), customer relationship (CR), level of information sharing (LIS), quality of information sharing (QIS) and internal lean practices (ILP) toward supply chain performance (SCP) among employees in supplier's company. Findings showed only four independent variables that are strategic supplier partnership (SSP), customer relationship (CR), quality of information sharing (QIS) and internal lean practices (ILP) significantly influence supply chain performance. The findings of the present investigation strongly support the existence of a connection between SSP and SCP. From the result obtained, the SSP is the most influential

and has the highest value that contributes to the variation of SCP. Jack and Powers (2015) claim that SSP took place within the company and had a good impact on SCP in terms of improved financial performance through cost reduction and improved product and service quality outcomes. The results of this study have demonstrated a substantial association between CR and SCP, and Vickery, Jayaram, Droge, and Calantone's (2003) assertion that CR was positively significant toward SCP in terms of better financial circumstances, such as high sales, is consistent with these findings. A significant correlation between QIS and SCP is also in line with the findings of a prior study, which found that the practise of information quality can be a part of a collaborative supply chain in operations management and that this practise has a significant positive relationship impact on the supply chain's effectiveness (Wiengarten, Humphreys, Cao, Fynes & McKittrick, 2010). Meanwhile, ILP shows a positive relationship on SCP (Al-Shboul et al., 2017).

Despite the fact that this study has made a few contributions to the field, it additionally has a few limitations. This study covered and concentrated only on employees of the supplier company, therefore, we recommend that future studies of this kind should involve other groups of respondents. This study has also restricted itself to quantitative study. To provide deeper insights into the topic matter, it is recommended that subsequent studies should be conducted through qualitative research.

Acknowledgements

N/A

References

- Al-Shboul, M. A. R., Barber, K. D., Garza-Reyes, J. A., Kumar, V., & Abdi, M. R. (2017). The effect of supply chain management practices on supply chain and manufacturing firms' performance. *Journal of Manufacturing Technology Management*, 38(5), 577-609
- Anand, N., & Grover, N. (2015). Measuring retail supply chain performance. Benchmarking: *An International Journal*, 22(1), 135–166. <https://doi.org/10.1108/bij-05-2012-0034>
- Arvitrida, N. I., Tako, A. A., Robertson, D. A., & Robinson, S. (2017). Duration of Collaboration from a Market Perspective: An Agent-based Modeling Approach. *Operations and Supply Chain Management: An International Journal*, 149. <https://doi.org/10.31387/oscm0280187>
- Banomyong, R., & Supatn, N. (2011). Developing a supply chain performance tool for SMEs in Thailand. *Supply Chain Management: An International Journal*, 16(1), 20–31. <https://doi.org/10.1108/13598541111103476>
- Bhasin, S. (2011). Measuring the Leanness of an organisation. *International Journal of Lean Six Sigma*, 2(1), 55–74. <https://doi.org/10.1108/20401461111119459>
- Curry, A., & Moore, C. (2003). Assessing information culture—an exploratory model. *International Journal of Information Management*, 23(2), 91–110. [https://doi.org/10.1016/s0268-4012\(02\)00102-0](https://doi.org/10.1016/s0268-4012(02)00102-0)
- Donlon, J. P. (1996). Maximizing value in the supply chain. *Chief Executive* 117, 54-63.
- Forslund, H., & Jonsson, P. (2007). The Impact of Forecast Information Quality on Supply Chain Performance. *International Journal of Operations & Production Management*, 27, 90-107. <https://doi.org/10.1108/01443570710714556>
- Gagalyuk, T., Hanf, J. H., & Hingley, M. (2013). Firm and whole chain success: network management in the Ukrainian food industry. *Journal on Chain and Network Science*, 13(1), 47–70. <https://doi.org/10.3920/jcns2013.x226>

- Gimenez, C., & Tachizawa, E. M. (2012). Extending sustainability to suppliers: a systematic literature review. *Supply Chain Management: An International Journal*, 17(5), 531–543. <https://doi.org/10.1108/13598541211258591>
- Gustavsson, M., & Jonsson, P. (2008). Perceived quality deficiencies of demand information and their consequences. *International Journal of Logistics Research and Applications*, 11(4), 295–312. <https://doi.org/10.1080/13675560801952987>
- Harmozi, A.M., (2001). Agile manufacturing: the next logical step. *Benchmarking*, 8(2), 132–143.
- Ibrahim, D. S. B., Hamid, A. A. (2014). Supply chain management practices and supply chain performance effectiveness. *Int J Sci Res*, 3,187–95. doi: 10.4102/jtscm.v12i0.400
- Jack, E. P., & Powers, T. L. (2015). Managing strategic supplier relationships: antecedents and outcomes. *Journal of Business & Industrial Marketing*, 30(2), 129–138. <https://doi.org/10.1108/jbim-08-2011-0101>
- Jayaram, J., Vickery, S., Droge, C., (2008). Relationship building, lean strategy and firm performance: an exploratory study in the automotive supplier industry. *International Journal of Production Research*, 46(20), 5633–5649.
- Juan Ding, M., Jie, F., A. Parton, K., & J. Matanda, M. (2014). Relationships between quality of information sharing and supply chain food quality in the Australian beef processing industry. *The International Journal of Logistics Management*, 25(1), 85–108. <https://doi.org/10.1108/ijlm-07-2012-0057>
- Kaliani Sundram, V. P., Chandran, V., & Awais Bhatti, M. (2016). Supply chain practices and performance: the indirect effects of supply chain integration. *Benchmarking: An International Journal*, 23(6), 1445–1471. <https://doi.org/10.1108/bij-03-2015-0023>
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. National Emergency Training Center.
- Li, S., & Lin, B. (2006). Accessing information sharing and information quality in supply chain management. *Decision Support Systems*, 42(3), 1641–1656. <https://doi.org/10.1016/j.dss.2006.02.011>
- Mentzer, J. T., Dewitt, W., Keebler, J. S., Min, S., Nix, N. W., Smith, C. D., & Zacharia, Z. G. (2001) Defining Supply Chain Management. *Journal of Business Logistics*, 22(2), 1-26.
- Mwale, H. (2014). Supply chain management practices and organizational performance of large manufacturing firms in Nairobi, Kenya University of Nairobi. Retrieved from <http://hdl.handle.net/11295/76153>
- Myrelid, P. (2016). Information quality deficiencies in delivery schedules and their impact on production scheduling. *Production Planning & Control*, 28(3), 232–243. <https://doi.org/10.1080/09537287.2016.1262079>
- Neutzling, D. M., Land, A., Seuring, S., & Nascimento, L. F. M. do. (2018). Linking sustainability-oriented innovation to supply chain relationship integration. *Journal of Cleaner Production*, 172, 3448–3458. <https://doi.org/10.1016/j.jclepro.2017.11.091>
- Puvanasvaran, P. (2012). Lean principles adoption in environmental management system (EMS) - ISO 14001. *Journal of Industrial Engineering and Management*, 5(2). <https://doi.org/10.3926/jiem.486>
- Qrunfleh, S., Tarafdar, M., & Ragu-Nathan, T. S. (2012). Examining alignment between supplier management practices and information systems strategy. *Benchmarking: An International Journal*, 19(4/5), 604–617. <https://doi.org/10.1108/14635771211258034>
- Salkind, N. J. (2009). Exploring Research. London: Pearson Education
- Sharma, V., Raut, R. D., Hajiaghahi-Keshteli, M., Narkhede, B. E., Gokhale, R., & Priyadarshinee, P. (2022). Mediating effect of industry 4.0 technologies on the supply

- chain management practices and supply chain performance. *Journal of Environmental Management*, 322. doi:10.1016/j.jenvman.2022.115945
- Shah, R., Ward, P.T., (2003). Lean manufacturing: context, practice bundles, and performance. *Journal of Operation Management*, 21(2), 129–149.
- Shin, H., Collier, D. A., & Wilson, D. D. (2000). Supply management orientation and supplier/buyer performance. *Journal of Operations Management*, 18(3), 317–333. [https://doi.org/10.1016/s0272-6963\(99\)00031-5](https://doi.org/10.1016/s0272-6963(99)00031-5)
- Simpson, D. F., & Power, D. J. (2005). Use the supply relationship to develop lean and green suppliers. *Supply Chain Management: An International Journal*, 10(1), 60–68. <https://doi.org/10.1108/13598540510578388>
- Storey, J., Emberson, C., & Reade, D. (2005). The barriers to customer responsive supply chain management. *International Journal of Operation & Production Management*, 25(3), 242–260
- Tan, K. C., Handfield, R. B., & Krause, D. R. (1998). Enhancing the firm's performance through quality and supply base management: An empirical study. *International Journal of Production Research*, 36(10), 2813–2837. <https://doi.org/10.1080/002075498192490>
- Vickery, S. K., Jayaram, J., Droge, C., & Calantone, R. (2003). The effects of an integrative supply chain strategy on customer service and financial performance: an analysis of direct versus indirect relationships. *Journal of Operations Management*, 21(5), 523–539. <https://doi.org/10.1016/j.jom.2003.02.002>
- Wiengarten, F., Humphreys, P., Cao, G., Fynes, B., & McKittrick, A. (2010). Collaborative supply chain practices and performance: exploring the key role of information quality. *Supply Chain Management: An International Journal*, 15(6), 463–473. <https://doi.org/10.1108/13598541011080446>
- Wook Kim, S. (2006). Effects of supply chain management practices, integration and competition capability on performance. *Supply Chain Management: An International Journal*, 11(3), 241–248. <https://doi.org/10.1108/13598540610662149>
- Xu, H., & Zhao, C. (2022). Supply chain management practices influence supply chain performance with mediation role of innovation and moderation role of top management support. *Frontiers in Public Health*, 10, doi:10.3389/fpubh.2022.813828
- Yang, C., & Su, Y. (2009). The relationship between benefits of ERP systems implementation and its impacts on firm performance of SCM. *Journal of Enterprise Information and Management*, 22(6), 722–752
- Yap, L. L., & Tan, C. L. (2012) The effect of service supply chain management practices on the Public Healthcare organizational performance. *International Journal of Business and Social Science*, 3(16). Retrieved from https://www.researchgate.net/publication/304386813_The_Effect_of_Service_Supply_Chain_Management_Practices_on_the_Public_Healthcare_Organizational_Performance
- Yusuf, Y.Y., Adeleye, O., (2002). A comparative study of lean and agile manufacturing of a related Survey of current practices in the UK. *International Journal of Production Research*, 40(17), 4545–4562. <https://doi.org/10.1080/00207540210157141>
- Zhao, X., Lee, T. S. (2009). Developments and emerging research opportunities in operations strategy and supply chain management. *International Journal of Production Economics*, 120, 1–4.