



INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN ACCOUNTING, FINANCE AND MANAGEMENT SCIENCES



The Influence of Supply Chain Integration Towards Supply Chain Performance in Manufacturing Firms

Noor Asleena Asnordin, Veera Pandiyan Kaliani Sundram, Shereen Noranee

To Link this Article: <http://dx.doi.org/10.6007/IJARAFMS/v11-i1/8851> DOI:10.6007/IJARAFMS /v11-i1/8851

Received: 15 January 2021, **Revised:** 18 February 2021, **Accepted:** 09 March 2021

Published Online: 26 March 2021

In-Text Citation: (Asnordin et al., 2021)

To Cite this Article: Asnordin, N. A., Sundram, V. P. K., & Noranee, S. (2021). The Influence of Supply Chain Integration Towards Supply Chain Performance in Manufacturing Firms. *International Journal of Academic Research in Accounting Finance and Management Sciences*, 11(1), 350-362.

Copyright: © 2021 The Author(s)

Published by Human Resource Management Academic Research Society (www.hrmars.com)

This article is published under the Creative Commons Attribution (CC BY 4.0) license. Anyone may reproduce, distribute, translate and create derivative works of this article (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this license may be seen

at: <http://creativecommons.org/licenses/by/4.0/legalcode>

Vol. 11, No. 1, 2021, Pg. 350 - 362

<http://hrmars.com/index.php/pages/detail/IJARAFMS>

JOURNAL HOMEPAGE

Full Terms & Conditions of access and use can be found at
<http://hrmars.com/index.php/pages/detail/publication-ethics>



The Influence of Supply Chain Integration Towards Supply Chain Performance in Manufacturing Firms

Noor Asleena Asnordin¹, Veera Pandiyan Kaliani Sundram²,
Shereen Noranee³

¹Faculty of Business and Management, Universiti Teknologi MARA, UiTM Kampus Shah Alam, 40450 Shah Alam, Selangor, Malaysia, ²Department of Technology & Supply Chain Management Studies, Faculty of Business and Management, Universiti Teknologi MARA, UiTM Kampus Puncak Alam 42300 Bandar Puncak Alam, Selangor, Malaysia, ³Faculty of Business and Management, Universiti Teknologi MARA, UiTM Kampus Puncak Alam, 42300 Bandar Puncak Alam, Selangor, Malaysia

Email: meyhmae@yahoo.com, veera692@uitm.edu.my, shereen@uitm.edu.my

Abstract

Supply chain integration are network links of an organisation or firm with its business partners such as customers and suppliers by integrating their relationships, functions and processes. Meanwhile as supply chains continue to replace individual firms as the economic engine for creating value during the twenty-first century, understanding the supply chain performance becomes increasingly important for both practitioners and researchers. Previous studies have addressed supply chain integration and supply chain performance in separate studies. This conceptual paper will explore the key role played by supply chain integration in the effort to succeed within a competitive business environment, and consequently enhance firm performance as well as supply chain performance. Furthermore, the proposed framework will be valuable to various environments due to its integration of prior research and literature. This study is among the pioneers in investigating and determining the conceptual relationship between supply chain performance and supply chain integration.

Keywords: Supply Chain, Supply Chain Integration, Supply Chain Performance, Supply Chain Management, Manufacturing Firms.

Introduction

Supply chain performance is one of the elements of competitive approach to improve organizational performance as well as productivity (Barnes and Liao, 2012; Shabbir and Kassim, 2018; Saudi et al., 2019). Nowadays, supply chain management, review, as well as development are becoming significantly crucial. Nonetheless, still a gap exists, which is required to be filled up to improve up supply chain performance, specifically in Malaysia based business. A lot of the supervisors in making company majorly concentrate on supply chain performance. As it plays crucial duty in

expense management and general firm's earnings. Hence, because of the extensive use gross domestic product (GDP) on supply chain, it is very important to work with Malaysia based supply chain companies as well as to disclose numerous factors to enhance supply chain efficiency. The company supply chain efficiency is combining as the major agenda behind accomplishing the economic climates of range.

Business and market efficiency was driven by supply chain performance the majority of the moment (Adams et al., 2014). Research studies on supply chain performance can be identified under 2 significant areas. The very first classification of research is about how to determine supply chain efficiency (Sundram et al., 2011; Asnordin et al., 2020). The other team of research studies focus on a number of forecaster variables that could be made use of in discussing why some supply chains perform better than others (Rajagopal et al., 2017; Golan, Jernegan and Linkov, 2020). Despite the abundance of research on supply chain performance, yet there is little empirical service the effects of supply chain assimilation on supply chain performance (Hendiani, Liao and Jabbour, 2020).

The element or perspective of inner combination includes establishing close relationships in between numerous features in a business organisation or a firm such as material management, order administration, inventory as well as stockroom administration (Prajogo and Olhager, 2016). The point of view of outside integration encompasses (1) onward integration of source flow from supreme vendor to maker and later on to the consumer or end-user and (2) backward integration of info from best clients, to suppliers, to ultimate providers (Leuschner and Charvet, 2013). Sheikh and Rana (2014), sight that supply chain integration can be accomplished successfully by companies in a supply chain with calculated partnering among trading partners in a supply chain as well as efficient expertise sharing practices. Moreover, this successful and also well-integrated supply chain can advance business performance in terms of diversity abilities and productivity (Som, Cobblah and Anyigba, 2019; Lisi, Zhu and Yuan, 2020). In connections characterized by supply chain integration, supply chain partners are selected based upon their tactical resources.

Resource-based theories such as resource reliance concept RDT and the resource-based view RBV explain behaviours among supply chain partners in these crossbreed settings of governance. Resource-based theories discuss the incentive for interdepartmental integration among business devices within firms (Barnes and Liao, 2012; Selvaraju, Beleya and Sundram, 2017) and extra just recently, integration across firms in a supply chain (Nyaga, Whipple and Lynch, 2010; Hua et al., 2020). Resource Dependence Theory recommends that companies depend on other firms to get important sources (Emerson, 1962). Therefore, the supply chain integration influences the supply chain performance of an organization.

Supply chain performance is a vital vehicle driver of business as well as market performance (Adams et al., 2014; Youn et al., 2014). It is defined as "the benefits derived from supply chain participation, including efficiency improvement, price reduction, as well as enhancement in cycle time" (Yu, 2015). Previous research has actually shown that an effective and reliable supply chain supplies top quality products on schedule and in the right amounts (Prajogo and Olhager, 2012), reduces order cycle time (Qrunfleh and Tarafdar, 2014) and also gives shared benefits for supply chain partners (Hsin et al., 2013). A number of authors have actually recommended that improving supply chain integration has positive ramifications for supply chain performance, nonetheless, the outcomes of existing study are irregular (Rosenzweig et al., 2003; Halley and Beaulieu, 2009; Flynn et al., 2010; Kumar et al., 2017).

RBV scholars have suggested that integration supplies firms sources that are useful and also tough to mimic (Juttner and Maklan, 2011), enabling OEMs to end up being a lot more market responsive (Bennett and Klug, 2012). Kamal and Irani (2014) locate boosting overall supply chain performance is a crucial inspiration for the supply chain integration while Cao and Zhang (2011) recognized that firms in the supply chain with the highest level of client and also provider integration accomplish the highest level of performance in the context of service quality, delivery, performance, market share as well as profitability. There is limited specific research on integration in the automotive supply chain (Othman et al., 2017), however we identify sensible optimism in studies to suggest a positive connection between supply chain integration and performance. Furthermore, integration within supply chains positively adds to cost-containment performance (Pagell and Wu, 2009), integrity (Panayides and Lun, 2009) and customer-oriented performance (Zhao et al., 2011). Provided the absence of agreement in the literature over the connection in between supply chain integration as well as performance, but the encouraging emphasis found in automotive research study, it is required to explore this connection even more in the existing research study.

Research Gaps

With regards to previous study, there are numerous gaps that can be identified in the area of supply chain integration in supply chain performance and in supply chain administration in general. Furthermore, supply chain also has been identified for its tactical duty in working with organization processes throughout trading partners and at the same time to improve both the performance of a private company (Ralston et al., 2015) and the performance of the whole supply chain (Yu, 2015; Rajesh and Ravi, 2015). In order to complete, supply chain administration looks for close integration with inner functions within company and exterior relating to vendors, customers and various other network participants. This could be achieved through reliable building and construction of numerous supply chain practices (Huang, Yen and Liu, 2014). Regardless of recognizing the basics of supply chain, there are still some company who are unaware and do not know exactly what are the collections of supply chain management techniques to be executed to enhance the performance (Khajavi, Partanen and Holmstrom, 2014). These cases suggest the need for study that is founded on the influence of supply chain integration towards supply chain performance. A lack of supply chain integration causes major problems such as boosted supply cost, postponed procurement, reduced product top quality and unreliable product projections, which may jeopardise both a focal organisation and all of its supply chain partners, by intensifying customer complete satisfaction.

This research predicts a positive relationship between supply chain integration and supply chain performance in the production market, which is in addition enhanced by Additive Production fostering. Raising the degree of integration and sharing of info between the members of a supply chain has ended up being a requirement in enhancing supply chain performance. Such cooperative activities by companies offer very easy access to the information required, more interest to customer needs and faster action times than competitors. Previous researches reveal positive relationships between supply chain integration and performance degrees (e.g., Zailani and Rajagopal, 2005; Schryen, 2013). By decreasing prices and increasing market share, well-integrated supply chains develop value for investors (Lee, 2015). Uncertainty on the influence of supply chain integration on performance asks for even more study. Particularly, there is a need to analyse just how individual dimensions of integration relate to various measurements of performance (Flynn et al., 2010) and how the integration of production and marketing/sales choices influences organisational

performance (Wong and Boon-Itt, 2011). It is argued that there is a demand to even more discover affiliations between dimensions of supply chain integration and supply chain performance.

Supply Chain Integration

The supply chain integration construct consists of three dimensions including internal, vendor and client integration to catch multidimensionality (Flynn et al., 2010; Wong et al., 2011). Interior integration describes the degree to which a producer re-engineers its own organisational strategies and processes right into synchronised processes to please its clients' needs (Zhao, Huo, Selen and Yeung, 2011). The expansion of cross-functional groups that often tend to concentrate on their process requires a seamless flow of resources and pertinent details in supply chains and elimination or minimisation of barriers between useful boundaries to surmount the imperfections of specialisation (Askarany, Yazdifar and Askary, 2010; Sgro et al., 2020).

Internal integration assists in collaboration among internal features (Wong and Boon-Itt, 2015). It concentrates on features or departments within the manufacturers through an incorporated procedure throughout them. An absence of inner integration and diversification of each team's objective might cause repetitive work and waste resources, which undermine top quality and price efficiency (Ketokivi and Choi, 2014). Additionally, inner integration promotes relevant understanding and info sharing (Yang, Hong and Modi, 2011). By sharing understanding concerning value-adding tasks throughout cross-functional groups, they can facilitate contemporary supply chains, which consequently promote better integration of providers and consumers (Fawcett and Waller, 2010). External integration makes up supplier and consumer integration. A wide range of activities in between a focal firm and suppliers underpin vendor integration, including information sharing and partnership in planning and joint manufacturing growth in dealing with inter-organisational boundaries (Parida, Westerberg and Frishammar, 2012, Liu et al., 2020).

Integration in a wider organisational feeling has been specified by Turkulainen and Ketokivi (2012) as "the high quality of the state of collaboration that exists amongst departments that are required to accomplish unity of effort by the needs of the atmosphere". The integration of details streams across supply chain companions is classified "info integration", while the integration of physical flows is represented by the coordination of decision-making amongst companions on operational procedures and is classified "coordination of operational choices". Control is specified after Dutton and Ragins (2017) as "the process people utilize to create, adjust and re-create [supply chain] organizations". Incorporating Tier-1 vendors within early-phase layout tasks has a positive influence on the success and job efficiency of car suppliers in regards to costs, quality and time-to-market (Clark and Fujimoto, 1991; Wong and Boon-Itt., 2011).

P1: There is a positive impact by supply chain integration (SCI) on supply chain performance (SCP).

Supply Chain Performance

Dimension of performance, additionally referred to as monitoring for results, can be defined in various aspects, depending on the technique and the factor for determining that dimension of performance (Koufteros, Verghese and Lucianetti, 2014). As such, performance measurement possibly calls for the establishment of expectations, comparison of actual performance with target figures and continually making every effort to improve methods and approaches. Therefore, efficiency measurement can be described as the method of examining an individual task or multiple actions in an effective and effective manner (Wood, Reiners and Srivastava, 2017). In even more exact

terms, the dimension of efficiency is the interpretation of efficiency results into the kind of recorded and communicated info that can be shared and utilized in order to upgrade and enhance procedures (Trkman, 2010; Sardi et al., 2020). The value of supply chains in company competition has given rise to the need for keeping track of procedures to manage not only the business's performance, but additionally that of the supply chain (Estampe et al., 2013).

An energetic performance measurement technique have to exhibit attributes which match the vigour of its setting (Kim, Kumar & Kumar, 2010). Nudurupati et al. (2011) determines that these qualities consist of the ability to be responsive to changes in the inner and outside environments of a firm. Supply chain performance is called the technique of quantification of the overall supply chain activities of a firm based upon the use of capital, cost performance and customer service (Al-Hakim and Lu, 2017). Furthermore, supply chain performance forecasts various metrics which disclose the jobs related to rehabilitative activity, preventative activity, and customer care (Hassini, Surti and Searcy, 2012). The goal of developing an effective customer support foundation within a supply chain can be fulfilled by executing rehabilitative activity, for instance rush order or production overtime. On the other hand, precautionary activity, which includes extra capacity plant and security supply, is linked to administration of funding and expense procedure of the supply chain. When incorporated, corrective and preventative actions can make sure outstanding client service. Supply chain monitoring involves an intricate system of organization ventures, existing at numerous tiers along the supply chain, and with different competencies at each degree (Barrat, Choi and Li, 2011; Foerstl et al., 2015). Thus, ascertaining the reliable indicators related to supply chain performance is essential as it is dependent on the setting, variety, the variety of firms and products, and the obstacles in creating suitable actions (Chandak, Kumar and Dalpati, 2019). Rezaei, Celik and Baalousha (2011) recommends that a fundamental performance measurement structure have to consist of these essential homes: comments, information system, accountability, training and recognition.



Key: SCI – supply chain integration; SCP – supply chain performance

Figure 1. Conceptual Framework

Relationship between Supply Chain Integration and Supply Chain Management

Enhancing the degree of combination and sharing of info between the participants of a supply chain has actually come to be a requirement for boosting supply chain performance. Such business cooperative behaviours provide fast accessibility to the info called for, extra focus to customer needs, and faster time to market than competitors. Previous researches showed favourable relationships in between the level of supply chain combination and performance (e.g., Kim, 2009; Zailani and Rajagopal, 2015). By reducing prices and enhancing market share, well-integrated supply chains create worth for investors (Lee, 2010; Zhang, Liu and Wang, 2020). Companies that have effectively incorporated their supply chains have less supplies, shorter capital processing times, lowered transport and product procurement costs, enhanced productivity in the office and boosted customer responsiveness (Melnyk et al., 2009). Likewise, it has actually been shown that obtaining customer

demand info minimizes inventory prices in a supply chain (e.g., Lee et al., 2015). Under the exposure and continual communication capabilities supplied by sophisticated modern technologies and details systems, inventories can currently be resupplied without delay and quickly (Sheffield, 2019).

Control and info sharing are additionally suggested to enhance the capability of supply chains to react to sudden changes in unstable demand atmospheres (Lee et al., 2010). There are several other researches that show cooperative sharing of knowledge amongst supply chain companions boosts the competitiveness and performance of supply chains (Zhao et al., 2011). Managers in producing sectors often look for to manage supply chains by adopting new strategies such as total top quality management, just-in-time (JIT), business resource preparation and lean production (Ramanathan & Gunasekaran, 2014). Client combination improves market expectations and opportunities, resulting in a lot more exact and rapid actions to client needs (Turkulainen and Swink, 2017). Exterior combination underlines the relevance of structure close and interactive partnerships with vendors and clients (Flynn et al., 2010). All three kinds of integration are important to make certain boosted worth in supply chains.

Discussion

The conceptual research study has actually succeeded in exposing results that can add to purposeful final thoughts. These findings have considerable relevance to specialists and academics in the fields of supply chain integration, supply chain performance and production firms. The following area information these useful results as payments to the field, along with the connected theoretical and useful effects. The unification of supply chain integration as well as supply chain performance within an organization may definitely overlap with existing systems in the firm.

The establishment of these methods need to be matched by the company's supply chain integration which represents the performance of the supply chain. This might call for study focus in regards to finding methods to stop disputes and also potential redundancies within a single organization. Thus, it is recommended that any kind of firm meaning to set up these techniques make plans as well as setups to guarantee effective operations.

Theoretical Implications

This research study gives a contribution to the existing body of knowledge by checking out the relationships between substantial supply chain integration and supply chain administration and performance in the context of the Malaysian manufacturing sector. This contribution results from the initiatives to analyse the results of supply chain integration on supply chain performance. Prior research study (Jin et al., 2014; Chin, Tat and Sulaiman, 2015; Nkrumah, Apam and Boadu, 2020) have discovered the straight relationship between supply chain practices and supply chain performance.

Thus, via the evaluation of the possible influence of supply chain integration on supply chain performance in manufacturing industries, this research study adds to the literature associating with resource-based sight (RBV) (Caridi et al., 2010). In addition, this research study combines the variety of variables of supply chain integration and places them to the test within the exact same setting. This makes it possible for the production of a thorough structure of connections between all variables.

Furthermore, this research provides both empirical and academic cases to confirm the existence of the relationships in between these variables. This is substantial in sustaining the research and progression of theories including connections between supply chain integration and supply chain

performance overall. This will also help in the analysis or expedition of the most ideal techniques as research variables in various service atmospheres.

Practical Implications

Advanced knowledge relating to supply chain integration and supply chain performance can be accessed by organizational leaders. This can help management boost or develop the afore pointed out factors in a way which benefits the company. The findings of this study can be used by firm management beforehand company techniques in order to develop more competent workers. This research study can also assist business which plan to boost their supply chain performance, or function as a conventional to boost supply chain integration. Additionally, this research study can aid administration perceive the value of supply chain integration on supply chain performance, as well as urge the company to be proactive in boosting staff member satisfaction and involvement. By doing this, employees can add maximum efforts in making certain more powerful supply chain performance.

Conclusion

This study is among the foremost in figuring out and conceptually discovering the partnership in between supply chain integration, supply chain performance and manufacturing company in Malaysia. Nonetheless, the conceptual technique of this research study might lead to specific restrictions. These limitations can be taken on in future study work that utilizes the variables in this paper, as well as other linked extents of study. The initial limitation is that of sample size, and it is suggested that future researches apply different collections of information to support the constructs as well as designs in this research. Ideally, future research study should intend to acquire data samples which are adequately big, so that a full evaluation can be accomplished in a single research study. This will certainly enable the researcher to avoid the demand for use certain approaches, for example thing parcelling. Furthermore, there is a need for the examination of various other links between the variables advanced in this study, as a result of the fact that this paper has not checked out all potential links in between the variables. It is additionally suggested that future study integrate the elements of IT and also present technology, as these are considerable elements related to provide chain performance. A variety of supervisory effects are provided by this research study. First, by specifying the professional facets of supply chain integration and also their potential to boost the effectiveness of the supply chain of production companies; by providing supply chain managers with an outstanding formula for determining the effectiveness of supply chain integration practices. Second, the outcomes of this research appear to support the view that the intro of supply chain integration has a significant effect on the efficiency of supply chain performance as well as a straight impact on the performance of manufacturing companies.

References

- Adams, F. G., Richey Jr, R. G., Autry, C. W., Morgan, T. R., & Gabler, C. B. (2014). Supply chain collaboration, integration, and relational technology: How complex operant resources increase performance outcomes. *Journal of Business Logistics*, 35(4), 299-317.
- Al-Hakim, L., & Lu, W. (2017). The role of collaboration and technology diffusion on business performance. *International journal of productivity and performance management*.

- Askarany, D., Yazdifar, H., & Askary, S. (2010). Supply chain management, activity-based costing and organisational factors. *International journal of production economics*, 127(2), 238-248.
- Asnordin, N. A., Sundram, V. P. K., & Noranee, S. (2020). The Influence of Professional Human Resource and Firm Infrastructure towards Supply Chain Performance. *International Journal of Academic Research in Business and Social Sciences*, 10(12), 718–732.
- Barnes, J., & Liao, Y. (2012). The effect of individual, network, and collaborative competencies on the supply chain management system. *International Journal of Production Economics*, 140(2), 888-899.
- Barratt, M., Choi, T. Y., & Li, M. (2011). Qualitative case studies in operations management: Trends, research outcomes, and future research implications. *Journal of Operations Management*, 29(4), 329-342.
- Bennett, D., & Klug, F. (2012). Logistics supplier integration in the automotive industry. *International Journal of Operations & Production Management*.
- Cao, M., & Zhang, Q. (2011). Supply chain collaboration: Impact on collaborative advantage and firm performance. *Journal of operations management*, 29(3), 163-180.
- Caridi, M., Crippa, L., Perego, A., Sianesi, A., & Tumino, A. (2010). Do virtuality and complexity affect supply chain visibility?. *International Journal of Production Economics*, 127(2), 372-383.
- Chandak, A., Kumar, N., & Dalpati, A. (2019). The Relationship Between Supply Chain Strategy and Supply Chain Performance: An Empirical Investigation Using Structural Equation Modeling. *IUP Journal of Supply Chain Management*, 16(4).
- Chin, T. A., Tat, H. H., & Sulaiman, Z. (2015). Green supply chain management, environmental collaboration and sustainability performance. *Procedia Cirp*, 26, 695-699.
- Clark, K. B., & Fujimoto, T. (1991). Product development performance: Strategy, organization, and management in the world auto industry.
- Dutton, J. E., & Ragins, B. R. (Eds.). (2017). Exploring positive relationships at work: Building a theoretical and research foundation. Psychology Press.
- Emerson, R. M. (1962). Power-dependence relations. *American sociological review*, 31-41.
- Estampe, D., Lamouri, S., Paris, J. L., & Brahim-Djelloul, S. (2013). A framework for analysing supply chain performance evaluation models. *International Journal of Production Economics*, 142(2), 247-258.
- Fawcett, S. E., Waller, M. A., & Fawcett, A. M. (2010). Elaborating a dynamic systems theory to understand collaborative inventory successes and failures. *The International Journal of Logistics Management*.
- Flynn, B. B., Huo, B., & Zhao, X. (2010). The impact of supply chain integration on performance: A contingency and configuration approach. *Journal of operations management*, 28(1), 58-71.
- Foerstl, K., Azadegan, A., Leppelt, T., & Hartmann, E. (2015). Drivers of supplier sustainability: Moving beyond compliance to commitment. *Journal of Supply Chain Management*, 51(1), 67-92.
- Golan, M. S., Jernegan, L. H., & Linkov, I. (2020). Trends and applications of resilience analytics in supply chain modeling: systematic literature review in the context of the COVID-19 pandemic. *Environment Systems and Decisions*, 40, 222-243.
- Halley, A., & Beaulieu, M. (2009). Mastery of operational competencies in the context of supply chain management. *Supply Chain Management: An International Journal*.
- Hassini, E., Surti, C., & Searcy, C. (2012). A literature review and a case study of sustainable supply chains with a focus on metrics. *International Journal of Production Economics*, 140(1), 69-82.

- Hendiani, S., Liao, H., & Jabbour, C. J. C. (2020). A new sustainability indicator for supply chains: theoretical and practical contribution towards sustainable operations. *International Journal of Logistics Research and Applications*, 1-26.
- Hsin, C. H., Tsai, Y.-C., and Hsu, C.-H. (2013), "E-procurement and supply chain performance", *Supply Chain Management: An International Journal*, Vol. 18 No. 1, pp. 34-51.
- Hua, N., Huang, A., Medeiros, M., & DeFranco, A. (2020). The moderating effect of operator type: the impact of information technology (IT) expenditures on hotels' operating performance. *International Journal of Contemporary Hospitality Management*.
- Huang, M. C., Yen, G. F., & Liu, T. C. (2014). Reexamining supply chain integration and the supplier's performance relationships under uncertainty. *Supply Chain Management: An International Journal*.
- Jin, Y., Vonderembse, M., Ragu-Nathan, T. S., & Smith, J. T. (2014). Exploring relationships among IT-enabled sharing capability, supply chain flexibility, and competitive performance. *International Journal of Production Economics*, 153, 24-34.
- Jüttner, U., & Maklan, S. (2011). Supply chain resilience in the global financial crisis: an empirical study. *Supply Chain Management: An International Journal*.
- Kamal, M. M., & Irani, Z. (2014). Analysing supply chain integration through a systematic literature review: a normative perspective. *Supply Chain Management: An International Journal*.
- Ketokivi, M., & Choi, T. (2014). Renaissance of case research as a scientific method. *Journal of Operations Management*, 32(5), 232-240.
- Khajavi, S. H., Partanen, J., & Holmström, J. (2014). Additive manufacturing in the spare parts supply chain. *Computers in industry*, 65(1), 50-63.
- Kim, D. Y., Kumar, V., & Kumar, U. (2010). Performance assessment framework for supply chain partnership. *Supply Chain Management: An International Journal*.
- Kim, S. W. (2009), "An investigation on the direct and indirect effect of supply chain integration on firm performance", *International Journal of Production Economics*, Vol. 119 No. 2, pp. 328-346.
- Koufteros, X., Verghese, A. J., & Lucianetti, L. (2014). The effect of performance measurement systems on firm performance: A cross-sectional and a longitudinal study. *Journal of operations Management*, 32(6), 313-336.
- Kumar, V., Chibuzo, E. N., Garza-Reyes, J. A., Kumari, A., Rocha-Lona, L., & Lopez-Torres, G. C. (2017). The impact of supply chain integration on performance: Evidence from the UK food sector. *Procedia Manufacturing*, 11, 814-821.
- Lee, S. Y. (2015). The effects of green supply chain management on the supplier's performance through social capital accumulation. *Supply Chain Management: An International Journal*.
- Leuschner, R., Rogers, D. S., & Charvet, F. F. (2013). A meta-analysis of supply chain integration and firm performance. *Journal of Supply Chain Management*, 49(2), 34-57.
- Lisi, W., Zhu, R., & Yuan, C. (2020). Embracing green innovation via green supply chain learning: The moderating role of green technology turbulence. *Sustainable Development*, 28(1), 155-168.
- Liu, W., Wei, W., Si, C., Xie, D., & Chen, L. (2020). Effect of supply chain strategic collaboration announcements on shareholder value: an empirical investigation from China. *International Journal of Operations & Production Management*.

- Melnyk, S. A., Lummus, R. R., Vokurka, R. J., Burns, L. J., & Sandor, J. (2009). Mapping the future of supply chain management: a Delphi study. *International journal of production Research*, 47(16), 4629-4653.
- Nkrumah, S. K., Apam, J., & Boadu, P. (2020). Enhancing Operational Performance through Supply Chain Management Practices: Evidence from Firms in the Petroleum Downstream. *Journal of Economics, Management and Trade*, 34-46.
- Nudurupati, S. S., Bititci, U. S., Kumar, V., & Chan, F. T. (2011). State of the art literature review on performance measurement. *Computers & Industrial Engineering*, 60(2), 279-290.
- Nyaga, G. N., Whipple, J. M., & Lynch, D. F. (2010). Examining supply chain relationships: do buyer and supplier perspectives on collaborative relationships differ?. *Journal of operations management*, 28(2), 101-114.
- Othman, S. B., Zgaya, H., Dotoli, M., & Hammadi, S. (2017). An agent-based decision support system for resources' scheduling in emergency supply chains. *Control Engineering Practice*, 59, 27-43.
- Pagell, M., & Wu, Z. (2009). Building a more complete theory of sustainable supply chain management using case studies of 10 exemplars. *Journal of supply chain management*, 45(2), 37-56.
- Panayides, P. M., & Lun, Y. V. (2009). The impact of trust on innovativeness and supply chain performance. *International journal of production Economics*, 122(1), 35-46.
- Parida, V., Westerberg, M., & Frishammar, J. (2012). Inbound open innovation activities in high-tech SMEs: the impact on innovation performance. *Journal of small business management*, 50(2), 283-309.
- Prajogo, D., Oke, A., & Olhager, J. (2016). Supply chain processes. *International Journal of Operations & Production Management*.
- Qrunfleh, S. and Tarafdar, M. (2014), "Supply chain information systems strategy: impacts on supply chain performance and firm performance", *International Journal of Production Economics*, Vol. 147 No. Part B, pp. 340-350.
- Rajagopal, V., Venkatesan, S. P., & Goh, M. (2017). Decision-making models for supply chain risk mitigation: A review. *Computers & Industrial Engineering*, 113, 646-682.
- Rajesh, R., & Ravi, V. (2015). Supplier selection in resilient supply chains: a grey relational analysis approach. *Journal of Cleaner Production*, 86, 343-359.
- Ralston, P. M., Blackhurst, J., Cantor, D. E., & Crum, M. R. (2015). A structure–conduct–performance perspective of how strategic supply chain integration affects firm performance. *Journal of Supply Chain Management*, 51(2), 47-64.
- Ramanathan, U., & Gunasekaran, A. (2014). Supply chain collaboration: Impact of success in long-term partnerships. *International Journal of Production Economics*, 147, 252-259.
- Rezaei, A. R., Çelik, T., & Baalousha, Y. (2011). Performance measurement in a quality management system. *Scientia Iranica*, 18(3), 742-752.
- Rosenzweig, E. D., Roth, A. V., & Dean Jr, J. W. (2003). The influence of an integration strategy on competitive capabilities and business performance: an exploratory study of consumer products manufacturers. *Journal of operations management*, 21(4), 437-456.
- Sardi, A., Sorano, E., Garengo, P., & Ferraris, A. (2020). The role of HRM in the innovation of performance measurement and management systems: a multiple case study in SMEs. *Employee Relations: The International Journal*.
- Saudi, M. H. M., Juniati, S., Kozicka, K., & Razimi, M. S. A. (2019). Influence of lean practices on supply chain performance. *Polish Journal of Management Studies*, 19.

- Schryen, G. (2013). Revisiting IS business value research: what we already know, what we still need to know, and how we can get there. *European Journal of Information Systems*, 22(2), 139-169.
- Selvaraju, M., Beleya, P., & Sundram, V. P. K. (2017). Supply chain cost reduction using mitigation & resilient strategies in the hypermarket retail business. *International Journal of Supply Chain Management*, 6(2), 116-121.
- Sgrò, F., Palazzi, F., Ciambotti, M., & Gelsomini, L. (2020). Factors promoting and hindering the adoption of management accounting tools. Evidence from Italian manufacturing SMEs. *Management Control*.
- Shabbir, M. S., & Kassim, N. M. (2018). Supply chain management drivers and sustainability of green initiatives in manufacturing enterprises: A case in Pakistan. *International Journal of Entrepreneurship*, 22(15), 1-19.
- Sheffield, G. R. (2019). An Examination of e-Commerce and Its Influence on the Traditional and e-Commerce Supply Chain Models (Doctoral dissertation, Capella University).
- Sheikh, Z., & Rana, S. (2014). The Role of Logistics Service Providers in Supply Chain Performance Management: A Comprehensive Literature Review. *International Journal of Academic Research in Business and Social Sciences*, 4(5), 608.
- Som, J. O., Cobblah, C., & Anyigba, H. (2019). The Effect of Supply Chain Integration on Supply Chain Performance. Available at SSRN 3454081.
- Sundram, V. P. K., Ibrahim, A. R., & Govindaraju, V. G. R. (2011). Supply chain management practices in the electronics industry in Malaysia: Consequences for supply chain performance. *Benchmarking: An International Journal*, 18(6), 834-855.
- Trkman, P. (2010). The critical success factors of business process management. *International journal of information management*, 30(2), 125-134.
- Turkulainen, V., & Ketokivi, M. (2012). Cross-functional integration and performance: what are the real benefits?. *International Journal of Operations & Production Management*.
- Turkulainen, V., & Swink, M. L. (2017). Supply chain personnel as knowledge resources for innovation—a contingency view. *Journal of Supply Chain Management*, 53(3), 41-59.
- Wong, C. Y., Boon-Itt, S., & Wong, C. W. (2011). The contingency effects of environmental uncertainty on the relationship between supply chain integration and operational performance. *Journal of Operations management*, 29(6), 604-615.
- Wong, C. Y., Wong, C. W., & Boon-Itt, S. (2015). Integrating environmental management into supply chains: a systematic literature review and theoretical framework. *International Journal of Physical Distribution and Logistics Management*, 45(1/2), 43-68.
- Wood, L. C., Reiners, T., & Srivastava, H. S. (2017). Think exogenous to excel: alternative supply chain data to improve transparency and decisions. *International Journal of Logistics Research and Applications*, 20(5), 426-443.
- Youn, S. H., Yang, M. G. M., Kim, J. H., & Hong, P. (2014). Supply chain information capabilities and performance outcomes: An empirical study of Korean steel suppliers. *International Journal of Information Management*, 34(3), 369-380.
- Yu, W. (2015). The effect of IT-enabled supply chain integration on performance. *Production Planning & Control*, 26(12), 945-957.
- Zailani, S., and Rajagopal, P. (2005), "Supply chain integration and performance: US versus East Asian companies", *Supply Chain Management: An International Journal*, Vol. 10 No. 5, pp. 379-93.

- Zhang, G., Liu, C., & Wang, H. (2020). Institutional pressures and the extent of cross-channel integration: the moderating effect of enterprise's capabilities. *Journal of Contemporary Marketing Science*.
- Zhao, X., Huo, B., Selen, W., & Yeung, J. H. Y. (2011). The impact of internal integration and relationship commitment on external integration. *Journal of operations management*, 29(1-2), 17-32.