



Performance Outcomes of Supply Chain Management Practices: Evidence from Pakistan's Fan Manufacturing SMEs

Ü. Akbay^{a,*}  0000-0002-8679-4117, M.S. Hafeez^b  0009-0002-1189-2246

^a Piri Reis University, Logistics Management Department, Istanbul, Turkey;

^b Institute of Social Social Sciences, Işık University, Istanbul, Turkey

References

- [1] S. Li, B. Ragu-Nathan, T. S. Ragu-Nathan, and S. S. Rao, "The impact of supply chain management practices on competitive advantage and organizational performance," *Omega*, vol. 34, no. 2, pp. 107–124, 2006, doi: 10.1016/j.omega.2004.08.002.
- [2] C. S. Ou, F. C. Liu, Y. C. Hung, and D. C. Yen, "A structural model of supply chain management on firm performance," *Int. J. Oper. Prod. Manag.*, vol. 30, no. 5, pp. 526–545, 2010, doi: 10.1108/01443571011039614.
- [3] M. Shi and W. Yu, "Supply chain management and financial performance: Literature review and future directions," *Int. J. Oper. Prod. Manag.*, vol. 33, no. 10, pp. 1283–1317, 2013, doi: 10.1108/IJOPM-03-2012-0112.
- [4] H. Q. Truong, M. Sameiro, A. C. Fernandes, P. Sampaio, B. A. T. Duong, H. H. Duong, and E. Vilhenac, "Supply chain management practices and firms' operational performance," *Int. J. Qual. Rel. Manag.*, vol. 34, no. 2, pp. 176–193, 2017.
- [5] Trade Development Authority of Pakistan. "Report on Fan Industry of Pakistan." [Online]. Available: https://tdap.gov.pk/wp-content/uploads/2022/01/4.1-tdap_report_on_fan_industry_in_pakistan.pdf. [Accessed: 2-Aug-2024].
- [6] State Bank of Pakistan. "Fan Industry in Gujrat & Gujranwala." [Online]. Available: www.sbp.org.pk/departments/ihfd/Sub-Segment%20Booklets/Fan%20Industry%20Report.pdf. [Accessed: 2-Aug-2024].
- [7] Pakistan Business Council. "Enhancing the Competitiveness of Pakistan's Domestic Fan Industry". [Online]. Available: <https://www.pbc.org.pk/wp-content/uploads/Enhancing-the-Competitiveness-of-Pakistans-Domestic-Fan-Industry.pdf>. [Accessed: 2-Aug-2024].
- [8] Trade Development Authority of Pakistan. "Pakistan Electric Fan Manufacturing Sector." [Online]. Available: <https://tdap.gov.pk/wp-content/uploads/2024/01/Fan-Brochure.pdf>. [Accessed: 2-Aug-2024].
- [9] M. K. S. Bhutta, A. I. Rana, and U. Asad, "SCM practices and the health of the SMEs in Pakistan," *Supply Chain Manag.: Int. J.*, vol. 12, no. 6, pp. 412–422, 2007.
- [10] N. Afraz, S. T. Hussain, and U. Khan, "Barriers to the growth of small firms in Pakistan: A qualitative assessment of selected light engineering industries," *Lahore J. Econ.*, vol. 19, pp. 135–176, 2014.
- [11] S. Chopra and P. Meindl, *Supply Chain Management: Strategy, Planning, and Operation*, 6th ed. Boston, MA: Pearson Education, 2016.
- [12] GEBN, Strategic Supplier Alliance Executive Report. East Lansing, MI: Michigan State University, 1995.
- [13] R. M. Monczka, K. J. Petersen, R. B. Handfield, and G. L. Ragatz, "Success factors in strategic supplier alliances: The buying company perspective," *Decision Sci.*, vol. 29, no. 3, pp. 553–577, 2012.
- [14] S. Li, S. Rao, T. S. Ragu-Nathan, and B. S. Ragu-Nathan, "Development and validation of a measurement instrument for studying supply chain management practices," *J. Oper. Manag.*, vol. 23, pp. 618–641, 2005.
- [15] K. A. Khan and R. Pillania, "Strategic sourcing for supply chain agility and firms' performance: A study of Indian manufacturing sector," *Manag. Decis.*, vol. 46, no. 10, pp. 1508–1530, 2008, doi: 10.1108/00251740810920010.
- [16] W. Seal, J. Cullen, A. Dunlop, T. Berry, and M. Ahmed, "Enacting a European supply chain: A case study on the role of management accounting," *Manag. Account. Res.*, vol. 10, no. 3, pp. 303–322, 1999, doi: 10.1006/mare.1999.0105.
- [17] G. Al-Abdallah, A. Abdallah, and K. B. Hamdan, "The impact of supplier relationship management on competitive performance of manufacturing firms," *Int. J. Bus. Manag.*, vol. 9, no. 2, pp. 192–202, 2014, doi: 10.5539/ijbm.v9n2p192.

- [18] J. Nenavani and R. K. Jain, "Examining the impact of strategic supplier partnership, customer relationship and supply chain responsiveness on operational performance: The moderating effect of demand uncertainty," *J. Bus. Ind. Mark.*, vol. 37, no. 5, pp. 995–1011, 2022, doi: 10.1108/JBIM-10-2020-0461.
- [19] D. Prajogo and J. Olhager, "Supply chain integration and performance: The effects of long-term relationships, information technology and sharing, and logistics integration," *Int. J. Prod. Econ.*, vol. 135, no. 1, pp. 514–522, 2012, doi: 10.1016/j.ijpe.2011.09.001.
- [20] M. A. Vonderembse and M. Tracey, "The impact of supplier selection criteria and supplier involvement on manufacturing performance," *J. Supply Chain Manag.*, vol. 35, no. 2, pp. 33–39, 1999, doi: 10.1111/j.1745-493X.1999.tb00060.x.
- [21] V. R. Kamman and K. C. Tan, "Supplier selection and assessment: Their impact on business performance," *J. Supply Chain Manag.*, vol. 38, no. 3, pp. 11–21, 2002, doi: 10.1111/j.1745-493X.2002.tb00139.x.
- [22] Z. J. H. Tarigan, H. Siagian, and F. Jie, "Impact of internal integration, supply chain partnership, supply chain agility, and supply chain resilience on sustainable advantage," *Sustainability*, vol. 13, no. 10, p. 5460, 2021, doi: 10.3390/su13105460.
- [23] S. Modgil and S. Sharma, "Impact of hard and soft TQM on supply chain performance: Empirical investigation of pharmaceutical industry," *Int. J. Prod. Qual. Manag.*, vol. 20, no. 4, pp. 513–533, 2017, doi: 10.1504/IJPQM.2017.082834.
- [24] S. Mithas, M. S. Krishnan, and C. Fornell, "Why do customer relationship management applications affect customer satisfaction?," *J. Mark.*, vol. 69, no. 4, pp. 201–209, 2005.
- [25] I. J. Chen and K. Popovich, "Understanding customer relationship management (CRM): People, process and technology," *Bus. Process Manag. J.*, vol. 9, no. 5, pp. 672–688, 2003, doi: 10.1108/14637150310496758.
- [26] A. Gunasekaran, C. Patel, and E. Tirtiroglu, "Performance measures and metrics in a supply chain environment," *Int. J. Oper. Prod. Manag.*, vol. 21, no. 1/2, pp. 71–87, 2001, doi: 10.1108/01443570110358468.
- [27] A. Gunasekaran, C. Patel, and R. E. McGaughey, "A framework for supply chain performance measurement," *Int. J. Prod. Econ.*, vol. 87, no. 3, pp. 333–347, 2004, doi: 10.1016/j.ijpe.2003.08.003.
- [28] B. M. Beamon, "Measuring supply chain performance," *Int. J. Oper. Prod. Manag.*, vol. 19, no. 3, pp. 275–292, 1999, doi: 10.1108/01443579910249714.
- [29] C. Shepherd and H. Günter, "Measuring supply chain performance: Current research and future directions," *Int. J. Product. Perform. Manag.*, vol. 55, no. 3/4, pp. 242–258, 2006, doi: 10.1108/17410400610653219.
- [30] G. Stewart, "Supply chain performance benchmarking study reveals keys to supply chain excellence," *Logist. Inf. Manag.*, vol. 8, no. 2, pp. 38–44, 1995, doi: 10.1108/09576059510085000.
- [31] M. Hashim, S. A. Baig, F. Anjad, M. Nazam, and M. U. Akram, "Impact of supply chain management practices on organizational performance and moderating role of innovation culture: A case of Pakistan textile industry," in *Proc. 13th Int. Conf. Management Science and Engineering Management (ICMSEM 2019)*, J. Xu, S. Ahmed, F. Cooke, and G. Duca, Eds. Cham, Switzerland: Springer, 2020, vol. 1002, *Adv. Intell. Syst. Comput.*, pp. 390–401, doi: 10.1007/978-3-030-21255-1_30.
- [32] A. V. Gandhi, A. Shaikh, and P. A. Sheorey, "Impact of supply chain management practices on firm performance: Empirical evidence from a developing country," *Int. J. Retail Distrib. Manag.*, vol. 45, no. 4, pp. 366–384, 2017, doi: 10.1108/IJRDM-06-2015-0076.
- [33] F. Al-Madi, "The impact of supply chain management practices on supply chain performance in the Jordanian industrial sector," *Eur. J. Bus. Manag.*, vol. 9, pp. 150–165, 2017.
- [34] J. F. Hair, G. T. M. Hult, C. M. Ringle and M. Sarstedt, *A primer on partial least squares structural equation modeling (PLS-SEM)* (3rd Edition), Thousand Oaks, CA: Sage, 2022.
- [35] J. Henseler, C. M. Ringle, and M. Sarstedt, "A new criterion for assessing discriminant validity in variance-based structural equation modeling," *J. Acad. Mark. Sci.*, vol. 43, pp. 115–135, 2015, doi: 10.1007/s11747-014-0403-8.
- [36] Q. Wu, J. F. Su, J. Xuan, and S. Lei, "Integrated optimization of vehicle routing of automotive parts inbound logistics," *Int. J. Simul. Model.*, vol. 22, no. 3, pp. 520–531, 2023, doi: 10.2507/IJSIMM22-3-CO14.
- [37] M. A. Khan, D. Abdul, M. W. Khan, A. Tanveer, and A. U. Khan, "Investigating the supply chain logistic issues for SMEs service quality in Pakistan," *J. Mark. Supply Chain Manag.*, vol. 2, no. 4, pp. 1–11, 2023, doi: 10.47363/JMSCM/2023(2)116.
- [38] S. I. Zaman, S. A. Khan, and S. Kusi-Sarpong, "Investigating the relationship between supply chain finance and supply chain collaborative factors," *Benchmarking: Int. J.*, vol. 31, no. 6, pp. 1941–1975, 2024, doi: 10.1108/BIJ-05-2022-0295.
- [39] D. Jianguo and Y. A. Solangi, "Sustainability in Pakistan's textile industry: Analyzing barriers and strategies for green supply chain management implementation," *Environ. Sci. Pollut. Res.*, vol. 30, pp. 58109–58127, 2023, doi: 10.1007/s11356-023-26687-x.
- [40] M. Skippari, M. Laukkanen, and J. Salo, "Cognitive barriers to collaborative innovation generation in supply chain relationships," *Ind. Mark. Manag.*, vol. 62, pp. 108–117, 2017, doi: 10.1016/j.indmarman.2016.08.002.
- [41] M. Imtiaz, A. B. A. Hamid, D. Nadarajah, S. A. Mehmood, and M. K. Ahmad, "Enhancing SMEs performance through supply chain collaboration and moderation of supply chain technology implementation," *Braz. J. Oper. Prod. Manag.*, vol. 20, no. 2, p. 1494, 2023, doi: 10.14488/BJOPM.1494.2023.