

Supplier Relationship Management Practices and Their Impact on Supply Chain Performance: Evidence from the Manufacturing Sector

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Abstract

Supplier Relationship Management (SRM) has emerged as a critical strategic approach for enhancing supply chain performance in manufacturing organizations. As firms increasingly depend on external suppliers, effective management of buyer–supplier relationships has become essential for achieving operational efficiency and sustaining competitive advantage. This study examines the role of SRM practices in improving supply chain performance within the manufacturing sector by integrating theoretical perspectives with empirical evidence.

The study adopts a quantitative research design and collects primary data from procurement, supply chain, and operations professionals in manufacturing organizations. Key SRM practices examined include supplier selection and evaluation, communication and information sharing, trust and commitment, collaboration and coordination, and supplier performance monitoring. The data are analyzed using descriptive and inferential techniques to assess the relationship between SRM practices and supply chain performance outcomes.

The findings indicate that structured and relationship-oriented SRM practices exert a significant positive influence on supply chain performance. Effective communication, trust-based relationships, and collaborative interactions with suppliers enhance delivery reliability, quality consistency, and operational efficiency. The results further demonstrate that relational governance mechanisms play a critical role in translating SRM practices into improved performance outcomes.

The study contributes to the supply chain management literature by empirically validating the strategic importance of SRM in a manufacturing context. From a managerial perspective, the findings underscore the need for organizations to move beyond transactional sourcing toward integrated and collaborative supplier relationship strategies. The study offers practical insights for managers seeking to strengthen supply chain performance through effective supplier relationship management. This document is a template to provide guidance about formatting the research papers which are going to be submitted to the journal IJFMR. Authors can get a general idea of formatting and various possible sections in the research paper.

Keywords: Supplier Relationship Management; Supply Chain Performance; Relational Governance; Manufacturing Industry; Supplier Collaboration

1. Introduction

In an increasingly competitive and globalized business environment, organizational performance is no longer determined solely by internal efficiencies but by the effectiveness of entire supply chains. Supply chains have evolved from transactional, firm-centric arrangements into complex networks of interdependent partners, where coordination, responsiveness, and relationship quality play a decisive role in achieving competitive advantage. Within this context, the management of supplier relationships has emerged as a critical strategic concern.

Supplier Relationship Management (SRM) refers to a systematic approach for developing, managing, and optimizing relationships with suppliers to create mutual value. Traditional supplier management practices were largely transactional, emphasizing price negotiation, contract compliance, and short-term sourcing decisions. However, such approaches have proven inadequate in addressing contemporary supply chain challenges such as demand volatility, operational risk, and increasing dependence on external partners. Consequently, organizations are increasingly adopting relationship-oriented and collaborative SRM models, wherein suppliers are viewed as strategic partners rather than transactional vendors.

The manufacturing sector is particularly dependent on effective supplier relationships due to its reliance on external suppliers for raw materials, components, and specialized services. Supplier performance in terms of quality, delivery reliability, and responsiveness directly influences production efficiency and operational stability. Disruptions or inefficiencies at the supplier level can cascade across the supply chain, resulting in production delays, increased costs, and customer dissatisfaction. As a result, effective SRM practices are essential for ensuring supply continuity and enhancing overall supply chain performance in manufacturing environments.

While the supply chain management literature has extensively examined procurement strategies, logistics integration, and supplier selection, empirical research focusing on SRM as an integrated set of practices remains limited—particularly in manufacturing organizations within emerging economies. Existing studies often address isolated SRM dimensions such as collaboration or trust, with limited empirical validation of how structured SRM practices collectively influence supply chain performance. This gap is especially relevant given the growing emphasis on strategic sourcing and long-term supplier partnerships in modern manufacturing supply chains.

Furthermore, SRM effectiveness is shaped not only by formal contractual arrangements but also by relational governance mechanisms such as trust, commitment, and communication. These relational elements play a critical role in aligning supplier behavior with organizational objectives, reducing opportunism, and facilitating cooperative problem-solving. Understanding the interaction between formal and relational governance within SRM frameworks is therefore essential for both academic inquiry and managerial practice.

Against this backdrop, the present study examines the role of Supplier Relationship Management practices in enhancing supply chain performance in the manufacturing sector. Drawing on supply chain management and relational governance theories, the study empirically investigates key SRM dimensions—including supplier selection, communication, trust, collaboration, and performance monitoring—and their influence on supplier performance and overall supply chain effectiveness.

The objectives of this study are threefold:

1. to examine prevailing SRM practices adopted by manufacturing organizations,
2. to analyze the relationship between SRM practices and supply chain performance outcomes, and
3. to derive managerial insights to support the design and implementation of effective SRM frameworks.

By addressing these objectives, the study contributes to the literature by empirically validating SRM as a strategic capability in manufacturing supply chains and by offering practical guidance for enhancing supplier performance through relationship-based approaches.

2. Literature Review

2.1 Supply Chain Management: Concept and Evolution

Supply Chain Management (SCM) has evolved as a central managerial philosophy emphasizing the integration and coordination of activities across organizational boundaries. It encompasses the planning and management of sourcing, procurement, production, logistics, and coordination with key channel partners, including suppliers, intermediaries, and customers. The fundamental objective of SCM is to enhance overall supply chain performance through improved efficiency, responsiveness, and value creation.

Early supply chain practices were predominantly transactional, focusing on cost minimization and short-term efficiency. However, increasing globalization, market volatility, and technological advancement have transformed supply chains into complex, interdependent networks. Contemporary SCM emphasizes collaboration, information sharing, and relational coordination, recognizing that organizational performance is influenced not only by internal capabilities but also by the quality of relationships with external partners—particularly suppliers.

2.2 Supplier Relationship Management within the Supply Chain Context

Supplier Relationship Management (SRM) represents a strategic approach to managing interactions with suppliers to maximize mutual value creation. Positioned within the upstream segment of the supply chain, SRM acts as a critical interface between organizational strategy and supplier capabilities. It involves structured processes for supplier segmentation, governance, collaboration, and performance evaluation.

Unlike traditional procurement approaches that emphasize transactional exchanges, SRM promotes long-term, relationship-oriented engagement with suppliers. This strategic orientation enables organizations to align supplier objectives with business goals, enhance coordination, and improve supply chain integration. Prior research consistently highlights SRM as a key driver of supplier performance, operational stability, and risk mitigation in complex supply chain environments.

2.3 Types of Supplier Relationships

Supplier relationships vary based on the strategic importance of the supplier and the degree of interdependence between the buyer and supplier. These relationships are commonly categorized as transactional, collaborative, and strategic partnerships.

Transactional relationships are characterized by short-term contracts, limited information exchange, and price-focused negotiations, typically applied to non-critical or standardized purchases. Collaborative relationships involve greater information sharing, coordination, and joint problem-solving, enabling improved operational efficiency and responsiveness. Strategic partnerships represent the highest level of supplier integration, characterized by long-term commitment, shared objectives, and joint value creation initiatives. Such partnerships are usually developed with suppliers whose performance is critical to organizational success and competitive advantage.

2.4 Trust and Governance in Supplier Relationship Management

Trust is widely recognized as a foundational element of effective supplier relationships. It reduces uncertainty, limits opportunistic behavior, and facilitates cooperation among supply chain partners. Trust in SRM is commonly conceptualized as contractual trust (compliance with formal agreements), competence trust (confidence in supplier capabilities), and goodwill trust (mutual commitment and ethical conduct).

In addition to trust, governance mechanisms play a crucial role in shaping supplier relationships. Formal governance relies on contracts, policies, and performance monitoring, while relational governance emphasizes shared norms, mutual understanding, and informal coordination. Prior studies suggest that a balanced combination of formal and relational governance mechanisms enhances relationship stability while maintaining flexibility, thereby contributing to improved supply chain performance.

2.5 Supplier Relationship Management Practices

SRM practices encompass a set of structured activities aimed at managing supplier interactions effectively. Core practices include supplier selection and evaluation, communication and information sharing, collaboration, performance monitoring, and supplier development.

Supplier selection processes focus on evaluating suppliers based on quality, delivery reliability, cost competitiveness, and capability alignment. Performance evaluation systems enable organizations to monitor supplier outcomes and identify improvement opportunities. Effective communication and information sharing facilitate coordination and timely issue resolution, while collaborative practices—such as joint problem-solving and continuous improvement initiatives—strengthen relational ties. Supplier development programs further enhance supplier capabilities by providing technical, managerial, and process support.

2.6 Supplier Relationship Management and Supply Chain Performance

Extant literature provides strong evidence of a positive relationship between SRM practices and supply chain performance. Effective SRM has been associated with improvements in quality, delivery reliability, cost efficiency, flexibility, and responsiveness. Trust-based and collaborative supplier relationships enhance supplier commitment and performance consistency, enabling organizations to manage demand variability and operational uncertainty more effectively.

Long-term supplier partnerships also contribute to reduced transaction costs, improved information accuracy, and enhanced coordination across the supply chain. However, prior studies indicate that the realization of these benefits depends on the maturity of SRM implementation and the degree to which supplier relationships are strategically aligned with organizational objectives.

2.7 Research Gap and Conceptual Focus

Despite growing recognition of SRM as a strategic supply chain capability, notable gaps remain in the literature. First, many studies examine isolated SRM dimensions—such as supplier selection or collaboration—without adopting an integrated perspective. Second, empirical research on SRM practices in manufacturing organizations, particularly within emerging economy contexts, remains limited. Third, limited attention has been given to understanding how multiple SRM practices collectively influence supply chain performance.

Addressing these gaps, the present study adopts an integrated SRM framework to examine the combined influence of supplier selection, communication, trust, collaboration, and performance monitoring on supply chain performance in the manufacturing sector. By integrating theoretical insights with empirical analysis, the study contributes to a more comprehensive understanding of SRM as a strategic mechanism

for enhancing supply chain effectiveness.

3. Research Methodology

3.1 Research Design

The study adopts a descriptive and analytical research design to examine the role of Supplier Relationship Management (SRM) practices in enhancing supply chain performance within the manufacturing sector. This design is appropriate as it enables systematic documentation of prevailing SRM practices while facilitating analytical assessment of their association with supply chain performance outcomes. By integrating descriptive and analytical elements, the study provides both an overview of current practices and insights into their operational implications.

3.2 Research Approach

A quantitative research approach was employed to collect and analyze data related to SRM practices and supply chain performance. This approach supports objective measurement of key constructs and enables empirical examination of relationships identified in prior literature. Primary data were collected using a structured questionnaire, ensuring consistency, comparability, and reliability of responses across participating organizations.

3.3 Data Collection Method

Primary data were collected through a survey method using a structured questionnaire developed based on established literature in supply chain management and supplier relationship management. The questionnaire comprised multiple sections covering organizational profile, SRM practices, and supply chain performance indicators. Responses were captured using a Likert-scale format, allowing respondents to express their perceptions regarding the effectiveness of SRM practices and associated performance outcomes.

The questionnaire was administered to respondents directly involved in supplier management and supply chain operations, including procurement managers, supply chain executives, and operations managers. This ensured that responses were informed, relevant, and reflective of actual SRM practices followed by the organizations.

3.4 Sampling Design

The study employed a purposive sampling technique, targeting manufacturing organizations actively engaged in supplier relationship management. This sampling approach was appropriate as it ensured that respondents possessed adequate knowledge and practical experience related to SRM activities. The sample included manufacturing organizations of varying sizes, enabling a broader understanding of SRM implementation across diverse operational contexts.

3.5 Variables of the Study

The study examines SRM practices as independent variables and supply chain performance as the dependent variable.

- **Independent Variables (SRM Practices):**

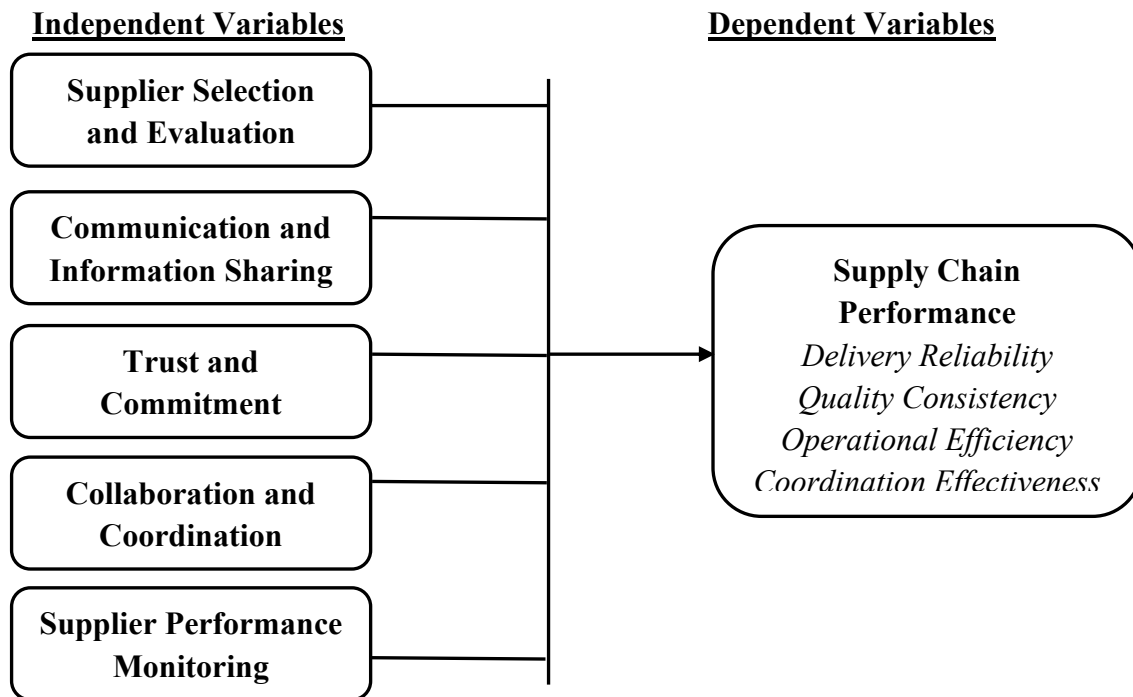
- Supplier selection and evaluation
- Communication and information sharing
- Trust and commitment
- Collaboration and coordination
- Supplier performance monitoring

- **Dependent Variable:**

- Supply chain performance, measured in terms of delivery reliability, quality consistency, operational efficiency, and coordination effectiveness

These variables were identified based on their prominence in prior literature and their relevance to manufacturing supply chain contexts.

Figure 1: Conceptual Diagram



3.6 Data Analysis Techniques

The collected data were analyzed using descriptive statistical techniques, including frequency and percentage analysis, to summarize respondent profiles and prevailing SRM practices. Interpretative analysis was subsequently applied to examine the association between SRM practices and supply chain performance outcomes. The findings are presented using tables and narrative interpretations to enhance clarity and facilitate meaningful interpretation.

3.7 Reliability and Validity

To ensure reliability and validity, the questionnaire items were developed based on established constructs reported in prior SRM and SCM studies. Content validity was ensured by aligning questionnaire items with the research objectives and theoretical dimensions identified in the literature. The structured design of the instrument and standardized response format further contributed to the consistency and reliability of the data collected.

3.8 Ethical Considerations

Ethical considerations were observed throughout the research process. Participation in the survey was voluntary, and respondents were assured of confidentiality and anonymity. The data collected were used exclusively for academic research purposes, and no personal or organizational identifiers were disclosed in the analysis or reporting of results.

Table 1: Key Constructs and Operational Definitions

Construct	Operational Definition	Source
Supplier Selection & Evaluation	Extent to which suppliers are selected and assessed based on quality, delivery reliability, and capability criteria	Literature & Survey
Communication & Information Sharing	Frequency, accuracy, and transparency of information exchanged between buyer and supplier	Survey
Trust & Commitment	Degree of confidence in supplier reliability, competence, and long-term orientation	Literature & Survey
Collaboration & Coordination	Level of joint planning, problem-solving, and cooperative activities between buyer and supplier	Survey
Supplier Performance Monitoring	Systematic evaluation of supplier quality, delivery, and responsiveness	Survey
Supply Chain Performance	Outcomes related to delivery reliability, quality consistency, and operational efficiency	Survey

4. Data Analysis and Findings

This section presents the analysis of primary data collected from manufacturing organizations to examine prevailing Supplier Relationship Management (SRM) practices and their influence on supply chain performance. The analysis focuses on key SRM dimensions—supplier selection, communication, trust, collaboration, and performance monitoring—and evaluates their contribution to operational outcomes.

4.1 Profile of Respondent Organizations

The respondent organizations consist of manufacturing firms actively engaged in supplier management activities. Data were collected from procurement managers, supply chain executives, and operations personnel directly involved in supplier coordination and performance evaluation. This ensured that responses reflected informed and practical perspectives on SRM implementation.

The diversity of respondents enabled the study to capture variations in SRM practices across manufacturing contexts, thereby enhancing the reliability and relevance of the empirical findings.

4.2 Supplier Selection and Evaluation Practices

The analysis indicates that supplier selection is a structured and systematic process in most respondent organizations. Key criteria such as quality, delivery reliability, cost competitiveness, and supplier capability play a central role in supplier selection decisions. Organizations emphasized the importance of selecting suppliers capable of meeting production requirements consistently.

Supplier evaluation practices were found to be formalized, with periodic assessments conducted against predefined performance criteria. Regular evaluations enabled organizations to identify performance gaps and initiate corrective actions, contributing to improved supplier reliability and quality consistency.

4.3 Communication and Information Sharing

Effective communication emerged as a critical component of SRM practices. The findings reveal that frequent and transparent information exchange between buyers and suppliers enhances coordination and supports timely resolution of operational issues. Information sharing related to demand forecasts, production schedules, and delivery requirements was found to improve supplier responsiveness and reduce uncertainty.

Organizations maintaining open communication channels reported smoother coordination and fewer supply disruptions, highlighting the role of information sharing as a key enabler of supply chain integration and operational efficiency.

4.4 Trust and Commitment in Supplier Relationships

Trust was identified as a foundational element in long-term supplier relationships. The analysis suggests that trust in supplier competence and reliability positively influences relationship stability and performance outcomes. Organizations expressed greater confidence in suppliers who consistently met quality and delivery commitments.

Commitment to long-term relationships encouraged cooperative behavior and mutual problem-solving. Trust-based relationships reduced the need for excessive monitoring, allowing organizations to focus on collaborative improvement initiatives and strengthening overall supply chain effectiveness.

4.5 Collaboration and Coordination

Collaborative practices such as joint problem-solving, coordination meetings, and structured performance review discussions were prevalent among organizations with mature SRM frameworks. These practices facilitated alignment of objectives between buyers and suppliers and supported continuous improvement efforts.

The findings indicate that collaboration enhances coordination efficiency and enables organizations to address operational challenges proactively. Collaborative supplier relationships were associated with improved delivery performance, reduced delays, and better quality outcomes.

4.6 Supplier Performance Monitoring

Systematic supplier performance monitoring was found to be an integral component of SRM practices. Organizations commonly tracked performance metrics related to quality, delivery reliability, and responsiveness. Regular monitoring provided visibility into supplier performance trends and supported timely improvement actions.

Organizations actively monitoring supplier performance reported greater operational control and reduced variability in supplier outputs, underscoring the importance of performance measurement in sustaining accountability and continuous improvement.

4.7 Impact of SRM Practices on Supply Chain Performance

The analysis demonstrates a positive association between structured SRM practices and supply chain performance outcomes. Organizations adopting comprehensive SRM frameworks reported improvements in delivery reliability, quality consistency, and coordination efficiency.

The integration of supplier selection, communication, trust, collaboration, and performance monitoring contributed to enhanced supplier performance and operational stability. While the extent of SRM implementation varied across organizations, those with more mature SRM practices experienced greater performance benefits.

4.8 Summary of Empirical Findings

The key empirical findings of the study are summarized as follows:

- Supplier selection and evaluation practices significantly influence supplier reliability and performance consistency.
- Effective communication and information sharing enhance coordination and operational responsiveness.
- Trust-based relationships strengthen supplier commitment and reduce operational uncertainty.
- Collaborative practices support continuous improvement and performance enhancement.

- Systematic supplier performance monitoring reinforces accountability and operational control.

5. Discussions

This study examined the role of Supplier Relationship Management (SRM) practices in enhancing supply chain performance within the manufacturing sector. The findings provide strong empirical support for the view that structured, relationship-oriented SRM practices positively influence supplier performance and overall supply chain effectiveness. This section interprets the findings in relation to existing literature and highlights their theoretical significance.

5.1 Supplier Selection and Evaluation as a Strategic Lever

The findings confirm that structured supplier selection and evaluation practices are fundamental to achieving consistent supplier performance and supply chain stability. Organizations that emphasize supplier capability, quality, delivery reliability, and long-term alignment during the selection process experience improved operational outcomes and fewer disruptions. This supports prior research that positions supplier selection as a critical antecedent to effective long-term buyer–supplier relationships. The results reinforce the argument that selection decisions based solely on cost considerations may undermine supply chain reliability, whereas capability-oriented selection strengthens operational continuity and strategic alignment.

5.2 Communication and Information Sharing for Operational Responsiveness

Effective communication and information sharing emerged as key enablers of supply chain coordination and responsiveness. The findings indicate that frequent, accurate, and transparent information exchange reduces uncertainty, supports proactive problem resolution, and enhances delivery reliability. This aligns with supply chain integration literature, which highlights information sharing as a central mechanism for synchronizing buyer and supplier activities. Improved information flow enhances alignment between buyer requirements and supplier capabilities, thereby strengthening operational responsiveness in dynamic manufacturing environments.

5.3 Trust and Commitment as Relational Governance Mechanisms

Trust and commitment were identified as central governance mechanisms in sustaining long-term supplier relationships. The findings suggest that trust in supplier competence and reliability reduces the need for excessive monitoring while encouraging cooperative behavior. This observation is consistent with relational governance perspectives, which argue that trust-based relationships complement formal contractual controls by lowering transaction costs and improving coordination. The results highlight the importance of relational mechanisms in maintaining performance continuity under conditions of uncertainty.

5.4 Collaboration for Continuous Improvement and Value Creation

The study demonstrates that collaboration with suppliers is a key driver of both operational improvement and strategic value creation. Collaborative practices such as joint problem-solving, quality improvement initiatives, and structured performance review discussions enable organizations and suppliers to collectively address operational challenges. These findings reinforce existing research that emphasizes collaboration as a mechanism for mutual value creation and continuous improvement. Sustained collaboration facilitates knowledge sharing and capability development, contributing to superior supply chain performance over time.

5.5 Supplier Performance Monitoring as a Developmental Mechanism

Supplier performance monitoring was found to play a critical role in sustaining supply chain effectiveness.

Systematic tracking of quality, delivery reliability, and responsiveness provides visibility into performance trends and supports timely corrective action. Importantly, the findings suggest that performance measurement systems are most effective when used not only as control mechanisms but also as developmental tools that support feedback, learning, and supplier improvement. This perspective extends traditional views of performance monitoring by highlighting its role in relationship development.

5.6 Integrated SRM Practices and Strategic Capability Development

Collectively, the findings demonstrate that SRM practices operate as an integrated system rather than as isolated activities. Supplier selection, communication, trust, collaboration, and performance monitoring interact to shape supplier behavior and performance outcomes. From a theoretical standpoint, this integrated perspective positions SRM as a dynamic capability embedded within the broader supply chain strategy. Organizations that adopt integrated SRM frameworks are better equipped to enhance supply chain resilience, manage risk, and sustain competitive advantage in complex manufacturing environments. Overall, the discussion highlights that effective SRM practices are essential for improving supply chain performance in manufacturing organizations. The findings not only validate existing theoretical arguments but also extend empirical understanding of how integrated SRM practices function in practical settings. This provides a strong foundation for deriving managerial and strategic implications and guiding future research in supplier relationship management and supply chain performance.

6. Implications

6.1 Managerial Implications

- **Position SRM as a strategic managerial capability**

Managers should elevate Supplier Relationship Management (SRM) from a transactional procurement activity to a strategic managerial function. This requires adopting formalized supplier selection and evaluation systems that emphasize capability, quality, delivery reliability, and long-term alignment rather than short-term cost efficiency alone.

- **Institutionalize structured communication and information-sharing mechanisms**

Organizations should establish formal communication routines, including regular coordination meetings, shared digital platforms, and standardized performance feedback processes. Consistent information sharing enables suppliers to plan more effectively, improves coordination, and reduces operational uncertainty.

- **Prioritize trust-based relationship management**

Managers should actively invest in building trust and commitment with key suppliers through transparent interactions, long-term engagement, and collaborative planning. Trust-oriented relationships reduce the need for excessive control while encouraging supplier accountability and cooperation.

- **Adopt selective collaboration with strategic suppliers**

Collaborative initiatives such as joint improvement projects, structured performance reviews, and problem-solving forums should be focused on strategically important suppliers. This selective approach ensures value creation while maintaining efficient use of managerial and organizational resources.

- **Use performance monitoring as a developmental tool**

Supplier performance measurement systems should extend beyond compliance monitoring to support feedback, learning, and capability development. A long-term orientation toward performance monito-

ring enables continuous improvement and strengthens supplier relationships.

6.2 Strategic Implications

- **Integrate SRM into corporate and supply chain strategy**

SRM should be embedded within broader organizational and supply chain strategies to ensure alignment between business objectives and supplier capabilities. Strategically managed supplier relationships enhance supply continuity and long-term operational effectiveness.

- **Balance contractual controls with relational governance**

Organizations should complement formal contracts with relational governance mechanisms such as trust, commitment, and collaboration. This balance enhances strategic flexibility and improves the organization's ability to manage uncertainty and environmental change.

- **Invest in supplier capability development for sustained advantage**

Firms should move beyond performance evaluation toward long-term supplier development initiatives, including joint process improvements and knowledge-sharing efforts. These investments create relational capabilities that are difficult for competitors to replicate.

- **Strengthen resilience through integrated SRM practices**

Strategically coordinated SRM practices enable organizations to build resilient supplier networks capable of responding to demand volatility, technological shifts, and external disruptions without compromising performance.

- **Reposition suppliers as long-term value partners**

A strategic, relationship-oriented approach to SRM allows organizations to transform suppliers into long-term partners that contribute to value creation, competitive advantage, and supply chain robustness.

7. Conclusions, Limitations, and Future Research

7.1 Conclusions

This study examined the role of Supplier Relationship Management (SRM) practices in enhancing supply chain performance within the manufacturing sector. Drawing on established supply chain management and relational governance literature, the research integrated theoretical perspectives with empirical evidence to assess how structured SRM practices influence supplier performance and overall supply chain effectiveness. The findings confirm that SRM represents a critical strategic mechanism through which manufacturing organizations can achieve improved operational outcomes and long-term supply chain stability.

The empirical results demonstrate that key SRM practices—systematic supplier selection, effective communication, trust-building, collaboration, and performance monitoring—positively contribute to delivery reliability, quality consistency, and coordination efficiency. The study highlights that trust-based and collaborative relationships strengthen supplier commitment while reducing operational uncertainty. Collectively, these findings reinforce the view that SRM should be regarded not merely as an operational procurement activity but as a strategic capability that aligns supplier behavior with organizational objectives.

From a theoretical perspective, the study contributes to existing literature by empirically validating the strategic importance of SRM in a manufacturing context. By adopting an integrated perspective, the research extends prior studies that examine isolated SRM dimensions and supports relational and resource-

based perspectives by demonstrating how supplier relationships function as valuable organizational resources that enhance performance and competitive advantage.

7.2 Limitations

Despite its contributions, the study is subject to certain limitations that should be acknowledged. First, the research is based on data collected from a limited sample of manufacturing organizations, which may restrict the generalizability of the findings. Second, the study adopts a cross-sectional research design, capturing SRM practices and performance outcomes at a single point in time, thereby limiting insights into long-term causal relationships. Third, the analysis relies on perceptual measures of performance, which may be influenced by respondent subjectivity despite efforts to ensure measurement reliability and validity.

7.3 Directions for Future Research

These limitations provide several avenues for future research. Longitudinal studies could be employed to examine the dynamic and long-term effects of SRM practices on supply chain performance. Future research may also expand the scope of investigation across multiple industries or conduct cross-country comparative studies to enhance contextual understanding of SRM implementation. Additionally, further studies could explore the role of digital technologies, analytics, and platform-based systems in enabling SRM practices, as well as examine the contribution of SRM to supply chain resilience, risk management, and adaptability in increasingly uncertain and disruptive environments.

7.4 Concluding Remarks

In conclusion, this study provides meaningful insights into the strategic role of Supplier Relationship Management in enhancing supply chain performance within manufacturing organizations. By emphasizing structured governance, collaboration, and trust-based relationships, organizations can transform supplier interactions into sources of sustained value creation and competitive advantage. The findings offer both theoretical enrichment and practical guidance for scholars and practitioners seeking to strengthen supply chain performance through effective SRM implementation.

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