

COMBINED EFFECT OF TRUST, COMMITMENT AND SUPPLIER
DEVELOPMENT ON BUYER-SUPPLIER PERFORMANCE IN TEXTILE
INDUSTRY

AMER RAJPUT

UNIVERSITI TEKNOLOGI MALAYSIA

COMBINED EFFECT OF TRUST, COMMITMENT AND SUPPLIER
DEVELOPMENT ON BUYER-SUPPLIER PERFORMANCE IN TEXTILE
INDUSTRY

AMER RAJPUT

A thesis submitted in fulfilment of the
requirements for the award of the degree of
Doctor of Philosophy (Management)

Faculty of Management
Universiti Teknologi Malaysia

MAY 2013

To my beloved parents

ACKNOWLEDGEMENTS

Praise is due to ALLAH, the Compassionate, the Merciful, the Source of all knowledge and wisdom who bestowed upon me health and thought. During the preparation of my thesis, many persons, researchers, academicians and practitioners supported me to complete the task of research. Particularly I wish to express my sincere appreciation to my thesis supervisor, Professor Dr. Abdul Hamid Abu Bakar for encouragement, guidance, advices, valuable critics, motivation and friendship. Without the persistent guidance and support of my supervisor, it would not have been possible to complete this thesis.

I express my sincere gratitude to Universiti Teknologi Malaysia (UTM) for providing world class research facilities and conducive environment for research. The support of my fellow postgraduate students is very well appreciated. Therefore, I offer my deepest felicitation to all my colleagues and others for their kind guidance to ensure the quality of work. I am grateful to all my family members for their support as well.

ABSTRACT

Large scale manufacturing organizations in developed and developing countries utilize supplier development practices to cope with increased competition and cost pressure. Understanding the effect of supplier development approaches on buyer-supplier performance remains a critical problem for these large scale manufacturing buying firms. There is a need to understand the effects of supplier development approaches combined with buying firm's trust and commitment on the buyer-supplier performance in the textile industry of a developing country. This study investigates the effect of supplier development approaches on buyer-supplier performance, combined effects of buying firm's trust with supplier development approaches on buyer-supplier performance, and combined effects of buying firm's commitment with supplier development approaches on buyer-supplier performance. A research framework was developed by integrating indirect supplier development approach through goal-setting theory and influence strategy, direct supplier development approach through transaction cost theory and knowledge-based view on buyer-supplier performance, the moderation of buying firm's trust on relationship of indirect and direct supplier development with buyer-supplier performance, and the moderation of buying firm's commitment on relationship of indirect and direct supplier development with buyer-supplier performance. Regression analysis was performed on a cross-sectional data of 345 firms in the textile industry of Pakistan and the findings showed that the supplier development approaches were positively related to the improvement of buyer-supplier performance. Moreover, the buying firm's trust and commitment positively moderated the relationship of supplier development approaches with buyer-supplier performance. The combined effects of buying firm's trust and commitment with supplier development approaches resulted in the improvement of buyer-supplier performance. The findings are significant in order to understand the effect of supplier development approaches on buyer-supplier performance, and the combined effects of supplier development approaches with buying firm's trust and commitment on buyer-supplier performance specifically in the context of the textile industry.

ABSTRAK

Organisasi pembuatan berskala besar di negara-negara maju dan membangun menggunakan amalan pembangunan pembekal untuk menghadapi peningkatan persaingan dan tekanan kos. Firma pembeli pembuatan berskala besar masih menghadapi masalah yang kritikal untuk memahami kesan pendekatan pembangunan pembekal kepada prestasi pembeli-pembekal. Firma pembeli pembuatan berskala besar perlu memahami kesan pendekatan pembangunan pembekal serta kesan kepercayaan dan komitmen terhadap prestasi pembeli-pembekal dalam industri tekstil di negara membangun. Kajian ini mengkaji kesan pendekatan pembangunan pembekal kepada prestasi pembeli-pembekal, kesan gabungan kepercayaan firma dengan pendekatan pembangunan pembekal kepada prestasi pembeli-pembekal, dan kesan gabungan komitmen dengan pendekatan pembangunan pembekal kepada prestasi pembeli-pembekal. Rangka kerja kajian dibangunkan dengan mengintegrasikan pendekatan pembangunan pembekal tidak langsung melalui teori penetapan matlamat dan strategi pengaruh, pendekatan pembangunan pembekal secara langsung melalui transaksi teori kos dan pandangan berasaskan pengetahuan terhadap prestasi pembeli-pembekal, moderator kepercayaan firma pembeli dengan hubungan langsung dan tidak langsung pembangunan pembekal terhadap prestasi pembekal-pembeli, dan moderator komitmen pembeli terhadap hubungan langsung dan tidak langsung pembangunan pembekal terhadap prestasi pembeli-pembekal. Analisis regresi telah dilakukan ke atas data keratan rentas 345 buah firma dalam industri tekstil di Pakistan. Hasil kajian menunjukkan bahawa pendekatan pembangunan pembekal mempunyai hubungan positif kepada peningkatan prestasi pembeli-pembekal. Selain itu, kepercayaan dan komitmen firma pembeli menyederhana secara positif terhadap hubungan antara pendekatan pembangunan pembekal dan prestasi pembeli-pembekal. Kesan gabungan kepercayaan dan komitmen dengan pendekatan pembangunan pembekal menyebabkan peningkatan prestasi pembeli-pembekal. Hasil kajian ini adalah penting untuk memahami kesan pendekatan pembangunan pembekal terhadap prestasi pembeli-pembekal dan kesan gabungan pendekatan pembangunan pembekal dengan kepercayaan dan komitmen terhadap prestasi pembeli-pembekal, khususnya dalam konteks industri tekstil.

TABLE OF CONTENTS

CHAPTER	TITLE	PAGE
	DECLARATION	ii
	DEDICATION	iii
	ACKNOWLEDGEMENT	iv
	ABSTRACT	v
	ABSTRAK	vi
	TABLE OF CONTENTS	vii
	LIST OF TABLES	xiv
	LIST OF FIGURES	xvii
	LIST OF ABBREVIATIONS	xxiii
	LIST OF SYMBOLS	xx
	LIST OF APPENDICES	xxi
1	INTRODUCTION	1
	1.1 Introduction	1
	1.2 Background of the Problem	7
	1.3 Statement of the Problem	10
	1.4 Research Questions	13
	1.5 Research Objectives	14

1.6	Research Scope	14
1.7	Significance of Study	15
1.8	Definition and Description of Terms	17
1.8.1	Supplier Development	17
1.8.2	Indirect Supplier Development	17
1.8.3	Direct Supplier Development	18
1.8.4	Buyer-Supplier Performance	19
1.8.5	Trust	20
1.8.6	Commitment	21
1.9	Layout of Thesis	21
1.10	Summary	23
2	LITERATURE REVIEW	25
2.1	Introduction	25
2.2	Theoretical Foundations	26
2.2.1	Goal-setting Theory	27
2.2.2	Influence Strategy	30
2.2.3	Transaction Cost Theory	31
2.2.4	Knowledge Based View	33
2.3	Overview of SCM	35
2.3.1	SCM in Various Industries	36
2.3.2	SCM in Textile Industry	37
2.3.3	Categories of SCM	38
2.4	Significance of Supplier Development	42
2.4.1	The Background of Supplier Development	43
2.4.2	Definition of Supplier Development	45

2.4.3	Supplier Development in Various Industries	46
2.4.4	Supplier Development in Textile Industry	48
2.4.5	Elements of Supplier Development	50
2.4.6	Benefits and Outcomes of Supplier Development	53
2.4.7	Supplier Development Issues and Barriers	58
2.4.8	Supplier Development (ISD and DSD) Approaches	60
2.5	BSP and Supplier Development	63
2.6	Trust and Commitment during Supplier Development	77
2.7	Trust	78
2.7.1	Nature of Organizational Trust	80
2.7.2	Importance of Interorganizational Trust	82
2.7.3	Buying Firm's Trust in Perspective of Supplier Development	83
2.8	Commitment	89
2.8.1	Nature of Organizational Commitment	92
2.8.2	Importance of Interorganizational Commitment	93
2.8.3	Buying Firm's Commitment in Perspective of Supplier Development	95
2.9	Synthesis of Literature Review	103
2.10	Summary	105
3	RESEARCH FRAMEWORK	107
3.1	Introduction	107

3.2	Prior Research Frameworks of Supplier Development	108
3.3	Research Framework	114
3.4	Theoretical Foundations of Research Framework	116
3.5	Hypotheses	121
3.5.1	Effect of Indirect Supplier Development Approach on Buyer-Supplier Performance	121
3.5.2	Effect of Direct Supplier Development Approach on Buyer-Supplier Performance	122
3.5.3	Combined Effects of Buying Firm's Trust with Indirect Supplier Development and Direct Supplier Development Approaches on BSP	124
3.5.4	Combined Effects of Buying Firm's Commitment with Indirect Supplier Development and Direct Supplier Development Approaches on BSP	126
3.6	Summary	127
4	RESEARCH METHODOLOGY	129
4.1	Introduction	129
4.2	Quantitative Research Design	130
4.3	Operational Models of Research Framework	133
4.4	Instrumentation	134
4.4.1	Measures of Indirect Supplier Development	135
4.4.2	Measures of Direct Supplier Development	136
4.4.3	Measures of Buyer-Supplier Performance	136

4.4.4	Measures of Buying Firm's Trust and Commitment	137
4.5	Test of Survey Instrument	140
4.5.1	Reliability of Survey Instrument	140
4.5.2	Validity of Survey Instrument	140
4.6	Population and Sampling Procedure	142
4.7	Unit of Analysis	145
4.8	Data Collection Method	146
4.9	Data Analysis Techniques	148
4.9.1	Descriptive Analysis of Data	148
4.9.2	Factor Analysis	148
4.9.3	Correlation Analysis	148
4.9.4	Regression Analysis	149
4.9.4.1	Linear Regression Analysis	149
4.9.4.2	Hierarchical Regression Analysis	150
4.10	Pilot Test	151
4.11	Results of Pilot Test	152
4.12	Summary	153
5	FINDINGS	157
5.1	Introduction	157
5.2	Responses and Descriptive Analysis	158
5.3	Assessment of Data Entry and Missing Data	159
5.4	Profile of Respondents and Firms	160
5.4.1	Implications of Organization Size	163
5.4.2	Implications of Relationship Length	165

5.5	Measurement Results of Research Variables	168
5.6	Normality Test	175
5.7	Non-Response Bias	176
5.8	Reliability Analysis	177
5.9	Validity Analysis	178
5.10	Results of Factor Analysis	180
5.11	Common Method Bias	186
5.12	Assessment of Multicollinearity	187
5.13	Results of Correlation Analysis	188
5.14	Results of Research Questions in Perspective of Correlation	190
5.15	Hypotheses Testing	192
5.15.1	Hypotheses Testing for Effects of Supplier Development Approaches on BSP	192
5.15.2	Hypotheses Testing for Combined Effects of Buying firm's Trust and Buying Firm's Commitment with Supplier Development Approaches on BSP	193
5.16	Summary	202
6	DISCUSSION AND CONCLUSION	204
6.1	Introduction	204
6.2	Description of Final Constructs for the Hypotheses Testing	205
6.3	Discussion of Findings	207
6.4	Discussion for Effects of Supplier Development Approaches on BSP	211

6.4.1	Discussion for Effect of ISD Approach on BSP	211
6.4.2	Discussion for Effect of DSD Approach on BSP	212
6.5	Discussion for Combined Effects of Buying Firm's Trust with Supplier Development Approaches on BSP	214
6.6	Discussion for Combined Effects of Buying Firm's Commitment with Supplier Development Approaches on BSP	216
6.7	Contributions of Study	217
6.8	Implications	219
6.9	Limitations of Research	220
6.10	Future Research	221
6.11	Conclusion	222
6.12	Publications	224
	REFERENCES	225
	Appendices A – D	267-274

LIST OF TABLES

TABLE NO.	TITLE	PAGE
1.1	Growth performance of industries for Pakistan	4
1.2	Growth rate of LSM	5
1.3	Pakistan's textile share in world trade	6
2.1	Supplier development in textile industry	49
2.2	Supplier development elements	55
2.3	Benefits of supplier development	57
2.4	Contrast of reactive and strategic approaches	62
2.5	Summary of buyer-supplier relationship studies	75
2.6	Conceptual perspective of BSR	79
2.7	Summary of studies on trust	90
2.8	Summary of studies on commitment	101
3.1	Summary of criteria for supplier development	110
4.1	Quantity of items for each variable	138
4.2	LSM firms as representative population	143
4.3	Calculation for stratified target sample size	144
4.4	Pilot test results of measures with CITC and	

	Factor analysis	154
5.1	Research questions	158
5.2	Overall response rate with each stratum	160
5.3	Profile of respondents and firms	162
5.4	Overall ANOVA results of mean differences among ISD, DSD, TRT and CMT on organization size	164
5.5	Tuky HSD multiple comparison of TRT with Organization size	165
5.6	Overall ANOVA results of mean differences among ISD, DSD, TRT and CMT on relationship length	166
5.7	Tuky HSD multiple comparison of DSD with Relationship length	167
5.8	Tuky HSD multiple comparison of TRT with Relationship length	168
5.9	Respondents' response about ISD	169
5.10	Respondents' response about ISD	170
5.11	Respondents' response about BSP	172
5.12	Respondents' response about trust	173
5.13	Respondents' response about commitment	174
5.14	Normality test and descriptive analysis	175
5.15	Non-response bias evaluation	177
5.16	Cronbach's alpha of the variables	178
5.17	KMO and Barlett's test	180

5.18	Factor loadings of ISD	181
5.19	Factor loadings of DSD	181
5.20	Factor loadings of BSP	183
5.21	Factor loadings of buying firm's trust	185
5.22	Factor loadings of buying firm's commitment	186
5.23	Diagnostic of multicollinearity	188
5.24	Correlation matrix between variables	189
5.25	Hypotheses testing method	192
5.26	LRA of BSP as criterion for ISD and DSD	193
5.27	HRA of combined effect of ISD X TRT on BSP	195
5.28	HRA of combined effect of DSD X TRT on BSP	197
5.29	HRA of combined effect of ISD X CMT on BSP	199
5.30	HRA of combined effect of DSD X CMT on BSP	201
5.31	Presentation of findings	203
6.1	Hypotheses testing results	210

LIST OF FIGURES

FIGURE NO.	TITLE	PAGE
3.1	Research framework	116
3.2	Research framework with direction of hypotheses	127
5.1	Combined effect of ISD X TRT on BSP	196
5.2	Combined effect of DSD X TRT on BSP	198
5.3	Combined effect of ISD X CMT on BSP	200
5.4	Combined effect of DSD X CMT on BSP	202

LIST OF ABBREVIATIONS

APTMA	-	All Pakistan textile mills association
BCA	-	Buyer competitive advantage
BP	-	Best practice, process, and performance
BSP	-	Buyer-supplier performance
BSR	-	Buyer-supplier relationship
CICT	-	Corrected item-total correlation
CMT	-	Commitment
DSD	-	Direct supplier development
GDP	-	Gross domestic product
GNP	-	Gross national product
H	-	Hypothesis
HIWP	-	High involvement work practices
HRA	-	Hierarchical regression analysis
ISD	-	Indirect supplier development
IT	-	Information technology
KBV	-	Knowledge based view
KMO	-	Kaiser-Meyer-Olkin

LRA	-	Linear regression analysis
LSM	-	Large scale manufacturing
RQ	-	Research question
SCM	-	Supply chain management
SD	-	Standard deviation
SDA	-	Supplier development activities
SPF	-	Supplier performance
SPSS	-	Statistical package for social science
SSM	-	Small scale manufacturing
TCT	-	Transaction cost theory
TQM	-	Total quality management
TRT	-	Trust

LIST OF SYMBOLS

β	-	Beta (Regression weight associated with predictors)
α	-	Cronbach's Alpha (reliability measure)
Y	-	Dependent variable
=	-	Equal
ε	-	Error term
X	-	Independent variable
XZ	-	Interaction/multiplicative term of independent and moderator
α_0	-	Intercept/slope
M	-	Mean
Z	-	Moderator variable
r	-	Pearson correlation coefficient
μ	-	Sample mean

LIST OF APPENDICES

APPENDIX	TITLE	PAGE
A	Questionnaire	267
B	Data collection Letter	272
C	Cover Letter for Respondents	273
D	Permission Letters to Use Measures	274

CHAPTER 1

INTRODUCTION

1.1 Introduction

Importance of supply chain management (SCM) is acknowledged academically. It is considered as an important emerging field of management. SCM studies encompass various categories and mostly conducted for the automobile industries of developed economies. Few other industries are investigated for distinct research problems encompassing various categories of SCM. Research investigations for supply chain management (particularly supplier development which is a category of SCM) have been conducted for several industries of developed economies. This study attempted to investigate indirect supplier development (ISD) approach and direct supplier development (DSD) approach particularly for textile industry of a developing economy to compensate the research gap for investigation of supplier development approaches in textile industry (Rajput and Bakar, 2011a, 2011b). Supplier development is described as an effort of a buying firm to develop its supplier for performance and capability improvement to accommodate supply requirements (Krause and Ellram, 1997b). Buying firm and its supplier mutually extract the benefits of supplier development. Supplier development contains the benefits such as performance improvement, capability improvement, delivery improvement, quality improvement, and product

development improvement (Talluri *et al.*, 2010). Furthermore, supplier development can bring in improvement in buyer-supplier performance (BSP) with three dimensions such as supplier performance, buyer's competitive advantage and buyer-supplier relationship (Humphreys *et al.*, 2004a).

Manufacturing organizations are engaged in supplier development practices due to increased competition and cost pressure. Manufacturing organizations are heavily depending on specialized competencies existing in supplier network in order to minimize costs, enhance customer value and improve buyer-supplier performance (Humphreys *et al.*, 2011; Reuter *et al.*, 2010). The utility of supplier development is discussed in various contexts such as cost reduction, delivery, new technology adoption and quality (Humphreys *et al.*, 2011; Monczka *et al.*, 1995; Siguaw and Simpson, 2004). Buying firm can employ supplier development practices directly or indirectly. Buying firm may invest resources to bring improvement in supplier performance. Despite supplier development the buying firm can engage itself in backward integration and start producing in house or to search for an alternative supplier. This study is concerned with development of supplier through ISD and DSD approaches despite the other two options.

Practice of indirect and direct supplier development approach tends to improve performance of the buyer and supplier. The improvement in buyer-supplier performance is considered a desired outcome when supplier development approaches are employed (Humphreys *et al.*, 2011). This study has considered buyer-supplier performance as a dependent variable through functioning it with three indicators such as supplier performance, buyer's competitive advantage and buyer-supplier relationship. These three indicators for buyer-supplier performance are considered as operational performance measures for the buying firm and supplier. Financial performance is not considered in this study (Venkatraman and Ramanujam, 1986).

Buying firms have a propensity to improve buyer-supplier performance by practicing supplier development approaches. The relationship of supplier development with buyer-supplier performance is intensified with the inclusion of buying firm's trust and buying firm's commitment. This is because buying firm's trust is documented as effective and inexpensive way to safeguard investments when

practicing supplier development approaches (Humphreys *et al.*, 2011). The presence of trust in inter-firm relationship can enhance performance (Sako, 1992). Buying firm's trust is widely discussed in management, marketing and supply network research in the context of inter-firm relationship. However, very little research was found that discussed buying firm's trust as the moderator variable on the relationship of supplier development with buyer-supplier performance. This scarcity has provided the impetus to investigate buying firm's trust with conjunction of supplier development approaches on buyer-supplier performance. This study investigates buying firm's trust as the moderator variable on relationship of supplier development approaches with buyer-supplier performance to advance the insights for supplier development approaches. This thesis canvases the effects of supplier development (ISD and DSD) approaches on buyer-supplier performance.

The importance of commitment in the context of inter-firm relationship is widely discussed in management and marketing research. Mostly studies have reported positive impact of buying firm's commitment on various dependent variables (Saleh, 2006). However, very little research was found that discussed buying firm's commitment as the moderator variable on the relationship of supplier development with buyer-supplier performance. This scarcity has provided the impetus to investigate buying firm's commitment with conjunction of supplier development approaches on buyer-supplier performance. This study investigates buying firm's commitment as a moderator variable on relationship of supplier development approaches with buyer-supplier performance to advance the insights for supplier development approaches. Furthermore, this thesis through empirical observation examines the combined effects of buying firm's trust and buying firm's commitment with supplier development (ISD and DSD) approaches on buyer-supplier performance.

Studies pertaining to supply chain management and particularly supplier development have been conducted for several industries of developed economies. There is lack of research for supplier development approaches in textile industry (Rajput and Bakar, 2011b). Supplier development approaches are investigated particularly for the textile industry of Pakistan in this study. The preceding discussion is to highlight the significance of the textile industry with its importance

to the economy of Pakistan. Pakistan's economy is twenty-eighth biggest in terms of purchasing power. The economy is divided into two major sectors of commodity production and services. Commodity production sector contains the industries of agriculture, mining, large plus small scale manufacturing, construction, electricity and gas. The services sector comprises of wholesale and retail; transportation; storage and communication; insurance and public administration. Last five years' growth performances with percent growth at constant factor cost for the commodity production sector and services sector represents a declining trend for gross domestic product (GDP) and gross national product (GNP). Growth performance of the industries in Pakistan with contribution to the economy over a period of five years till 2010 is presented in Table 1.1.

Table 1.1 : Growth performance of industries for Pakistan

Sectors	2006	2007	2008	2009	2010
Commodity producing sector (I)	5.1	6.6	1.3	0.8	3.6
Agriculture	6.3	4.1	1.0	4.0	2.0
Mining and quarrying	4.6	3.1	4.4	-0.2	1.7
Manufacturing	8.7	8.3	4.8	-3.7	5.2
Large scale manufacturing	8.3	8.7	4.0	-8.2	4.4
Small scale manufacturing	8.7	8.1	7.5	7.5	7.5
Construction	10.2	24.3	-5.5	-11.2	15.3
Gas and electricity	-26.6	4.7	-23.6	30.8	0.4
Services sector (II)	6.5	7.0	6.0	1.6	4.6
GDP (factor cost)	5.8	6.8	3.7	1.2	4.1
GNP (factor cost)	5.6	6.7	3.7	1.7	5.5
Growth rate	36.1	15.7	15.6	6.9	0.7

Source: Sherani (2011, p. 6)

The manufacturing sector contributes as third major player of the economy. It comprises the small scale manufacturing (SSM) firms and large scale manufacturing (LSM) firms. LSM sector surrounds thirteen industries such as textile and apparel; food-beverage and tobacco; petroleum; pharmaceutical; non-metallic mineral products; automobile; fertilizer; chemicals; electronic; leather products; paper and paper board; engineering products; tyres and tubes. The textile industry with maximum weights of 26.40 is leading other manufacturing industries. Negative and positive trends for industries are shown with growth and point of contribution for LSM in Table 1.2.

Table 1.2 : Growth rate of LSM

Categories	Weights	Contribution percentage	
		2008-09	2009-10
Textile and apparel	26.40	-0.18	-0.47
Food, beverage and tobacco	14.35	-1.51	-0.51
Petroleum group	5.23	-0.48	-0.31
Pharmaceutical	5.03	0.05	0.37
Non-metallic mineral products	4.19	0.20	0.46
Automobile	3.95	-1.54	1.25
Fertilizers	3.38	0.73	0.37
Chemicals	2.88	0.11	-0.01
Electronic	2.48	-0.78	0.58
Leather products	2.27	0.07	0.54
Paper	0.60	0.00	-0.02
Engineering products	0.44	0.00	0.03
Tyres and tubes	0.30	-0.01	0.09

Source: Habib-ur-Rehman (2011, p. 42)

Economy of Pakistan is characterized as textile based (Maqbool, 2006). Textile contributions are encompassing international business, earnings of foreign exchange, value addition, investments and employment. Textile as the largest

prominent manufacturing category account for forty-six percent in the entire production (Maqbool, 2006). The textile industry contributes 8.5 percent of national income to the economy. It grants sixty-seven percent of merchandise exports earnings for the economy of the country. The textile industry gives work to thirty-eight percent of the manufacturing labour force with half production of output for industrialized sector. There is nine percent share of the textile industry in GDP of the country. This industry is rendered to be potentially capable to compete in a highly competitive global market (Rashid, 2011).

The textile industry is contributing for future growth of the economy. All the other industries have less contribution to support the economy through earnings of foreign currency. The textile industry showed significant performance in the global market for last several years (Habib-ur-Rehman, 2011). The textile industry's proven performance in the global textile market over a period of five years is presented in Table 1.3. The effective role of the textile industry to the economy makes it worthy for research investigation in supply chain management contextualizing supplier development approaches. The textile industry is a major sector for both developed and developing economies to contribute for wealth generation as well as employment. However, supply chain management is neglected for the textile industry (Bruce *et al.*, 2004). The effective role of the textile industry to the economy makes it worthy to investigate SCM contextualizing supplier development approaches.

Table 1.3 : Pakistan's textile share in world trade (US \$ million)

	2004	2005	2006	2007	2008
World Textile	456,110	479,479	529,509	586,194	613,086
Pakistan Textile	39,151	10,691	11,376	11,177	11,092
Percentage of World trade	2.01%	2.23%	2.15%	1.91%	1.81%

Source: Habib-ur-Rehman (2011, p. 43)

Literature provides some reasons for negligence of supply chain research for textile industry. Several processes of textile make supply chain complicated. Textile supply chain is relatively complex (Cao *et al.*, 2008). The complex nature of textile supply chain persisted in the negligence to investigate supply chain management for the industry (Fernie and Azuma, 2004). This discussion briefly introduces the textile industry and its part to the economy of Pakistan and the scarcity of supply chain management investigation in the textile industry. The subsequent discussion is to present background of the problem to investigate supplier development (ISD and DSD) approaches. It is based upon the problem of understanding supplier development approaches with conjunction of buying firm's trust and buying firm's commitment that needs to be sought and set forth in the context of the textile industry for improvement of buyer-supplier performance. This study tries to provide insights about supplier development (ISD and DSD) approaches with combination of buying firm's trust and buying firm's commitment as moderator variables on the relationship of supplier development approaches with buyer-supplier performance. This investigation endeavours to contribute to literature through enhancing insights about supplier development (ISD and DSD) approaches in conjunction with buying firm's trust and buying firm's commitment on improvement of buyer-supplier performance.

1.2 Background of the Problem

Supply chain management with respect to supplier development approaches is a growing phenomenon for the Pakistani manufacturing sector. Yet, there are numerous impediments that restrict the application of supply chain management in the manufacturing sector of Pakistan. Understanding of supply chain remains a critical problem to majority of manufacturing industries in Pakistan (Khan, 2010). The concept of supplier development significant to this study is to be investigated based upon the problem of understanding the effects of supplier development (ISD and DSD) approaches on buyer-supplier performance as well as the problem of

understanding the effects of supplier development (ISD and DSD) approaches with conjunction of buying firm's trust and buying firm's commitment on buyer-supplier performance for the textile industry of Pakistan. Firms in the twenty-first century are acclimatizing to modifications that happened during the last decade. A highly competitive global economy is created due to changes in technology, communication systems, political structures and organizational structures (Ireland and Hitt, 1999). The firms are continuously striving to improve performance to survive in a highly competitive global environment with improved management of supply chain. Importance and recognition of supply chain management is acknowledged globally (Cousins *et al.*, 2006; Rajput and Bakar, 2011a, 2011b) whereas some aspects of supply chain management are emerging for several industries across the globe as well as for industries of Pakistan (Bhutta *et al.*, 2007).

Supplier development is a particular aspect of supply chain management (Giunipero *et al.*, 2008; Rajput and Bakar, 2011a). Firms are utilizing supplier development practices for a consistent supply base that can improve buyer-supplier performance i.e., supplier performance, buyer competitive advantage, and buyer-supplier relationship (Humphreys *et al.*, 2011; Krause and Handfield, 1999). Furthermore, firms engage on supplier development practices either directly or indirectly to improve performance (Wagner, 2010). Supplier development is a narrowly studied category of supply chain management in comparison to other categories of supply chain management (Ghijsen *et al.*, 2010; Giunipero *et al.*, 2008). The buying firm expects improvement in buyer-supplier performance after the compliance to supplier development activities. Literature describes BSP with three dimensions such as supplier performance, buyer competitive advantage and buyer-supplier relationship (Humphreys *et al.*, 2004a). Several eminent studies reported numerous substantial benefits for buying firm and supplier through utilization of supplier development (Humphreys *et al.*, 2011; Krause *et al.*, 2007; Krause *et al.*, 2000; Rogers *et al.*, 2007; Toni and Nassimbeni, 2000; Wagner, 2010; Watts and Hahn, 1993).

Few studies are conducted to investigate supply chain management in the textile industry as compared to other industries such as automobile and electronics (Bruce *et al.*, 2004). Additionally, investigations of supply chain management are

mostly conducted in developed economies of America and Europe (Bozarth *et al.*, 2007; Bruce *et al.*, 2004; Bruce and Moger, 1999; Cárdenas *et al.*, 2009; Chen *et al.*, 2007; Jørgensen *et al.*, 2010; Kogg, 2003; Masson *et al.*, 2007; Romano and Vinelli, 2001; Teng and Jaramillo, 2005, 2006; Thaver and Wilcock, 2006) while few studies are conducted in Asia (Au and Danny, 2002; Cao *et al.*, 2008; Lam and Postle, 2006). There is scarcity of SCM studies for textile industry of a developing economy. Turkish textile industry was explored to examine the benefits and barriers linked to supply chain collaboration (Cetindamar *et al.*, 2005). Recently, Bangladeshi textile industry is explored to create competitive advantage in business procedures with the utilization of SCM (Nuruzzaman *et al.*, 2010). The literature depicts that SCM investigations are predominantly prevailing for the developed economies. There is dearth of discussion about SCM in textile industry of a developing economy like Pakistan (Ghoury *et al.*, 2011; Majid *et al.*, 2010); this dearth initiated the research project to expand insights for supplier development (ISD and DSD) approaches. In the new global economy, supplier development has become a central issue for investigation (Reuter *et al.*, 2010). This study is an attempt to complete the empirical research gap of literature through investigation of supplier development (ISD and DSD) approaches in textile industry of Pakistan.

Supplier development is described as the struggle of an industrial buyer for enhancing the effectiveness and competencies of a supplier in such a way that the industrial buyer's temporary or permanent supply requirements are to be fulfilled (Krause and Ellram, 1997a) and the industrial buying firm tries to improve BSP through supplier development (Humphreys *et al.*, 2004b). There are few studies which are conducted specifically in the textile industry to investigate supplier development (ISD and DSD) approaches. Some of the studies are reported here with varying objectives. These studies were conducted in the textile industry to investigate supplier development activities. Johnsen and Ford (2008) conducted an investigation for size asymmetric buyer-supplier relationship in the textile industry of UK. The study concluded that asymmetry balanced the buyer and supplier relationships. Size asymmetry in buyer-supplier relationship reflects one dimension of supplier development. Normally, buying firms are larger than suppliers in the context of supplier development. Alptekin and Alptekin (2009) proposed a methodology for the buying firm to select the optimum suppliers set for maximizing

quality, performance and delivery time as well as minimizing cost in the textile industry. The study discussed the effective purchasing system for the buying firm. The study lacked the depiction of supplier development context. Additionally, Chen (2011) utilized enterprise competitive strategy to integrate various suppliers of Taiwanese textile industry to manage the suppliers for increasing product development capability to increase product marketability of the buying firm. Irrefutably, little research has been found that surveyed supplier development approaches with divergence of indirect and direct approach in relation to buyer-supplier performance for the textile industry of a developing country. Next part is to justify statement of the problem to discuss research gap that is to be completed with this study.

1.3 Statement of the Problem

LSM buying firms have recognized the importance of buyer-supplier performance improvement through supplier development. Buying firms have also recognized the importance of instituting and maintaining their competitive advantages, supplier performance improvement and buyer-supplier relationship. Purchasing research had the propensity to focus on supplier development approaches and to explore the impact of the indirect supplier development and direct supplier development approaches on buyer-supplier performance. Several attempts have been made to examine the use of supplier development activities, performance implications, the antecedents and influential factors (Krause and Ellram, 1997b; Watts and Hahn, 1993). The existing literature of supplier development is mainly descriptive and case-based, with fundamental focus on commonly used supplier development practices particularly in North America and European countries (Galt and Dale, 1991; Newman and Rhee, 1990).

Additionally, there is a growing consensus that supplier development has a critical role to promote performance improvement and it contributes strategically to

overall buying firm's effectiveness (Hartley and Choi, 1996; Monczka *et al.*, 1993). However, little research has empirically investigated the effect of indirect supplier development approach on buyer-supplier performance with a relational approach grounded on goal-setting theory and influence strategy. Goal setting theory is selected as relationship approach for the theoretical foundation for ISD approach. Few authors had advocated the importance of goal setting for successful indirect supplier development approach (Krause and Scannell, 2002; Sako, 2004; Sánchez-Rodríguez *et al.*, 2005; Taj and Berro, 2006). Moreover, concept of influence strategy is also used to describe indirect supplier development approach. Influence strategies are to be utilized to bring in improvement in suppliers' performance and suppliers' behavior. The indirect supplier development approach studied from pertinent literature corresponds with influence strategies. Thus, the effect of indirect supplier development approach on buyer-supplier performance improvement is grounded on relational approach of goal-setting theory and influence strategies to compensate research gap.

There is dearth of empirical investigation for the effect of direct supplier development approach on buyer-supplier performance with a relational approach grounded on transaction cost theory (TCT) and knowledge based view (KBV). Transaction cost theory provides more explanatory power for DSD approach. The long-term buyer-seller relationship is stronger than 'the arms-length buy and sell' relationship and it reduces the cost of transactions (Williamson, 1985). Collaborative relationships in the context of DSD approach are seen as powerful organizational arrangements that expose organizations to knowledge they did not possess earlier (Choi and Lee, 1997; Grant and Baden-Fuller, 2004). Direct supplier development approach is also grounded on KBV for its effect on buyer-supplier performance. Buying firm transfers the knowledge to the supplier through unitization of direct supplier development approach (Wagner, 2010). Therefore, the effect of direct supplier development approach on buyer-supplier performance improvement is grounded on relationship approach of transaction cost theory and knowledge based view to compensate research gap.

Butler (1991) conceptualized that the literature on trust has converged on the beliefs of contracting parties and impact on commitment. One of the central

assumptions of transaction cost theory is the trust between partners because a situation of distrust is viewed as misleading, distorting and confusing as well as risking opportunism (Hill, 1990). Conversely, a trusting situation is viewed as one which reduces transaction cost (Kwon and Suh, 2004) and demonstrates strong commitment between partners (Coote *et al.*, 2003). Trust and commitment prevail for interfirm relationships in perspective of supplier development (ISD and DSD) approaches (Humphreys *et al.*, 2011; Humphreys *et al.*, 2004b).

Trust is associated to relationship success (Nyaga *et al.*, 2010), immutability (Handfield and Bechtel, 2002), and performance (Zaheer *et al.*, 1998) in due course of supply chain partnership (Chen *et al.*, 2011a). Wagner (2010) suggested a future direction for investigation of supplier development in association with classical moderator variables such as trust. However, no study has investigated the moderated effect of buying firm's trust on relationship of supplier development approaches with buyer-supplier performance. This study compensates for this drawback through combining the buying firm's trust with ISD approach and statistically testing combined effect on improvement of buyer-supplier performance with a sample of LSM buying firms from the textile industry of Pakistan. This study also compensates a research gap through combining the buying firm's trust with DSD approach and statistically testing combined effect on improvement of buyer-supplier performance with a sample of LSM buying firms from the textile industry of Pakistan.

Additionally, commitment leads to persistent relationship between buying firm and its supplier (Heide and John, 1990). Commitment specifies the belief that, an exchange firm in a sense of assurance to put in maximum efforts for sustaining the continuation of relationship with the partner (Morgan and Hunt, 1994). Buying firm's commitment supports to achieve the expected outcomes for the supplier. It has a positive impact on the performance (Prahinski and Benton, 2004). Wagner (2010) declared commitment as a classical moderator and suggested future direction to investigate it as a moderator variable for supplier development approaches. However, no study has investigated the moderated effect of buying firm's commitment on relationship of supplier development approaches with buyer-supplier performance. This study compensates for this drawback through combining the

buying firm's commitment with ISD approach and statistically testing the effect on improvement of buyer-supplier performance with a sample of large scale manufacturing firms from the textile industry of Pakistan. This study also compensates a research drawback through combining the buying firm's commitment with DSD approach and statistically testing the effect on improvement of buyer-supplier performance with a sample of LSM buying firms from the textile industry of Pakistan. The following portion is to propose research questions for this investigation.

1.4 Research Questions

This investigation addresses the following four research questions. This study develops and tests a research framework to answer the following research questions.

- 1) Does buying firm's indirect supplier development approach positively relate to BSP in textile industry?
- 2) Does buying firm's direct supplier development approach positively relate to BSP in textile industry?
- 3) Does combined effect of buying firm's trust with supplier development approaches result in improvement of BSP in textile industry?
- 4) Does combined effect of buying firm's commitment with supplier development approaches result in improvement of BSP in textile industry?

These are the questions to be investigated in the study. The subsequent discussion is to elucidate research objectives.

1.5 Research Objectives

The elucidation of problem statement necessitates to state research questions and research objectives. The research questions and research objectives are put forward to understand the effects of supplier development (ISD and DSD) approaches on buyer-supplier performance in the textile industry, as well as to understand the combined effects of supplier development (ISD and DSD) approaches with buying firm's trust and buying firm's commitment on buyer-supplier performance in the textile industry. Therefore, four research objectives are initiated for this study in consideration to the research questions.

- 1) To investigate the effect of buying firm's indirect supplier development approach on BSP.
- 2) To investigate the effect of buying firm's direct supplier development approach on BSP.
- 3) To investigate combined effects of buying firm's trust with supplier development approaches on BSP.
- 4) To investigate combined effects of buying firm's commitment with supplier development approaches on BSP.

1.6 Research Scope

This quantitative research surveyed the LSM buying firms in the textile industry of Pakistan to investigate the effects of supplier development (ISD and DSD) approaches on buyer-supplier performance in buying firm's perspective for extension of knowledge. Cross-sectional data was collected from the textile industry of a developing country Pakistan. Unit of analysis was firm level in this study and respondents were mostly from top management of the firms with designations such as chairman, chief executive officer, direct procurement, general manager and purchasing manager. This study investigated supplier development (ISD and DSD) approaches' using buying firm's trust and commitment as moderator variables on

BSP in the textile industry. The combined effects of buying firm's trust with supplier development (ISD and DSD) approaches on BSP were investigated to fill the research gap. As well as, the combined effects of buying firm's commitment with supplier development (ISD and DSD) approaches on BSP were investigated for the textile industry to compensate the research gap.

This research focuses on LSM buying organizations of the textile industry to investigate buying firm's supplier development (ISD and DSD) approaches. Small scale textile firms were not included. There are 991 large scale manufacturing firms in the textile industry of Pakistan. The survey for buying firm's supplier development (ISD and DSD) approaches targets LSM organizations of the textile industry. Scope of this research covered LSM firms under categories of spinning, weaving, finishing, knitting and apparel/garments. There are 445 large scale spinning firms to produce yarn for the industry. Pakistan textile industry contains 140 large scale weaving manufacturing firms. Those firms are producing cloth for the industry. There are 106 finishing LSM firms. Those firms are providing their services to the industry. LSM knitting units comprise of one hundred firms and there are two hundred large scale apparel/garments firms performing in the textile industry. The proposed research framework for supplier development (ISD and DSD) approaches with conjunction of buying firm's trust and buying firm's commitment on buyer-supplier performance was tested to understand the moderation effect of buying firm's trust and buying firm's commitment for the textile industry of Pakistan.

1.7 Significance of Study

Practical and theoretical significance of this study is discussed with a number of ways in section. Among other business sectors of Pakistan the textile industry is applying supply chain management (Khan, 2010). This is particularly evident in the textile industry of Pakistan where this industry serves as one the most important contributor for economic growth (Majid *et al.*, 2010). Various sectors of the textile

industry are employing various innovations along with SCM strategies so as to operate successfully in local and global settings with improved performance (Khan, 2010). Research on supplier development is conducted mostly for automobile and electronic industries of developed economies and it lacks the investigation for textile industry of developing economy (Rajput and Bakar, 2011a, 2011b). This study is conducted to investigate supplier development (ISD and DSD) approaches in the textile industry of Pakistan that contributes to knowledge enhancement. It is also the initiation of a new stream of research for supplier development (ISD and DSD) approaches particularly for the textile industry of a developing country. The textile industry of Pakistan is immensely contributing to the economy. The contribution to economic growth and utilization of supply chain management (Bhutta *et al.*, 2007; Majid *et al.*, 2010) by Pakistani textile industry makes it commendable for investigation of supplier development (ISD and DSD) approaches.

The lack of evidence for investigation of supplier development in the textile industry enhances the significance. This study is an attempt to put forward new insights for supplier development (ISD and DSD) approaches. This study presents positive effects of supplier development (ISD and DSD) approaches on improvement of buyer-supplier performance. This study has compensated the lack of investigation for combined effects of buying firm's trust with supplier development (ISD and DSD) approaches on BSP. This survey has sought the opportunity to investigate its understanding in enhancing the significance of this study. No study has been found for the investigation of combined effects of buying firm's commitment with supplier development (ISD and DSD) approaches on BSP. So, this study strives to develop new knowledge for academic world with conceptual prescriptive literature and valuable insights for supplier development practitioners of the textile industry. Buying firm's managers need to combine trust and commitment with supplier development (ISD and DSD) approaches to achieve higher level of improvement in buyer-supplier performance. The existing assortment of supplier development knowledge is elevated with the contribution of this study. This study seeks to determine the utilization of supplier development (ISD and DSD) approaches in the textile industry through the effects of the approaches on buyer-supplier performance. As well as, the moderation of buying firm's trust and buying firm's commitment on the relationship of supplier development (ISD and DSD)

approaches with buyer-supplier performance in the context of buying firm. Finally, this research makes an effort to open up new avenues for future research in the field of supplier development approaches. Next section arranges some terms with brief explanation of variables which are being exercised in this study.

1.8 Definition and Description of Terms

This section is to define and describe supplier development, indirect supplier development, direct supplier development, buyer-supplier performance, trust, and commitment.

1.8.1 Supplier Development

Supplier development is an attempt of buying organization to develop a supplier for the sake of performance and capability enhancement to accommodate supply requirements. The definition of supplier development is adopted as “any effort of buying firm with a supplier to increase the performance and/or capabilities of supplier and to meet the buying firm’s short and/or long term supply needs” (Krause and Ellram, 1997b, p. 39).

1.8.2 Indirect Supplier Development

Buying firm’s efforts to do supplier evaluation, auditing supplier, and communication with the supplier are considered as indirect supplier development approach (Wagner, 2006b). This definition of indirect supplier development can be

explained further through description of some practices which are undertaken by buying firm while developing the supplier. Indirect supplier development approach entails practices such as the buying firm sets improvement targets for its supplier and supplier firm is desired to achieve those targets set by the buying firm. The buying firm commits itself with its supplier to audit the supplier in context of quality and performance of the product delivered by the supplier. The buying firm can take on indirect supplier development by providing feedback about the performance of the supplier. Another practice of indirect supplier development approach can be when a buying firm obligates strong formal supplier evaluation of the supplier. The discussion of the practices related to supplier development introduces the concept of indirect supplier development approach.

1.8.3 Direct Supplier Development

Direct supplier development corresponds to buying firm's efforts to do human specific and capital specific investments in supplier to improve performance (Wagner, 2006b). This definition is described further with description of practices related to direct supplier development approach. Direct supplier development occurs when a buying firm gives manufacturing related advices to its supplier. The manufacturing related advice is related to supplier firm's processes, machining processes and machine set up. Buying firm can engage itself for the training of supplier firm's employees and this practice lies within the sphere of direct supplier development approach. Direct supplier development exists when a buying firm transfers its employees to its supplier's production plant for a specified time period. Direct supplier development prevails when a buying firm gives product development related advice to its supplier. The product development related advice can be about supplier's processes or project management. Direct supplier development can be taken on by a buying firm through giving technological advice to its supplier. The technological advice can be related to materials and software. Buying firm can occupy direct supplier development through giving quality related advice to its supplier. The quality related advice can be use of inspection equipment and it can be

an advice about the quality assurance processes of the supplier's firm. Lastly, direct supplier development encompasses a practice when a buying firm transfers its implicit knowledge to the supplier's firm. The description of these practices related to supplier development elucidates the understanding of direct supplier development approach.

1.8.4 Buyer-Supplier Performance

Buyer-supplier performance is explained with three indicators: supplier performance, buying firm's competitive advantage and buyer-supplier relationship (Humphreys *et al.*, 2004b). The buying firm expects improvement in these three areas after complying with any supplier development approach. Buyer-supplier performance is described further through description of supplier performance, buying firm's competitive advantage and buyer-supplier relationship. Supplier performance is explained with seven indicators such as the circumstances for percentage of orders meeting design specification entail supplier performance. Supplier performance is described with the improvements in orders meeting quality requirements due to practicing supplier development. Supplier performance is described through indication of on-time deliveries. The improvement in cost of purchased products specifies supplier performance. Supplier performance can be described through indication of improvement in average investment in purchased parts inventory. Supplier performance is described through pointing out improvement in lead time for special/rush orders occurring. Lastly, supplier performance is described by signifying improvement in time requirement for supplier to take a new item from development to production after the inclusion of supplier development.

Buying firm's competitive advantage is described with five statements. Buying firm's sales are increased due to supplier development that can be linked to buying firm's competitive advantage. Buying firm's competitive advantage is assured when buying firm's production cost is reduced by employing supplier

development. Buying firm's improvement in quality of product is linked with buying firm's competitive advantage. When buying firm is capable to produce the product faster due to supplier's product quality improvement then buying firm can have competitive advantage. Additionally, buyer competitive advantage is described with a situation. When buying firm's capability to respond to change in the market has been improved due to supplier development then the buying firm has competitive advantage over its competitors.

Third dimension of BSP is buyer-supplier relationship. To elucidate description of buyer-supplier relationship some indicators are explained. The relationship of buying firm with supplier's firm can resemble a strong bond like a marriage and both of the parties try to strengthen their relationship. The strong relationship between buying firm and its supplier can generate renewal of agreements between both parties. In other words it can be said that buying firm tries to have an evergreen relationship with its supplier. Buying firm and its supplier try to continue their business relationship regardless of their current purchase transaction. These indicators of relationship grasp the understanding of buyer-supplier relationship. The following discussion is to elucidate buying firm's trust with a definition and with description of some bases.

1.8.5 Trust

In this study trust pertains to buying firm's trust on the supplier during supplier development. Trust prevails when buying firm has confidence in supplier's reliability and integrity (Morgan and Hunt, 1994). Some bases are discussed here to describe buying firm's trust vividly such as buying firm expects its supplier to be perfectly honest and truthful so the buying firm might trust its supplier completely. Buying firm can count on its supplier to do what is right. Buying firm expects from its supplier to be faithful. Buying firm has great confidence upon its supplier. Buying firm also believes that high integrity is prevailing in its supplier. These explanations describe trust of a buying firm for its supplier. The following

discussion is to define commitment as well as some bases of buying firm's commitment with its supplier.

1.8.6 Commitment

The term of commitment is utilized for buying firm's commitment during supplier development and it is defined as "an exchange partner believing that an ongoing relationship with another is so important as to warrant maximum efforts to maintain it. That is, the commitment party believes the relationship endures indefinitely" (Morgan and Hunt, 1994). Some bases are discussed to comprehend buying firm's commitment while practicing supplier development such as buying firm really commits itself with the supplier.

Buying firm keeps high regards for its relationship with the supplier. Buying firm always tries to maintain the relationship definitely with its supplier. To some extent buying firm believes the relationship as of a family. In other words, buying firm really cares about its relationship with its supplier. Lastly, it can be said that buying firm considers the relationship very important and it gives maximum attention to maintain the relationship. These representations describe buying firm's commitment. The following discussion is to document the layout of this thesis.

1.9 Layout of Thesis

Perry (1998) suggested structural presentation of a doctoral thesis that was compiled to write up of this thesis. This chunk of thesis describes and outlines thesis composition. This thesis consists of six chapters; description of each chapter is briefly demonstrated next.

Chapter 1: Introduction describes briefly supplier development approaches, an overview of textile industry of Pakistan, background of the problem, statement of the problem, purpose of the study, research objectives, research questions, research scope and significance of the study, definition of terms, summary and layout of thesis.

Chapter 2: Literature Review describes theoretical foundations of the study initially. It explores supplier development, buyer-supplier performance, trust and commitment with detailed literature survey. This chapter starts with an overview of theoretical foundations of the study grounded on relational approach of goal-setting theory, influence strategy, transaction cost theory and knowledge based view. SCM its existence in various industries was explained. Categories of SCM are presented, supplier development as a category of SCM is described for its background, definition, elements, benefits, outcomes, issues, barriers and its existence in various industries. Buyer-supplier performance is considered with three dimensions such as supplier performance, buying firm's competitive advantage and buyer-supplier relationship. Additionally, trust and commitment are reviewed. Lastly, summary of the chapter is presented.

Chapter 3: Initially, previous frameworks of supplier development research are described from pertinent literature. Research framework is developed with hypothesised relationship of supplier development (ISD and DSD) approaches, buyer-supplier performance, buying firm's trust and buying firm's commitment. It presents a framework for investigation of supplier development (ISD and DSD) approaches with combination of buying firm's trust and buying firm's commitment as moderators on buyer-supplier performance on basis of quantitative data. Theoretical foundations are also provided for the research framework of this study.

Chapter 4: Research methodology encompasses applicable concerns for quantitative research approach to be applied for this study. This chapter justifies the application of quantitative approach for this study, operational models of research framework, population, sampling procedure, sample size, research instrument, data collection method, questionnaire, instrument test, reliability, validity and data analysis techniques.

Chapter 5: Findings presents descriptive analysis, assessment of data, profile of firms, normality test, non-response bias, reliability analysis, validity analysis, assessment of multicollinearity, correlation analysis, results of research questions and results of hypotheses testing.

Chapter 6: Discussion and conclusion describes findings for effects of supplier development approaches on buyer-supplier performance, combined effects of buying firm's trust with supplier development (ISD and DSD) approaches on buyer-supplier performance, combined effects of buying firm's commitment with supplier development (ISD and DSD) approaches on buyer-supplier performance, contribution of study, implications, limitation of research, future research and conclusion.

1.10 Summary

This chapter describes supplier development and presents an overview of Pakistani textile industry with its importance and effective role to the economy of the country. This chapter dealt with the objectives of this research project. It gives an overview of supplier development (ISD and DSD) approaches in connection to the textile industry of Pakistan and role of textile industry for the country's economy. The textile industry is targeted population for this study and large scale textile manufacturing buying firms make up the sample. This chapter described the background of the problem and statement of the problem with available research gaps grounded on theories of goal-setting, influence strategy, transaction cost theory and knowledge based view. This chapter discussed research approach with research questions in line with research objectives. This chapter presented scope and significance of the study. Some terms being used in this thesis were described in the chapter. Lastly, the chapter presented outline of this thesis. Subsequent chapter reviews the literature pertaining to theoretical foundations on goal-setting theory, influence strategy, transaction cost theory, knowledge based

view, supplier development, supplier development (ISD and DSD) approaches, buyer-supplier performance, buying firm's trust and buying firm's commitment.

REFERENCES

- Aaker, D. A., Kumar, V., Day, G. S. and Leone, R. (2009). *Marketing Research*. John Wiley & Sons.
- Aguinis, H. (1995). Statistical Power with Moderated Multiple Regression in Management Research. *Journal of Management*. 21(6), 1141-1158.
- Aiken, L. S., West, S. G. and Reno, R. R. (1991). *Multiple Regression: Testing and Interpreting Interactions*. Sage Publications.
- Ali, F., Smith, G. and Saker, J. (1997). Developing Buyer-Supplier Relationships in the Automobile Industry a Study of Jaguar and Nippondenso. *European Journal of Purchasing & Supply Management*. 3(1), 33-42.
- Allen, B. A., Wade, E. and Dickinson, H. (2009). Bridging the Divide - Commercial Procurement and Supply Chain Management: Are There Lessons for Health Care Commissioning in England? *Journal of Public Procurement*. 9(1), 79-108.
- Allen, N. J. and Meyer, J. P. (1990). The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization. *Journal of Occupational Psychology*. 63(1), 1-18.
- Alptekin, S. E. and Alptekin, G. I. (2009). Product Improvement by Selecting Appropriate Suppliers: A Case Study *Information, Process, and Knowledge Management, 1-7 February* (pp.). Cancun: IEEE, 129-134.
- Ambrose, E., Marshall, D. and Lynch, D. (2010). Buyer Supplier Perspectives on Supply Chain Relationships. *International Journal of Operations & Production Management*. 30(12), 1269-1290.
- Andaleeb, S. S. and Ingene, C. (1996). An Experimental Investigation of Satisfaction and Commitment in Marketing Channels: The Role of Trust and Dependence. *Journal of Retailing*. 72(1), 77-93.

- Anderson, E. and Weitz, B. (1992). The Use of Pledges to Build and Sustain Commitment in Distribution Channels. *Journal of Marketing Research (JMR)*. 29(1), 18-34.
- Anderson, J. C. and Narus, J. A. (1990). A Model of Distributor Firm and Manufacturer Firm Working Partnerships. *Journal of Marketing*. 54(1), 42-58.
- Angle, H. L. and Lawson, M. B. (1993). Changes in Affective and Continuance Commitment in Times of Relocation. *Journal of Business Research*. 26(1), 3-15.
- APTMA (2010). Pakistan Textile Statistics.
- Araz, C. and Ozkarahan, I. (2007). Supplier Evaluation and Management System for Strategic Sourcing Based on a New Multi Criteria Sorting Procedure. *International Journal of Production Economics*. 106(2), 585-606.
- Armstrong, J. S. and Overton, T. S. (1977). Estimating Nonresponse Bias in Mail Surveys. *Journal of Marketing Research*. 14(3), 396-402.
- Artz, K. W. (1999). Buyer-Supplier Performance: The Role of Asset Specificity, Reciprocal Investments and Relational Exchange. *British Journal of Management*. 10(2), 113-126.
- Asher, H. B. (1983). *Causal Modeling*. SAGE Publications.
- Au, K. F. and Danny, C. K. H. (2002). Electronic Commerce and Supply Chain Management: Value-Adding Service for Clothing Manufacturers. *Integrated Manufacturing Systems*. 13(4), 247.
- Au, K. F. and Ho, D. C. K. (2002). Electronic Commerce and Supply Chain Management: Value-Adding Service for Clothing Manufacturers. *Integrated Manufacturing Systems*. 13(4), 247-254.
- Auramo, J., Kauremaa, J. and Tanskanen, K. (2005). Benefits of It in Supply Chain Management: An Explorative Study of Progressive Companies. *International Journal of Physical Distribution & Logistics Management*. 35(2), 82-100.
- Autry, C. W. and Golicic, S. L. (2010). Evaluating Buyer-Supplier Relationship-Performance Spirals: A Longitudinal Study. *Journal of Operations Management*. 28(2), 87-100.
- Avery, S. (2008). Suppliers Follow a Roadmap to Lean. *Purchasing*. 137(4), 53.

- Azar, A., Kahnali, R. A. and Taghavi, A. (2009). Relationship between Supply Chain Quality Management Practices and Their Effects on Organisational Performance. *Singapore Management Review*. 32(1), 45-68.
- Bai, J. and Ng, S. (2005). Tests for Skewness, Kurtosis, and Normality for Time Series Data. *Journal of Business & Economic Statistics*. 23(1), 49-60.
- Bakar, A. H. A., Hakim, I. L., Chong, S. C. and Lin, B. (2010). Measuring Supply Chain Performance among Public Hospital Laboratories. *International Journal of Productivity and Performance Management*. 59(1), 75-97.
- Barlett, J. E., Kotrlik, J. W. and Higgins, C. C. (2001). Organizational Research: Determining Appropriate Sample Size in Survey Research. *Information Technology, Learning, and Performance Journal*. 19(1), 43-50.
- Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*. 17(1), 99-120.
- Barney, J. B. (1990). The Debate between Traditional Management Theory and Organizational Economics: Substantive Differences or Intergroup Conflict? *Academy of Management Review*. 15(3), 382-393.
- Barney, J. B. and Hansen, M. H. (1994). Trustworthiness as a Source of Competitive Advantage. *Strategic Management Journal*. 15, 175-190.
- Baron, R. M. and Kenny, D. A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*. 51(6), 1173-1182.
- Barringer, B. R. and Harrison, J. S. (2000). Walking a Tightrope: Creating Value through Interorganizational Relationships. *Journal of Management*. 26(3), 367-403.
- Beamish, P. W. and Killing, J. P. (1997). *Cooperative Strategies: Asian-Pacific Perspectives*. New Lexington Press.
- Benton, W. C. and Maloni, M. (2005). The Influence of Power Driven Buyer/Seller Relationships on Supply Chain Satisfaction. *Journal of Operations Management*. 23(1), 1-22.
- Bhutta, M. K. S., Rana, A. I. and Asad, U. (2007). Scm Practices and the Health of the Smes in Pakistan. *Supply Chain Management: An International Journal*. 12(6), 412-422.

- Boer, L. d., Gaytan, J. and Arroyo, P. (2006). A Satisficing Model of Outsourcing. *Supply Chain Management*. 11(5), 444-455.
- Bolumole, Y. A. (2001). The Supply Chain Role of Third-Party Logistics Providers. *International Journal of Logistics Management*. 12(2), 87-102.
- Boyce, G. H. (2001). *Co-Operative Structures in Global Business: Communicating, Transferring Knowledge, and Learning across the Corporate Frontier*. New York: Routledge Chapman & Hall.
- Bozarth, C., Blackhurst, J. and Handfield, R. B. (2007). Following the Thread: Industry Cluster Theory, the New England Cotton Textiles Industry, and Implications for Future Supply Chain Research. *Production and Operations Management*. 16(1), 154-157.
- Bradach, J. L. and Eccles, R. G. (1989). Price, Authority, and Trust: From Ideal Types to Plural Forms. *Annual Review of Sociology*. 15, 97-118.
- Brown, R. B. (1996). Organizational Commitment: Clarifying the Concept and Simplifying the Existing Construct Typology. *Journal of Vocational Behavior*. 49(3), 230-251.
- Brown, T. A. (2006). *Confirmatory Factor Analysis for Applied Research*. New York: The Guilford Press.
- Bruce, M., Daly, L. and Towers, N. (2004). Lean or Agile: A Solution for Supply Chain Management in the Textiles and Clothing Industry? *International Journal of Operations & Production Management*. 24(2), 151-170.
- Bruce, M. and Moger, S. T. (1999). Dangerous Liaisons: An Application of Supply Chain Modelling for Studying Innovation Withing the Uk Clothing Industry. *Technology Analysis & Strategic Management*. 11(1), 113-125.
- Bryman, A. (1989). *Research Methods and Organization Studies*. Taylor & Francis.
- Bryman, A. and Bell, E. (2007). *Business Research Methods*. (Second Edition ed.) Oxford: Oxford University Press.
- Búrca, S. d., Fynes, B. and Marshall, D. (2005). Strategic Technology Adoption: Extending Erp across the Supply Chain. *Journal of Enterprise Information Management*. 18(4), 427-440.
- Burgess, K., Singh, P. J. and Koroglu, R. (2006). Supply Chain Management: A Structured Literature Review and Implications for Future Research. *International Journal of Operations & Production Management*. 26(7), 703-729.

- Burt, D. N., Dobler, D. W. and Starling, S. L. (2003). *World Class Supply Management*. (7 ed.) New York: McGraw-Hill.
- Butler, J. K. (1991). Toward Understanding and Measuring Conditions of Trust: Evolution of a Conditions of Trust Inventory. *Journal of Management*. 17(3), 643-663.
- Cai, S., Yang, Z. and Jun, M. (2011). Cooperative Norms, Structural Mechanisms, and Supplier Performance: Empirical Evidence from Chinese Manufacturers. *Journal of Purchasing and Supply Management*. 17(1), 1-10.
- Cambra-Fierro, J. J. and Polo-Redondo, Y. (2011). Post-Satisfaction Factors Affecting the Long-Term Orientation of Supply Relationships. *Journal of Business & Industrial Marketing*. 26(6), 395-406.
- Campbell, D. T. and Fiske, D. W. (1959). Convergent and Discriminant Validation by the Multitrait-Multimethod Matrix. *Psychological Bulletin*. 56(2), 81-105.
- Cannon, J. P., Doney, P. M., Mullen, M. R. and Petersen, K. J. (2010). Building Long-Term Orientation in Buyer-Supplier Relationships: The Moderating Role of Culture. *Journal of Operations Management*. 28(6), 506-521.
- Cao, N., Zhang, Z., To, K. M. and Ng, K. P. (2008). How Are Supply Chains Coordinated? An Empirical Observation in Textile-Apparel Businesses. *Journal of Fashion Marketing and Management*. 12(3), 384-397.
- Cárdenas, L. M., Shamey, R. and Hinks, D. (2009). Key Variables in the Control of Color in the Textile Supply Chain. *International Journal of Clothing Science and Technology*. 21(5), 256-269.
- Carey, S., Lawson, B. and Krause, D. R. (2011). Social Capital Configuration, Legal Bonds and Performance in Buyer-Supplier Relationships. *Journal of Operations Management*. 29(4), 277-288.
- Carr, A. S. and Kaynak, H. (2007). Communication Methods, Information Sharing, Supplier Development and Performance: An Empirical Study of Their Relationships. *International Journal of Operations & Production Management*. 27(4), 346-370.
- Carr, A. S., Kaynak, H., Hartley, J. L. and Ross, A. (2008). Supplier Dependence: Impact on Supplier's Participation and Performance. *International Journal of Operations & Production Management*. 28(9), 899-916.

- Carr, A. S. and Pearson, J. N. (1999). Strategically Managed Buyer-Supplier Relationships and Performance Outcomes. *Journal of Operations Management*. 17(5), 497-519.
- Cavusgil, S. T., Deligonul, S. and Zhang, C. (2004). Curbing Foreign Distributor Opportunism: An Examination of Trust, Contracts, and the Legal Environment in International Channel Relationships. *Journal of International Marketing*. 12(2), 7-27.
- Cetindamar, D., Çatay, B. and Basmaci, O. S. (2005). Competition through Collaboration: Insights from an Initiative in the Turkish Textile Supply Chain. *Supply Chain Management: An International Journal*. 10(4), 238-240.
- Chan, F. T. S. and Kumar, N. (2007). Global Supplier Development Considering Risk Factors Using Fuzzy Extended Ahp-Based Approach. *Omega*. 35(4), 417-431.
- Chang, S.-H., Wang, K.-Y., Chih, W.-H. and Tsai, W.-H. (2012). Building Customer Commitment in Business-to-Business Markets. *Industrial Marketing Management*. 41(6), 940-950.
- Chang, S. C., Chen, R. H., Lin, R. J., Tien, S. W. and Sheu, C. (2006). Supplier Involvement and Manufacturing Flexibility. *Technovation*. 26(10), 1136-1146.
- Chen, J. V., Yen, D. C., Rajkumar, T. M. and Tomochko, N. A. (2011a). The Antecedent Factors on Trust and Commitment in Supply Chain Relationships. *Computer Standards & Interfaces*. 33(3), 262-270.
- Chen, Y.-J. (2011). Structured Methodology for Supplier Selection and Evaluation in a Supply Chain. *Information Sciences*. 181(9), 1651-1670.
- Chen, Z., Huang, Y. and Sternquist, B. (2011b). Guanxi Practice and Chinese Buyer-Supplier Relationships: The Buyer's Perspective. *Industrial Marketing Management*. 40(4), 569-580.
- Chen, Z., Murray, R. and Jones, R. M. (2007). Fashion Supply Chain Organisation and Management between the Uk and China. *Journal of Fashion Marketing and Management*. 11(3), 380-397.
- Childers, T. L. and Skinner, S. J. (1996). Toward a Conceptualization of Mail Survey Response Behavior. *Psychology and Marketing*. 13(2), 185-209.

- Choi, C. J. and Lee, S. H. (1997). A Knowledge-Based View of Cooperative Interorganizational Relationships. *Cooperative strategies: European perspectives*. 2, 33.
- Chuah, P., Wong, W. P., Ramayah, T. and Jantan, M. (2010). Organizational Context, Supplier Management Practices and Supplier Performance: A Case Study of a Multinational Company in Malaysia. *Journal of Enterprise Information Management*. 23(6), 724-758.
- Chung, J.-E. and Jin, B. (2011). In-Group Preference as Opportunism Governance in a Collectivist Culture: Evidence from Korean Retail Buyer-Supplier Relationships. *Journal of Business & Industrial Marketing*. 26(4), 237-249.
- Churchill, G. A. and Iacobucci, D. (2009). *Marketing Research: Methodological Foundations*. Cengage Learning.
- Coakes, E., Bradburn, A. and Sugden, G. (2004). Managing and Leveraging Knowledge for Organisational Advantage. *Knowledge Management Research & Practice*. 2(2), 118-128.
- Coase, R. H. (1937). The Nature of the Firm. *Economica*. 4(16), 386-405.
- Cohen, J. (2003). *Applied Multiple Regression/Correlation Analysis for the Behavioral Sciences*. L. Erlbaum Associates.
- Cohen, J. and Cohen, P. (1983). *Applied Multiple Regression/Correlation Analysis for the Behavioral Sciences*. L. Erlbaum Associates.
- Conner, K. R. and Prahalad, C. K. (1996). A Resource-Based Theory of the Firm: Knowledge Versus Opportunism. *Organization Science*. 7(5), 477-501.
- Contractor, F. J. and Lorange, P. (2002). *Cooperative Strategies and Alliances 2002*. Elsevier Science/Pergamon.
- Cook, J. S., Bree, K. D. and Feroletto, A. (2001). From Raw Materials to Customers: Supply Chain Management in Service Industry. *SAM Advanced Management Journal*. 66(4), 14-21.
- Cook, K. S. and Emerson, R. M. (1978). Power, Equity and Commitment in Exchange Networks. *American Sociological Review*. 43(5), 721-739.
- Coote, L. V., Forrest, E. J. and Tam, T. W. (2003). An Investigation into Commitment in Non-Western Industrial Marketing Relationships. *Industrial Marketing Management*. 32(7), 595-604.
- Corsten, D., Gruen, T. and Peyinghaus, M. (2011). The Effects of Supplier-to-Buyer Identification on Operational Performance—an Empirical Investigation of

- Inter-Organizational Identification in Automotive Relationships. *Journal of Operations Management*. 29(6), 549-560.
- Cousins, P. D., Lawson, B. and Squire, B. (2006). Supply Chain Management: Theory and Practice – the Emergence of an Academic Discipline? *International Journal of Operations & Production Management*. 26(7), 697-702.
- Cousins, P. D., Lawson, B. and Squire, B. (2008). Performance Measurement in Strategic Buyer-Supplier Relationships: The Mediating Role of Socialization Mechanisms. *International Journal of Operations & Production Management*. 28(3), 238-258.
- Cronbach, L. (1951). Coefficient Alpha and the Internal Structure of Tests. *Psychometrika*. 16(3), 297-334.
- Cronbach, L. J. and Meehl, P. E. (1955). Construct Validity in Psychological Tests. *Psychological Bulletin*. 52(4), 281-302.
- Dagger, T. S., David, M. E. and Ng, S. (2011). Do Relationship Benefits and Maintenance Drive Commitment and Loyalty? *Journal of Services Marketing*. 25(4), 273-281.
- Dalal, D. K. and Zickar, M. J. (2012). Some Common Myths About Centering Predictor Variables in Moderated Multiple Regression and Polynomial Regression. *Organizational Research Methods*. 15(3), 339-362.
- Danese, P., Romano, P. and Vinelli, A. (2006). Sequences of Improvement in Supply Networks: Case Studies from the Pharmaceutical Industry. *International Journal of Operations & Production Management*. 26(11), 1199-1222.
- Das, T. K. and Teng, B.-S. (2000). A Resource-Based Theory of Strategic Alliances. *Journal of Management*. 26(1), 31-61.
- Daugherty, P. J. (2011). Review of Logistics and Supply Chain Relationship Literature and Suggested Research Agenda. *International Journal of Physical Distribution & Logistics Management*. 41(1), 16-31.
- Davis, D. (2005). *Business Research for Decision Making*. Thomson/Brooks/Cole.
- De-Margerie, V. and Jiang, B. (2011). How Relevant Is Om Research to Managerial Practice?: An Empirical Study of Top Executives' Perceptions. *International Journal of Operations & Production Management*. 31(2), 124-147.

- de Ruyter, K., Moorman, L. and Lemmink, J. (2001). Antecedents of Commitment and Trust in Customer–Supplier Relationships in High Technology Markets. *Industrial Marketing Management*. 30(3), 271-286.
- De Toni, A. and Nassimbeni, G. (2000). Just-in-Time Purchasing: An Empirical Study of Operational Practices, Supplier Development and Performance. *Omega*. 28(6), 631-651.
- DeVellis, R. F. (2011). *Scale Development: Theory and Applications*. SAGE Publications.
- Dillman, D. A. (1978). *Mail and Telephone Surveys: The Total Design Method*. Wiley.
- Dillman, D. A. (2006). *Mail and Internet Surveys: The Tailored Design Method -- 2007 Update with New Internet, Visual, and Mixed-Mode Guide*. Wiley.
- Dillman, D. A., Smyth, J. D. and Christian, L. M. (2008). *Internet, Mail, and Mixed-Mode Surveys: The Tailored Design Method*. Wiley & Sons.
- Ding, H.-b. and Peters, L. S. (2000). Inter-Firm Knowledge Management Practices for Technology and New Product Development in Discontinuous Innovation. *International Journal of Technology Management*. 20(5), 588-600.
- Doll, W. J., Xia, W. and Torkzadeh, G. (1994). A Confirmatory Factor Analysis of the End-User Computing Satisfaction Instrument. *MIS Quarterly*. 18(4), 453-461.
- Doney, P. M. and Cannon, J. P. (1997). An Examination of the Nature of Trust in Buyer-Seller Relationships. *Journal of Marketing*. 61(2), 35-51.
- Donk, D. P. v. and Vaart, T. v. d. (2005). A Case of Shared Resources, Uncertainty and Supply Chain Integration in the Process Industry. *International Journal of Production Economics*. 96(1), 97-108.
- Dooley, K. J. (2009). The Empiricism-Modeling Dichotomy in Operations and Supply Chain Management. *Journal of Supply Chain Management*. 45(1), 38-43.
- Drucker, P. (1946). *The Concept of Corporation*. New York: John Day.
- Dunn, S. C. and Young, R. R. (2004). Supplier Assistance within Supplier Development Initiatives. *Journal of Supply Chain Management*. 40(3), 19-29.
- Dwyer, F. R., Schurr, P. H. and Oh, S. (1987). Developing Buyer-Seller Relationships. *Journal of Marketing*. 51(2), 11-27.

- Dyer, J. H. (1996). Specialized Supplier Networks as a Source of Competitive Advantage: Evidence from the Auto Industry. *Strategic Management Journal*. 17(4), 271-291.
- Dyer, J. H., Cho, D. S. and Chu, W. (1998). Strategic Supplier Segmentation: The Next "Best Practice" in Supply Chain Management. *California Management Review*. 40(2), 57-77.
- Dyer, J. H. and Chu, W. (2000). The Determinants of Trust in Supplier-Automaker Relationships in the U.S., Japan, and Korea. *Journal of International Business Studies*. 31(2), 259-285.
- Dyer, J. H. and Hatch, N. W. (2006). Relation-Specific Capabilities and Barriers to Knowledge Transfers: Creating Advantage through Network Relationships. *Strategic Management Journal*. 27(8), 701-719.
- Dyer, J. H. and Nobeoka, K. (2000). Creating and Managing a High-Performance Knowledge-Sharing Network: The Toyota Case. *Strategic Management Journal*. 21(3), 345-367.
- Dyer, J. H. and Ouchi, W. G. (1993). Japanese-Style Partnerships: Giving Companies a Competitive Edge. *Sloan Management Review*. 35(1), 51-63.
- Ellram, L. M. (1995). Partnering Pitfalls and Success Factors. *International Journal of Purchasing and Materials Management*. 31(2), 35-44.
- Erez, M. (1977). Feedback: A Necessary Condition of the Goal Setting – Performance Relationship. *Journal of Applied Psychology*. 62(1), 624-627.
- Evangelista, P. and Sweeney, E. (2006). Technology Usage in the Supply Chain: The Case of Small 3pls. *The International Journal of Logistics Management*. 17(1), 55-74.
- Fawcett, S. E. and Magnan, G. M. (2004). Ten Guiding Principles for High-Impact Scm. *Business Horizons*. 47(5), 67-74.
- Feng, T., Sun, L. and Zhang, Y. (2010). The Effects of Customer and Supplier Involvement on Competitive Advantage: An Empirical Study in China. *Industrial Marketing Management*. 39(8), 1384-1394.
- Fernie, J. and Azuma, N. (2004). The Changing Nature of Japanese Fashion: Can Quick Response Improve Supply Chain Efficiency? *European Journal of Marketing*. 38(7), 790-808.
- Fink, A. (1995). *How to Analyze Survey Data*. SAGE Publications.
- Floyd J. Fowler, J. (2001). *Survey Research Methods*. SAGE Publications.

- Flynn, B. B., Sakakibara, S., Schroeder, R. G., Bates, K. A. and Flynn, E. J. (1990). Empirical Research Methods in Operations Management. *Journal of Operations Management*. 9(2), 250-284.
- Folinas, D., Manthou, V., Sigala, M. and Vlachopoulou, M. (2004). E-Volution of a Supply Chain: Cases and Best Practices. *Internet Research*. 14(4), 274-283.
- Forker, L. B. and Hershauer, J. C. (2000). Some Determinants of Satisfaction and Quality Performance in the Electronic Components Industry. *Production and Inventory Management Journal*. 41(2), 14-20.
- Forker, L. B., Ruch, W. A. and Hershauer, J. C. (1999). Examining Supplier Improvement Efforts from Both Sides. *Journal of Supply Chain Management*. 35(3), 40-50.
- Forker, L. B. and Stannack, P. (2000). Cooperation Versus Competition: Do Buyers and Suppliers Really See Eye-to-Eye? *European Journal of Purchasing & Supply Management*. 6(1), 31-40.
- Forman, M. and Jørgensen, M. S. (2004). Organising Environmental Supply Chain Management: Experience from a Sector with Frequent Product Shifts and Complex Product Chains: The Case of the Danish Textile Sector. *Greener Management International*. 45, 43-62.
- Frazier, G. L. (1984). Interfirm Influence Strategies and Their Application within Distribution Channels. *Journal of Marketing*. 48(3), 43-55.
- Frazier, G. L. and Rody, R. C. (1991). The Use of Influence Strategies in Interfirm Relationships in Industrial Product Channels. *Journal of Marketing*. 55(1), 52-69.
- Frazier, G. L. and Summers, J. P. (1984). Interfirm Influence Strategies and Their Application within Distribution Channels. *Journal of Marketing*. 48(3), 43-55.
- Frohlich, M. T. (2002). Techniques for Improving Response Rates in Om Survey Research. *Journal of Operations Management*. 20(1), 53-62.
- Frohlich, M. T. and Westbrook, R. (2001). Arcs of Integration: An International Study of Supply Chain Strategies. *Journal of Operations Management*. 19(2), 185-200.
- Fynes, B., Voss, C. and de Búrca, S. (2005). The Impact of Supply Chain Relationship Quality on Quality Performance. *International Journal of Production Economics*. 96(3), 339-354.

- Galt, J. D. A. and Dale, B. G. (1991). Supplier Development: A British Case Study. *International Journal of Purchasing and Materials Management*. 27(1), 16-22.
- Ganesan, S. (1994). Determinants of Long-Term Orientation in Buyer-Seller Relationships. *The Journal of Marketing*. 58(2), 1-19.
- Gatignon, H. (2010). *Statistical Analysis of Management Data*. (Second Edition ed.) New York: Springer Science+Business Media.
- Gelderman, C. J., Semeijn, J. and De Zoete, R. (2008). The Use of Coercive Influence Strategies by Dominant Suppliers. *Journal of Purchasing and Supply Management*. 14(4), 220-229.
- Gelman, A. and Hill, J. (2006). *Data Analysis Using Regression and Multilevel/Hierarchical Models*. Cambridge University Press.
- George, D. and Mallery, P. (2007). *Spss for Windows Step by Step : A Simple Guide and Reference : 14.0 Update*. Pearson Education.
- Ghijsen, P. W. T., Semeijn, J. and Ernstson, S. (2010). Supplier Satisfaction and Commitment: The Role of Influence Strategies and Supplier Development. *Journal of Purchasing and Supply Management*. 16(1), 17-26.
- Ghoshal, S. and Moran, P. (1996). Bad for Practice: A Critique of the Transaction Cost Theory. *The Academy of Management Review*. 21(1), 13-47.
- Ghourri, A. M., Khan, N. U. R. and Malik, M. A. (2011). Marketing Practices of Textile Business and Firm's Performance: A Case of Pakistan. *E u r o E c o n o m i c a*. 2(28), 99-107.
- Giannakis, M. (2008). Facilitating Learning and Knowledge Transfer through Supplier Development. *Supply Chain Management: An International Journal*. 13(1), 62-72.
- Giunipero, L. C. (1990). Motivating and Monitoring Jit Supplier Performance. *Journal of Purchasing and Materials Management*. 26(3), 19-24.
- Giunipero, L. C., Hooker, R. E., Joseph-Mathews, S., Yoon, T. E. and Brudvig, S. (2008). A Decade of Scm Literature: Past, Present and Future Implications. *Journal of Supply Chain Management*. 44(4), 66-86.
- Golden, P. (1999). Deere on the Run. *IIE Solutions*. 31(7), 24-31.
- Golembiewski, R. T. (2000). *Handbook of Organizational Behavior, Second Edition, Revised and Expanded*. Taylor & Francis.

- Goodman, L. E. and Dion, P. A. (2001). The Determinants of Commitment in the Distributor–Manufacturer Relationship. *Industrial Marketing Management*. 30(3), 287-300.
- Gounaris, S. P. (2005). Trust and Commitment Influences on Customer Retention: Insights from Business-to-Business Services. *Journal of Business Research*. 58(2), 126-140.
- Govindan, K., Kannan, D. and Haq, A. N. (2010). Analyzing Supplier Development Criteria for an Automobile Industry. *Industrial Management & Data Systems*. 110(1), 43-62.
- Granovetter, M. (2008). Economic Action and Social Structure: The Problem of Embeddedness *Readings in Economic Sociology* (pp. 63-68).Blackwell Publishers Ltd.
- Grant, R. M. (1996a). Prospering in Dynamically-Competitive Environments: Organizational Capability as Knowledge Integration. *Organization Science*. 7(4), 375-387.
- Grant, R. M. (1996b). Toward a Knowledge-Based Theory of the Firm. *Strategic Management Journal*. 17, 109-122.
- Grant, R. M. and Baden-Fuller, C. (1995). A Knowledge-Based Theory of Inter-Firm Collaboration. *Proceedings of the 1995 Academy of Management Proceedings: Academy of Management*, 17-21.
- Grant, R. M. and Baden-Fuller, C. (2004). A Knowledge Accessing Theory of Strategic Alliances. *Journal of Management Studies*. 41(1), 61-84.
- Gray, B. and Wood, D. J. (1991). Collaborative Alliances: Moving from Practice to Theory. *The Journal of Applied Behavioral Science*. 27(1), 3-22.
- Greene, C. N. and Organ, D. W. (1973). An Evaluation of Causal Models Linking the Received Role with Job Satisfaction. *Administrative Science Quarterly*. 18(1), 95-103.
- Greer, T. V., Chuchinprakarn, N. and Seshadri, S. (2000). Likelihood of Participating in Mail Survey Research: Business Respondents' Perspectives. *Industrial Marketing Management*. 29(2), 97-109.
- Grieger, M. (2004). An Empirical Study of Business Processes across Internet-Based Electronic Marketplaces: A Supply-Chain-Management Perspective. *Business Process Management Journal*. 10(1), 80-100.

- Gripsrud, G., Jahre, M. and Persson, G. (2006). Supply Chain Management – Back to the Future? *International Journal of Physical Distribution & Logistics Management*. 36(8), 643-659.
- Gules, H. K., Burgess, T. F. and Lynch, J. E. (1997). The Evolution of Buyer-Supplier Relationships in the Automotive Industries of Emerging European Economies: The Case of Turkey. *European Journal of Purchasing & Supply Management*. 3(4), 209-219.
- Gundlach, G. T., Achrol, R. S. and Mentzer, J. T. (1995). The Structure of Commitment in Exchange. *Journal of Marketing*. 59(1), 78-92.
- Ha, B.-C., Park, Y.-K. and Cho, S. (2011). Suppliers' Affective Trust and Trust in Competency in Buyers: Its Effect on Collaboration and Logistics Efficiency. *International Journal of Operations & Production Management*. 31(1), 56-77.
- Habib-ur-Rehman (2011). Pakistan Economic Survey 2009-10 (Vol. 2011).
- Hahn, C. K., Watts, C. A. and Kim, K. Y. (1989). Supplier Development at Hyundai Motor. *Proceedings of the 1989 Proceedings of the 1989 National Purchasing and Materials Management Research Symposium* Tempe, AZ, USA: National Association of Purchasing Management, 1989, 67-81.
- Hahn, C. K., Watts, C. A. and Kim, K. Y. (1990). The Supplier Development Program: A Conceptual Model. *Journal of Purchasing and Materials Management*. 26(2), 2-7.
- Hahn, G. (2005). Supplier Development Serves Customers Worldwide. *DSN Retailing Today*. 6.
- Hair, J. F. and Anderson, R. E. (2010). *Multivariate Data Analysis*. Prentice Hall.
- Hair, J. F., Black, B., Babin, B., Anderson, R. E. and Tatham, R. L. (2006). *Multivariate Data Analysis*. (6 ed.) New Jersey: Prentice Hall.
- Hair, J. F., Tatham, R. L., Anderson, R. E. and Black, W. (1998). *Multivariate Data Analysis*. (5 ed.) NY: MacMillan Publishing Company New York.
- Hall, D. B. and Wang, L. (2005). Two-Component Mixtures of Generalized Linear Mixed Effects Models for Cluster Correlated Data. *Statistical Modelling*. 5(1), 21-37.
- Halldósson, A., Larson, P. D. and Poist, R. F. (2008). Supply Chain Management: A Comparison of Scandinavian and American Perspectives. *International Journal of Physical Distribution & Logistics Management*. 38(2), 126-142.

- Handfield, R. B. and Bechtel, C. (2002). The Role of Trust and Relationship Structure in Improving Supply Chain Responsiveness. *Industrial Marketing Management*. 31(4), 367-382.
- Handfield, R. B., Krause, D. R., Scannell, T. V. and Monczka, R. M. (2000). Avoid the Pitfalls in Supplier Development. *Sloan Management Review*. 41(2), 37-49.
- Harrington, T. C., Lambert, D. M. and Christopher, M. (1991). A Methodology for Measuring Vendor Performance. *Journal of Business Logistics*. 12(1), 83-104.
- Hartley, J. L. and Choi, T. Y. (1996). Supplier Development: Customers as a Catalyst of Process Change. *Business Horizons*. 39(4), 37-44.
- Hartley, J. L. and Jones, G. E. (1997). Process Oriented Supplier Development: Building the Capability for Change. *International Journal of Purchasing and Materials Management*. 33(3), 24-29.
- Hawkins, T. G., Wittmann, C. M. and Beyerlein, M. M. (2008). Antecedents and Consequences of Opportunism in Buyer-Supplier Relations: Research Synthesis and New Frontiers. *Industrial Marketing Management*. 37(8), 895-909.
- Heide, J. B. and John, G. (1990). Alliances in Industrial Purchasing: The Determinants of Joint Action in Buyer-Supplier Relationships. *Journal of Marketing Research*. 27(1), 24-36.
- Hensley, R. L. (1999). A Review of Operations Management Studies Using Scale Development Techniques. *Journal of Operations Management*. 17(3), 343-358.
- Hill, C. W. L. (1990). Cooperation, Opportunism, and the Invisible Hand: Implications for Transaction Cost Theory. *Academy of Management Review*. 15(3), 500-513.
- Hill, C. W. L. (1995). National Institutional Structures, Transaction Cost Economizing and Competitive Advantage: The Case of Japan. *Organization Science*. 6(1), 119-131.
- Hill, J. A., Eckerdt, S., Wilson, D. and Greer, B. (2009). The Effect of Unethical Behavior on Trust in a Buyer-Supplier Relationship: The Mediating Role of Psychological Contract Violation. *Journal of Operations Management*. 27(4), 281-293.

- Hines, P. (1994). *Creating World Class Suppliers: Unlocking Mutual Competitive Advantage*. Pitman Publishing, London.
- Ho, C. (2005). *The Supply Chain Advantage: Development of a Strategic Business Model for the Hong Kong Clothing Industry*. Ph.D., Hong Kong Polytechnic University (Hong Kong), Hong Kong.
- Hosmer, L. T. (1995). Trust: The Connecting Link between Organizational Theory and Philosophical Ethics. *Academy of Management Review*. 20(2), 379-403.
- Hsu, C. C., Tan, K. C., Kannan, V. R. and Keong Leong, G. (2009). Supply Chain Management Practices as a Mediator of the Relationship between Operations Capability and Firm Performance. *International Journal of Production Research*. 47(3), 835-855.
- Hughes, M. and Perrons, R. K. (2011). Shaping and Re-Shaping Social Capital in Buyer-Supplier Relationships. *Journal of Business Research*. 64(2), 164-171.
- Hult, G. T. M., Ketchen, D. J. and Arrfelt, M. (2007). Strategic Supply Chain Management: Improving Performance through a Culture of Competitiveness and Knowledge Development. *Strategic Management Journal*. 28(10), 1035-1052.
- Hult, G. T. M., Ketchen Jr, D. J. and Slater, S. F. (2004). Information Processing, Knowledge Development, and Strategic Supply Chain Performance. *Academy of Management Journal*. 47(2), 241-253.
- Humphreys, P., Cadden, T., Wen-Li, L. and McHugh, M. (2011). An Investigation into Supplier Development Activities and Their Influence on Performance in the Chinese Electronics Industry. *Production Planning & Control*. 22(2), 137-156.
- Humphreys, P. K., Li, W. L. and Chan, L. Y. (2004a). The Impact of Supplier Development on Buyer-Supplier Performance. *Omega The International Journal of Management Science*. 32(2), 131-143.
- Humphreys, P. K., Li, W. L. and Chan, L. Y. (2004b). The Impact of Supplier Development on Buyer-Supplier Performance. *Omega*. 32(2), 131-143.
- Hunt, S. D. (2002). *Foundations of Marketing Theory: Toward a General Theory of Marketing*. M.E. Sharpe.
- Hunt, S. D. and Morgan, R. M. (1994). Organizational Commitment: One of Many Commitments or Key Mediating Construct? *The Academy of Management Journal*. 37(6), 1568-1587.

- Ireland, R. D. and Hitt, M. A. (1999). Achieving and Maintaining Strategic Competitiveness in the 21st Century: The Role of Strategic Leadership. *The Academy of Management Executive*. 13(1), 43-57.
- Iyer, K. N. S., Germain, R. and Frankwick, G. L. (2004). Supply Chain B2b E-Commerce and Time-Based Delivery Performance. *International Journal of Physical Distribution & Logistics Management*. 34(8), 645-661.
- Jaccard, J. and Turrisi, R. (2003). *Interaction Effects in Multiple Regression*. Sage Publications.
- Jap, S. D. (2001). Perspectives on Joint Competitive Advantages in Buyer–Supplier Relationships. *International Journal of Research in Marketing*. 18(1–2), 19-35.
- Jarvis, C. B., Mackenzie, S. B., Podsakoff, P. M., Mick, D. G. and Bearden, W. O. (2003). A Critical Review of Construct Indicators and Measurement Model Misspecification in Marketing and Consumer Research. *Journal of Consumer Research*. 30(2), 199-218.
- Jayaram, J., Vickery, S. and 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.
- Jean, R.-J. B., Sinkovics, R. R. and Kim, D. (2010). Drivers and Performance Outcomes of Relationship Learning for Suppliers in Cross-Border Customer–Supplier Relationships: The Role of Communication Culture. *Journal of International Marketing*. 18(1), 63-85.
- Jensen, M. and Meckling, W. (1995). Specific and General Knowledge and Organizational Structure. *Journal of Applied Corporate Finance*. 8(2), 4-18.
- Jeong, J. S. and Hong, P. (2007). Customer Orientation and Performance Outcomes in Supply Chain Management. *Journal of Enterprise Information Management*. 20(5), 578-594.
- Jiang, Z., Henneberg, S. C. and PeterNaudé (2011). The Importance of Trust Vis-À-Vis Reliance in Business Relationships: Some International Findings. *International Marketing Review*. 28(4), 318-339.
- Johnsen, R. E. and Ford, D. (2006). Interaction Capability Development of Smaller Suppliers in Relationships with Larger Customers. *Industrial Marketing Management*. 35(8), 1002-1015.

- Johnsen, R. E. and Ford, D. (2008). Exploring the Concept of Asymmetry: A Typology for Analysing Customer-Supplier Relationships. *Industrial Marketing Management*. 37(4), 471-483.
- Johnsen, T. E. (2009). Supplier Involvement in New Product Development and Innovation: Taking Stock and Looking to the Future. *Journal of Purchasing and Supply Management*. 15(3), 187-197.
- Johnsen, T. E. and Ford, D. (2007). Customer Approaches to Product Development with Suppliers. *Industrial Marketing Management*. 36(3), 300-308.
- Johnson, M. E. and Pyke, D. F. (2001). Supply Chain Management (pp. 794-806). Springer Science & Business Media B.V. / Books.
- Johnston, D. A., McCutcheon, D. M., Stuart, F. I. and Kerwood, H. (2004). Effects of Supplier Trust on Performance of Cooperative Supplier Relationships. *Journal of Operations Management*. 22(1), 23-38.
- Johnston, W. J. and Lewin, J. E. (1996). Organizational Buying Behavior: Toward an Integrative Framework. *Journal of Business Research*. 35(1), 1-15.
- Joongsan, O. and Seung-Kyu, R. (2010). Influences of Supplier Capabilities and Collaboration in New Car Development on Competitive Advantage of Carmakers. *Management Decision*. 48(5), 756-774.
- Jørgensen, M. S., Jørgensen, U., Hendriksen, K., Hirsbak, S., Thomsen, H. H. and Thorsen, N. (2010). Environmental Management in Danish Transnational Textile Product Chains. *Management Research Review*. 33(4), 357-379.
- Joshi, A. W. and Stump, R. L. (1999). The Contingent Effect of Specific Asset Investments on Joint Action in Manufacturer-Supplier Relationships: An Empirical Test of the Moderating Role of Reciprocal Asset Investments, Uncertainty, and Trust. *Journal of the Academy of Marketing Science*. 27(3), 291-305.
- Judd, E. H. H., Hoyle, R. H., Harris, M. J., Reviews, C. T. and Judd, C. M. (2006). *Research Methods in Social Relations*. Academic Internet Publishers Incorporated.
- Kannan, V. R. and Tan, K. C. (2005). Just in Time, Total Quality Management, and Supply Chain Management: Understanding Their Linkages and Impact on Business Performance. *Omega*. 33(2), 153-162.

- Keh, H. T. and Xie, Y. (2009). Corporate Reputation and Customer Behavioral Intentions: The Roles of Trust, Identification and Commitment. *Industrial Marketing Management*. 38(7), 732-742.
- Kerlinger, F. N. (1986). *Foundations of Behavioral Research*. Holt, Rinehart and Winston.
- Kerlinger, F. N. and Lee, H. B. (2000). *Foundations of Behavioral Research*. Harcourt College Publishers.
- Khan, M. U. (2010). *A Comparative Study on Distribution Channels of Textile and Garment Industry in Pakistan and Vietnam: The Roles of Intermediaries* Master, Karlstad University, Karlstad.
- Khoja, F., Adams, J. and Kauffman, R. (2010). A Temporal Model of Vertical Relationships. *Journal of Business-to-Business Marketing*. 17(3), 279-307.
- Kim, B. Y. (2006a). The Impact of Supplier Development on Financial Performance in the Restaurant Industry. *International Journal of Hospitality & Tourism Administration*. 7(4), 81-103.
- Kim, K. and Frazier, G. L. (1997). On Distributor Commitment in Industrial Channels of Distribution: A Multicomponent Approach. *Psychology & Marketing*. 14(8), 847-877.
- Kim, S. W. (2006b). The Effect of Supply Chain Integration on the Alignment between Corporate Competitive Capability and Supply Chain Operational Capability. *International Journal of Operations & Production Management*. 26(10), 1084-1107.
- Kim, S. W. (2006c). Effects of Supply Chain Management Practices, Integration and Competition Capability on Performance. *Supply Chain Management: An International Journal*. 11(3), 241-248.
- Kingshott, R. P. J. (2006). The Impact of Psychological Contracts Upon Trust and Commitment within Supplier-Buyer Relationships: A Social Exchange View. *Industrial Marketing Management*. 35(6), 724-739.
- Klein, R. and Rai, A. (2009). Interfirm Strategic Information Flows in Logistics Supply Chain Relationships. *MIS Q*. 33(4), 735-762.
- Kleinbaum, D. G., Kupper, L. L. and Muller, K. E. (2008). *Applied Regression Analysis and Other Multivariable Methods*. (4 ed.) Belmont, CA: The Thomson Corporation.

- Kogg, B. (2003). Greening a Cotton-Textile Supply Chain: A Case Study of the Transition Towards Organic Production without a Powerful Focal Company. *Greener Management International*. 43, 53-64.
- Kogut, B. (1988). Joint Ventures: Theoretical and Empirical Perspectives. *Strategic Management Journal*. 9(4), 319-332.
- Kogut, B. and Zander, U. (1992). Knowledge of the Firm, Combinative Capabilities, and the Replication of Technology. *Organization Science*. 3(3), 383-397.
- Konrad, A. M. and Linnehan, F. (1995). Formalized Hrm Structures: Coordinating Equal Employment Opportunity or Concealing Organizational Practices? *The Academy of Management Journal*. 38(3), 787-820.
- Koskinen, P. and Hilmola, O.-P. (2008). Supply Chain Challenges of North-European Paper Industry. *Industrial Management & Data Systems*. 108(2), 208-227.
- Kotey, B. and Slade, P. (2005). Formal Human Resource Management Practices in Small Growing Firms*. *Journal of Small Business Management*. 43(1), 16-40.
- Kotzab, H., Seuring, S., Müller, M. and Reiner, G. (2005). *Research Methodologies in Supply Chain Management*. Physica-Verlag HD.
- Krause, D. R. (1995). *Interorganizational Cooperation in Supplier Development: Influencing Factors*. Ph.D., Arizona State University, Arizona.
- Krause, D. R. (1997). Supplier Development: Current Practices and Outcomes. *International Journal of Purchasing and Materials Management*. 33(2), 12-19.
- Krause, D. R. (1999). The Antecedents of Buying Firms' Efforts to Improve Suppliers. *Journal of Operations Management*. 17(2), 205-224.
- Krause, D. R. and Ellram, L. M. (1997a). Critical Elements of Supplier Development the Buying-Firm Perspective. *European Journal of Purchasing & Supply Management*. 3(1), 21-31.
- Krause, D. R. and Ellram, L. M. (1997b). Success Factors in Supplier Development. *International Journal of Physical Distribution & Logistics Management* 27(1), 39-52.
- Krause, D. R. and Handfield, R. B. (1999). Developing a World-Class Supply Base. *Center for Advanced Purchasing Studies, Tempe, AZ*. Available: <http://www.capsresearch.org/ReportPDFs/DevelopAll>.

- Krause, D. R., Handfield, R. B. and Scannell, T. V. (1998). An Empirical Investigation of Supplier Development: Reactive and Strategic Processes. *Journal of Operations Management*. 17(1), 39-58.
- Krause, D. R., Handfield, R. B. and Tyler, B. B. (2007). The Relationships between Supplier Development, Commitment, Social Capital Accumulation and Performance Improvement. *Journal of Operations Management*. 25(2), 528-545.
- Krause, D. R., Ragatz, G. L. and Hughley, S. (1999). Supplier Development from the Minority Supplier's Perspective. *Journal of Supply Chain Management*. 35(4), 33-41.
- Krause, D. R. and Scannell, T. V. (2002). Supplier Development Practices: Product- and Service-Based Industry Comparisons. *Journal of Supply Chain Management*. 38(2), 13-21.
- Krause, D. R., Scannell, T. V. and Calantone, R. J. (2000). A Structural Analysis of the Effectiveness of Buying Firms' Strategies to Improve Supplier Performance. *Decision Sciences*. 31(1), 33-55.
- Krause, D. R., Terpend, R. and Petersen, K. J. (2006). Bargaining Stances and Outcomes in Buyer-Seller Negotiations: Experimental Results. *Journal of Supply Chain Management*. 42(3), 4-15.
- Krishnan, R., Martin, X. and Noorderhaven, N. G. (2006). When Does Trust Matter to Alliance Performance? *Academy of Management Journal*. 49(5), 894-917.
- Krus, D. J. and Ney, R. G. (1978). Convergent and Discriminant Validity in Item Analysis. *Educational and Psychological Measurement*. 38(1), 135-137.
- Kuhn, T. S. (1970). *The Structure of Scientific Revolutions*. (2nd ed.) Chicago: University of Chicago Press.
- Kuhn, T. S. (1996). *The Structure of Scientific Revolutions*. University of Chicago Press.
- Kumar, N., Scheer, L. K. and Steenkamp, J.-B. E. M. (1995). The Effects of Perceived Interdependence on Dealer Attitudes. *Journal of Marketing Research*. 32(3), 348-356.
- Kwon, I.-W. G. and Suh, T. (2004). Factors Affecting the Level of Trust and Commitment in Supply Chain Relationships. *Journal of Supply Chain Management*. 40(2), 4-14.

- Kwon, I.-W. G. and Suh, T. (2005). Trust, Commitment and Relationships in Supply Chain Management: A Path Analysis. *Supply Chain Management: An International Journal*. 10(1), 26-33.
- Lam, J. K. C. and Postle, R. (2006). Textile and Apparel Supply Chain Management in Hong Kong. *International Journal of Clothing Science and Technology*. 18(4), 265-277.
- Lambert, D. M. and Harrington, T. C. (1990). Measuring Nonresponse Bias in Customer Service Mail Surveys. *Journal of Business Logistics*. 11(2), 5-25.
- Lamming, R. C. (1993). *Beyond Partnerships: Strategies for Innovation and Lean Supply*. Hamel Hempstead: Prentice-Hall International.
- Landeros, R., Reck, R. and Plank, R. E. (1995). Maintaining Buyer-Supplier Partnerships. *Journal of Supply Chain Management*. 31(3), 2-12.
- Langlois, R. N. and Robertson, P. L. (1989). Explaining Vertical Integration: Lessons from the American Automobile Industry. *Journal of Economic History*. 49(2), 361-375.
- Larson, P. D. (2005). A Note on Mail Surveys and Response Rates in Logistics Research. *Journal of Business Logistics*. 26(2), 211-222.
- Lascelles, D. M. and Dale, B. G. (1989). The Buyer-Supplier Relationship in Total Quality Management. *Journal of Purchasing and Materials Management*. 25(2), 10-19.
- Lascelles, D. M. and Dale, B. G. (1990). Examining the Barriers to Supplier Development. *The International Journal of Quality & Reliability Management*. 7(2), 46-57.
- Latham, G. P. (2004). Motivating Employee Performance through Goal-Setting. In Locke, E. A. (Ed.) *Handbook of Principles of Organizational Behavior* (2 ed.). Oxford: Blackwell Publishing Ltd.
- Latham, G. P. and Locke, E. A. (1979). Goal Setting: A Motivational Technique That Works. *Organizational Dynamics*. 8(2), 68-80.
- Latham, G. P. and Locke, E. A. (1991). Self-Regulation through Goal Setting. *Organizational Behavior and Human Decision Processes*. 50(1), 212-247.
- Latham, G. P. and Locke, E. A. (2006). Enhancing the Benefits and Overcoming the Pitfalls of Goal Setting. *Organizational Dynamics*. 35(4), 332-340.
- Latham, G. P. and Locke, E. A. (2007). New Developments in and Directions for Goal-Setting Research. *European Psychologist*. 12(4), 290-300.

- Lee, A. H. I., Chang, H.-J. and Lin, C.-Y. (2009). An Evaluation Model of Buyer–Supplier Relationships in High-Tech Industry — the Case of an Electronic Components Manufacturer in Taiwan. *Computers & Industrial Engineering*. 57(4), 1417-1430.
- Lee, C., Bobko, P., Earley, C. and Locke, E. S. (1991). An Empirical Analysis of a Goal Setting Questionnaire. *Journal of Organization Behavior*. 12(1), 467-482.
- Lee, C. and Earley, P. C. (1992). Comparative Peer Evaluations of Organization Behavior Theories. *Organizational Development Journal*. 10(4), 37-42.
- Lee, E. S. and Forthofer, R. N. (2005). *Analyzing Complex Survey Data*. SAGE Publications.
- Lee, P. K. C. and Humphreys, P. K. (2007). The Role of Guanxi in Supply Management Practices. *International Journal of Production Economics*. 106(2), 450-467.
- Lee, W., Lin, T. M. Y., Lee, W. and Lee, J.-R. (2010). Relational and Transactional Factors as Hybrid Criteria for Buyer Project Selection (Bps): An Exploratory Study from Industrial Suppliers' Perspective. *Industrial Marketing Management*. 39(4), 605-615.
- Lee, Y.-T. (2006). *Buyer Influence and Supplier Development in Buyer-Driven Global Supply Chains*. D.B.A., Boston University, United States -- Massachusetts.
- Leenders, M. R. (1965). *Improving Purchasing Effectiveness through Supplier Development*, Harvard University, Boston, MA.
- Leenders, M. R. (1966). Supplier Development. *Journal of Purchasing*. 2(4), 47-62.
- Leenders, M. R. and Blenkhorn, D. L. (1988). *Reverse Marketing: The New Buyer-Supplier Relationship*. New York: Free Press.
- Leiblein, M. J., Reuer, J. J. and Dalsace, F. (2002). Do Make or Buy Decisions Matter? The Influence of Organizational Governance on Technological Performance. *Strategic Management Journal*. 23(9), 817-833.
- Leonard-Barton, D. (1992). Core Capabilities and Core Rigidities: A Paradox in Managing New Product Development. *Strategic Management Journal*. 13(S1), 111-125.

- Lepkowski, J. M., Tucker, C., Brick, J. M., De Leeuw, E. D., Japiec, L., Lavrakas, P. J., Link, M. W. and Sangster, R. L. (2007). *Advances in Telephone Survey Methodology*. John Wiley & Sons.
- Lessler, J. T. and Kalsbeek, W. D. (1992). *Nonsampling Error in Surveys*. Wiley.
- Lettice, F., Wyatt, C. and Evans, S. (2010). Buyer–Supplier Partnerships During Product Design and Development in the Global Automotive Sector: Who Invests, in What and When? *International Journal of Production Economics*. 127(2), 309-319.
- Li, C.-Y. (2012). Knowledge Stickiness in the Buyer–Supplier Knowledge Transfer Process: The Moderating Effects of Learning Capability and Social Embeddedness. *Expert Systems with Applications*. 39(5), 5396-5408.
- Li, D.-C. and Dai, W.-L. (2009). Determining the Optimal Collaborative Benchmarks in a Supply Chain. *International Journal of Production Research*. 47(16), 4457-4471.
- Li, S. and Lin, B. (2006). Accessing Information Sharing and Information Quality in Supply Chain Management. *Decision Support Systems*. 42(3), 1641-1656.
- Li, W.-l., Humphreys, P., Chan, L. Y. and Kumaraswamy, M. (2003). Predicting Purchasing Performance: The Role of Supplier Development Programs. *Journal of Materials Processing Technology*. 138(1-3), 243-249.
- Li, W., Humphreys, P. K., Yeung, A. C. L. and Cheng, T. C. E. (2012). The Impact of Supplier Development on Buyer Competitive Advantage: A Path Analytic Model. *International Journal of Production Economics*. 135(1), 353-366.
- Li, W., Humphreys, P. K., Yeung, A. C. L. and Edwin Cheng, T. C. (2007). The Impact of Specific Supplier Development Efforts on Buyer Competitive Advantage: An Empirical Model. *International Journal of Production Economics*. 106(1), 230-247.
- Li, X., Goldsby, T. J. and Holsapple, C. W. (2009). Supply Chain Agility: Scale Development. *The International Journal of Logistics Management*. 20(3), 408-424.
- Liao, K. (2008). *Achieving Build-to-Order Supply Chain Capability through Practices Driven by Supplier Alignment and Supplier Empowerment*. Doctor of Philosophy, The University of Toledo, Toledo.

- Liao, K., Ma, Z., Lee, J. J.-Y. and Ke, K. (2011). Achieving Mass Customization through Trust-Driven Information Sharing: A Supplier's Perspective. *Management Research Review*. 34(5), 541-552.
- Lin, F.-r., Sung, Y.-w. and Lo, Y.-p. (2005). Effects of Trust Mechanisms on Supply-Chain Performance: A Multi-Agent Simulation Study. *International Journal of Electronic Commerce*. 9(4), 91-112.
- Lin, Y., Zhou, L., Shi, Y. and Ma, S. (2009). 3c Framework for Modular Supply Networks in the Chinese Automotive Industry. *The International Journal of Logistics Management*. 20(3), 322-341.
- Linderman, K., Schroeder, R. G. and Choo, A. S. (2006). Six Sigma: The Role of Goals in Improvement Teams. *Journal of Operations Management*. 24(6), 779-790.
- Lindsey, W. E. (1989). Goal Communication and Commitment - Critical Elements of Strategic Implementation. *Dissertation Abstracts International*. 50(8), 25-67.
- Litchfield, R. C. (2008). Brainstorming Reconsidered: A Goal Based View. *Academy of Management Review*. 33(3), 649-668.
- Liu, C. L. E. (2012). An Investigation of Relationship Learning in Cross-Border Buyer–Supplier Relationships: The Role of Trust. *International Business Review*. 21(3), 311-327.
- Liu, Y., Huang, Y., Luo, Y. and Zhao, Y. (2012). How Does Justice Matter in Achieving Buyer–Supplier Relationship Performance? *Journal of Operations Management*. 30(5), 355-367.
- Liu, Y., Li, Y. and Zhang, L. (2010a). Control Mechanisms across a Buyer–Supplier Relationship Quality Matrix. *Journal of Business Research*. 63(1), 3-12.
- Liu, Y., Luo, Y. and Liu, T. (2009). Governing Buyer–Supplier Relationships through Transactional and Relational Mechanisms: Evidence from China. *Journal of Operations Management*. 27(4), 294-309.
- Liu, Y., Su, C., Li, Y. and Liu, T. (2010b). Managing Opportunism in a Developing Interfirm Relationship: The Interrelationship of Calculative and Loyalty Commitment. *Industrial Marketing Management*. 39(5), 844-852.
- Lo, V. H. Y. and Yeung, A. (2006). Managing Quality Effectively in Supply Chain: A Preliminary Study. *Supply Chain Management: An International Journal*. 11(3), 208–215.

- Locke, E. (2009). *Handbook of Principles of Organizational Behavior: Indispensable Knowledge for Evidence-Based Management*. John Wiley & Sons.
- Locke, E. A. (1968). Toward a Theory of Task Motivation and Incentives. *Organizational Behavior and Human Decision Processes*. 3(1), 157-189.
- Locke, E. A. (1978). The Ubiquity of the Technique of Goal Setting in Theories of and Approaches to Employee Motivation. *Academy of Management Review*. 3(1), 594-601.
- Locke, E. A., Chah, D. O., Hamson, S. and Lustgarten, N. (1989). Separating the Effects of Goal Specificity from Goal Level. *Organizational Behavior and Human Decision Processes*. 42(2), 270-287.
- Locke, E. A., Latham, G. and Fassina, N. E. (2002). *The High-Performance-Cycle: Standing the Test of Time*. West Sussex, UK: John Wiley & Sons Ltd.
- Locke, E. A. and Latham, G. P. (1990a). *A Theory of Goal-Setting and Task Performance*. Englewood Cliffs, NJ: Prentice Hall.
- Locke, E. A. and Latham, G. P. (1990b). *A Theory of Goal Setting & Task Performance*. Prentice Hall.
- Locke, E. A. and Latham, G. P. (2002). Building a Practically Useful Theory of Goal Setting and Task Motivation: A 35 Year Odyssey. *American Psychologist*. 57(1), 705-717.
- Lockströma, M., Schadel, J., Harrison, N., Moser, R. and Malhotra, M. K. (2010). Antecedents to Supplier Integration in the Automotive Industry: A Multiple-Case Study of Foreign Subsidiaries in China. *Journal of Operations Management*. 28, 240-256.
- Love, P. E. D., Irani, Z. and Edwards, D. J. (2004). A Seamless Supply Chain Management Model for Construction. *Supply Chain Management: An International Journal*. 9(1), 43-56.
- Luo, Y. (2008). Structuring Interorganizational Cooperation: The Role of Economic Integration in Strategic Alliances. *Strategic Management Journal*. 29(6), 617-637.
- MacDuffie, J. P. (2011). Inter-Organizational Trust and the Dynamics of Distrust. *Journal of International Business Studies*. 42(1), 35-47.

- MacDuffie, J. P. and Helper, S. (1997). Creating Lean Suppliers: Diffusing Lean Production through the Supply Chain. *California Management Review*. 39(4), 118-151.
- Mahapatra, S. K., Narasimhan, R. and Barbieri, P. (2010). Strategic Interdependence, Governance Effectiveness and Supplier Performance: A Dyadic Case Study Investigation and Theory Development. *Journal of Operations Management*. 28(6), 537-552.
- Majid, A., Yasir, M. and Abdullah, M. T. (2010). Strategic Roadmap for the Analysis of Environmental Complexities in the Textile Sector of Pakistan. *Asian Journal of Business Management*. 2(4), 77-81.
- Malhotra, M. K. and Grover, V. (1998). An Assessment of Survey Research in Pom: From Constructs to Theory. *Journal of Operations Management*. 16(4), 407-425.
- Malhotra, N. K. (2002). *Basic Marketing Research: Applications to Contemporary Issues*. Prentice Hall.
- Maloni, M. and Benton, W. C. (2000). Power Influences in the Supply Chain. *Journal of Business Logistics*. 21(1), 49.
- Maltz, A. (1998). *Making the Most of Your Distributors*. Temple, AZ: Center for Advanced Purchasing Studies.
- Maqbool, A. (2006). Pakistan's Textile Industry and Threat of Wto. *Economic Review (05318955)*. 37(1), 25-29.
- Martinsuo, M. and Ahola, T. (2010). Supplier Integration in Complex Delivery Projects: Comparison between Different Buyer–Supplier Relationships. *International Journal of Project Management*. 28(2), 107-116.
- Masson, R., Iosif, L., MacKerron, G. and Fernie, J. (2007). Managing Complexity in Agile Global Fashion Industry Supply Chains. *International Journal of Logistics Management*. 18(2), 238-254.
- Mathieu, J. E. and Zajac, D. M. (1990). A Review and Meta-Analysis of the Antecedents, Correlates, and Consequences of Organizational Commitment. *Psychological Bulletin*. 108(2), 171-194.
- Matook, S., Lasch, R. and Tamaschke, R. (2009). Supplier Development with Benchmarking as Part of a Comprehensive Supplier Risk Management Framework. *International Journal of Operations & Production Management*. 29(3), 241-267.

- Mayer, R. C., Davis, J. H. and Schoorman, F. D. (1995). An Integrative Model of Organizational Trust. *Academy of Management Review*. 20(3), 709-734.
- Mazzocchi, M. (2008). *Statistics for Marketing and Consumer Research*. London: SAGE Publications Ltd.
- McGinnis, M. A. and Vallopra, R. M. (1999). Purchasing and Supplier Involvement in Process Improvement: A Source of Competitive Advantage. *Journal of Supply Chain Management*. 35(4), 42-50.
- Melnyk, S. A., Page, T. J., Wu, S. J. and Burns, L. A. (2012). Would You Mind Completing This Survey: Assessing the State of Survey Research in Supply Chain Management. *Journal of Purchasing and Supply Management*. 18(1), 35-45.
- Mentzer, J., DeWitt, W., Keebler, J. S., Min, S., Nix, N. W., Smith, C. D. and Zacharia, Z. G. (2001). Defining Supply Chain Management. *Journal of Business Logistics*. 22(2), 1-25.
- Mentzer, J. T., Foggin, J. H. and Golicic, S. L. (2000a). Collaboration: The Enablers, Impediments, and Benefits. *Supply Chain Management Review*. 4(4), 52-58.
- Mentzer, J. T. and Konrad, B. P. (1991). An Efficiency/Effectiveness Approach to Logistics Performance Analysis. *Journal of Business Logistics*. 12(1), 33.
- Mentzer, J. T., Min, S. and Zacharia, Z. G. (2000b). The Nature of Interfirm Partnering in Supply Chain Management. *Journal of Retailing*. 76(4), 549-568.
- Meyer, J. P. and Allen, N. J. (1984). Testing the 'Side-Bet Theory' of Organizational Commitment: Some Methodological Considerations. *Journal of Applied Psychology*. 69(3), 372-378.
- Mills, J., Schmitz, J. and Frizelle, G. (2004). A Strategic Review of "Supply Networks". *International Journal of Operations & Production Management*. 24(10), 1012-1036.
- Miner, J. B. (1984). The Validity and Usefulness of Theories in Emerging Organizational Science. *Academy of Management Review*. 9(2), 296-306.
- Minor, E. D., Hensley, R. L. and Wood, D. R. (1994). A Review of Empirical Manufacturing Strategy Studies. *International Journal of Operations & Production Management*. 14(1), 5-25.
- Mitra, A. and Bhardwaj, S. (2010). Alignment of Supply Chain Strategy with Business Strategy. *IUP Journal of Supply Chain Management*. 7(3), 49-65.

- Mitreęa, M. and Zolkiewski, J. (2012). Negative Consequences of Deep Relationships with Suppliers: An Exploratory Study in Poland. *Industrial Marketing Management*. 41(5), 886-894.
- Miyamoto, T. and Rexha, N. (2004). Determinants of Three Facets of Customer Trust: A Marketing Model of Japanese Buyer–Supplier Relationship. *Journal of Business Research*. 57(3), 312-319.
- Modi, S. B. and Mabert, V. A. (2007). Supplier Development: Improving Supplier Performance through Knowledge Transfer. *Journal of Operations Management*. 25(1), 42-64.
- Mohr, J. and Nevin, J. R. (1990). Communication Strategies in Marketing Channels: A Theoretical Perspective. *Journal of Marketing*. 54(4), 36.
- Monczka, R., Trent, R. and Handfield, R. (2002). *Purchasing and Supply Chain Management*. (2 ed.) Stamford, CT: South-Western.
- Monczka, R. M., Petersen, K. J., Handfield, R. B. and Ragatz, G. L. (1998). Success Factors in Strategic Supplier Alliances: The Buying Company Perspective. *Decision Sciences*. 29(3), 553-577.
- Monczka, R. M., Trent, R. J. and Callahan, T. J. (1993). Supply Base Strategies to Maximize Supplier Performance. *International Journal of Physical Distribution & Logistics Management*. 23(4), 42 - 54.
- Monczka, R. M., Trent, R. J. and Studies, C. f. A. P. (1995). *Purchasing and Sourcing Strategy: Trends and Implications*. Center for Advanced Purchasing Studies.
- Moore, K. R. (1998). Trust and Relationship Commitment in Logistics Alliances: A Buyer Perspective. *Journal of Supply Chain Management*. 34(1), 24-37.
- Moorman, C., Deshpande, R. and Zaltman, G. (1993). Factors Affecting Trust in Market Research Relationships. *Journal of Marketing*. 57(1), 81-101.
- Morgan, C. (2007). Supply Network Performance Measurement: Future Challenges? *The International Journal of Logistics Management*. 18(2), 255-273.
- Morgan, G. and Smircich, L. (1980). The Case for Qualitative Research. *The Academy of Management Review*. 5(4), 491-500.
- Morgan, G. A., Leech, N. L., Gloeckner, G. W. and Barrett, K. C. (2004). *Spss for Introductory Statistics*. (2 ed.) London: Lawrence Erlbaum Associates, Publishers.

- Morgan, R. M. and Hunt, S. D. (1994). The Commitment-Trust Theory of Relationship Marketing. *Journal of Marketing*. 58(3), 20-38.
- Morrow, P. C. (1983). Concept Redundancy in Organizational Research: The Case of Work Commitment. *The Academy of Management Review*. 8(3), 486-500.
- Mowday, R. T., Porter, L. W. and Steers, R. M. (1982). *Employee-Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover*. Academic Press.
- Myers, R. H., Montgomery, D. C., Vining, G. G. and Robinson, T. J. (2012). *Generalized Linear Models: With Applications in Engineering and the Sciences*. Wiley.
- Mysen, T., Svensson, G. and Payan, J. M. (2011). Causes and Outcomes of Satisfaction in Business Relationships. *Marketing Intelligence & Planning*. 29(2), 123-140.
- Nahapiet, J. and Ghoshal, S. (1998). Social Capital, Intellectual Capital, and the Organizational Advantage. *Academy of Management Review*. 23, 242-266.
- Narasimhan, R. and Kim, S. W. (2002). Effect of Supply Chain Integration on the Relationship between Diversification and Performance: Evidence from Japanese and Korean Firms. *Journal of Operations Management*. 20(3), 303-323.
- Narasimhan, R., Kim, S. W. and Tan, K. C. (2008). An Empirical Investigation of Supply Chain Strategy Typologies and Relationships to Performance. *International Journal of Production Research*. 46(18), 5231-5259.
- Nelson, D., Moody, P. E. and Stegner, J. R. (2005). The 10 Procurement Pitfalls. *Supply Chain Management Review*. 9(3), 38-45.
- New, S. J. (1997). The Scope of Supply Chain Management Research. *Supply Chain Management*. 2(1), 15-22.
- Newman, R. G. and Rhee, K. A. (1990). A Case Study of Nummi and Its Suppliers. *International Journal of Purchasing and Materials Management*. 26(4), 15-20.
- Nielsen, B. B. (2007). Determining International Strategic Alliance Performance: A Multidimensional Approach. *International Business Review*. 16(3), 337-361.
- Nonaka, I. (1994). A Dynamic Theory of Organizational Knowledge Creation. *Organization Science*. 5(1), 14-37.

- Nooteboom, B., Berger, H. and Noorderhaven, N. G. (1997). Effects of Trust and Governance on Relational Risk. *Academy of Management Journal*. 40(2), 308-338.
- Nunnally, J. C. (1978). *Psychometric Theory*. New York: McGraw-Hill.
- Nuruzzaman, Haque, A. and Azad, R. (2010). Is Bangladeshi Rmg Sector Fit in the Global Apparel Business? Analyses the Supply Chain Management. *The South East Asian Journal of Management*. 4(1), 53-72.
- Nyaga, G. N., Whipple, J. M. and 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.
- O Leary-Kelly, A. M., Martocchio, J. J. and Frink, D. D. (1994). A Review of the Influence of Group Goals on Group Performance. *Academy of Management Journal*. 37(5), 1285-1301.
- Pagell, M., Wu, Z. and Wasserman, M. E. (2010). Thinking Differently About Purchasing Portfolios: An Assessment of Sustainable Sourcing. *Journal of Supply Chain Management*. 46(1), 57-73.
- Park-Poaps, H. and Rees, K. (2010). Stakeholder Forces of Socially Responsible Supply Chain Management Orientation. *Journal of Business Ethics*. 92(2), 305-322.
- Park, S. and Hartley, J. L. (2002). Exploring the Effect of Supplier Management on Performance in the Korean Automotive Supply Chain. *Journal of Supply Chain Management*. 38(2), 46-53.
- Paulraj, A. and Chen, I. J. (2007). Strategic Buyer-Supplier Relationships, Information Technology and External Logistics Integration. *Journal of Supply Chain Management*. 43(2), 2-14.
- Paulraj, A., Lado, A. A. and Chen, I. J. (2008). Inter-Organizational Communication as a Relational Competency: Antecedents and Performance Outcomes in Collaborative Buyer-Supplier Relationships. *Journal of Operations Management*. 26(1), 45-64.
- Payan, J. M. and McFarland, R. G. (2005). Decomposing Influence Strategies: Argument Structure and Dependence as Determinants of the Effectiveness of Influence Strategies in Gaining Channel Member Compliance. *Journal of Marketing*. 69(3), 66-79.

- Perry, C. (1998). Processes of a Case Study Methodology for Postgraduate Research in Marketing. *European Journal of Marketing*. 32(9), 785-802.
- Pinder, C. C. (1998). *Work Motivation in Organizational Behavior*. Upper Saddle River, N.J.: Prentice-Hall.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y. and Podsakoff, N. P. (2003). Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended Remedies. *Journal of Applied Psychology*. 88(5), 879-903.
- Podsakoff, P. M. and Organ, D. W. (1986). Self-Reports in Organizational Research: Problems and Prospects. *Journal of Management*. 12(4), 531-544.
- Powell, W. W. and Brantley, P. (1992). Competitive Cooperation in Biotechnology: Learning through Networks. *Networks and organizations*. 366-394.
- Prahinski, C. and Benton, W. C. (2004). Supplier Evaluations: Communication Strategies to Improve Supplier Performance. *Journal of Operations Management*. 22(1), 39-62.
- Prahinski, C. and Fan, Y. (2007). Supplier Evaluations: The Role of Communication Quality. *Journal of Supply Chain Management*. 43(3), 16-28.
- Primo, M. A. M. and Amundson, S. D. (2002). An Exploratory Study of the Effects of Supplier Relationships on New Product Development Outcomes. *Journal of Operations Management*. 20(1), 33-52.
- Qi, Y., Boyer, K. K. and Zhao, X. (2009). Supply Chain Strategy, Product Characteristics, and Performance Impact: Evidence from Chinese Manufacturers. *Decision Sciences*. 40(4), 667-695.
- Quayle, M. (2000). Supplier Development for UK Small and Medium-Sized Enterprises. *Journal of Applied Management Studies*. 9(1), 117-133.
- Rahman, Z. (2004). Use of Internet in Supply Chain Management: A Study of Indian Companies. *Industrial Management & Data Systems*. 104(1), 31-41.
- Rajaguru, R. and Matanda, M. J. (2009). Influence of Inter-Organisational Integration on Business Performance: The Mediating Role of Organisational-Level Supply Chain Functions. *Journal of Enterprise Information Management*. 22(4), 456-467.
- Rajput, A. and Bakar, A. H. A. (2011a). A Recapitulation of Scm in Conjunction with Textile Industry. *International Journal of Information, Business and Management*. 3(1), 39-54.

- Rajput, A. and Bakar, A. H. A. (2011b). A Reprise of Supply Chain Management in Consanguinity to the Industry of Textile. *Management & Marketing*. 9(2), 225-236.
- Rashid, S. (2011). Ministry of Textile Industry.
- Reed, F. M. and Walsh, K. (2002). Enhancing Technological Capability through Supplier Development: A Study of the U.K. Aerospace Industry. *IEEE Transactions on Engineering Management*. 49(3), 231-242.
- Reuter, C., Foerstl, K. A. I., Hartmann, E. V. I. and Blome, C. (2010). Sustainable Global Supplier Management: The Role of Dynamic Capabilities in Achieving Competitive Advantage. *Journal of Supply Chain Management*. 46(2), 45-63.
- Reynolds, N. L., Simintiras, A. C. and Diamantopoulos, A. (2002). Theoretical Justification of Sampling Choices in International Marketing Research: Key Issues and Guidelines for Researchers. *Journal of International Business Studies*. 34(1), 80-89.
- Ring, P. S. and Van De Ven, A. H. (1992). Structuring Cooperative Relationships between Organizations. *Strategic Management Journal*. 13(7), 483-498.
- Ring, P. S. and Ven, A. H. v. d. (1994). Developmental Processes of Cooperative Interorganizational Relationships. *The Academy of Management Review*. 19(1), 90-118.
- Robson, M. J., Katsikeas, C. S. and Bello, D. C. (2008). Drivers and Performance Outcomes of Trust in International Strategic Alliances: The Role of Organizational Complexity. *Organization Science*. 19(4), 647-665.
- Rogers, K. W., Purdy, L., Safayeni, F. and Duimering, P. R. (2007). A Supplier Development Program: Rational Process or Institutional Image Construction? *Journal of Operations Management*. 25(2), 556-572.
- Romano, P. and Vinelli, A. (2001). Quality Management in a Supply Chain Perspective Strategic and Operative Choices in a Textile-Apparel Network. *International Journal of Operations & Production Management*. 21(4), 446-460.
- Rosner, B. (2011). *Fundamentals of Biostatistics*. Brooks/Cole, Cengage Learning.
- Rothkopf, E. Z. and Billington, M. J. (1979). Goal-Guided Learning from Text: Inferring a Descriptive Processes Model from Inspection Times and Eye Movements. *Journal of Educational Psychology*. 71(1), 310-327.

- Rousseau, D. M., Sitkin, S. B., Burt, R. S. and Camerer, C. (1998). Not So Different after All: A Cross-Discipline View of Trust. *Academy of Management Review*. 23(3), 393-404.
- Roy, S. (2010). So You Already Have a Survey Database?—a Seven-Step Methodology for Theory Building from Survey Databases: An Illustration from Incremental Innovation Generation in Buyer–Seller Relationships. *Journal of Supply Chain Management*. 46(4), 12-24.
- Ruyter, K. d., Moorman, L. and Lemmink, J. (2001). Antecedents of Commitment and Trust in Customer-Supplier Relationships in High Technology Markets. *Industrial Marketing Management*. 30(3), 271-286.
- Ryan, T. A. (1970). *Intentional Behavior*. New York: Ronald Press.
- Ryu, S., Lee, E.-J. and Lee, W. J. (2011). A Cross-Cultural Study of Interfirm Power Structure and Commitment: The Effect of Collectivism. *Journal of Business & Industrial Marketing*. 26(2), 92-103.
- Sabel, C. F. (1993). Studied Trust: Building New Forms of Cooperation in a Volatile Economy. *Human Relations*. 46(9), 1133-1171.
- Saccani, N. and Perona, M. (2007). Shaping Buyer-Supplier Relationships in Manufacturing Contexts: Design and Test of a Contingency Model. *Journal of Purchasing and Supply Management*. 13(1), 26-41.
- Sahay, B. S. and Mohan, R. (2003). Supply Chain Management Practices in Indian Industry. *International Journal of Physical Distribution & Logistics Management*. 33(7), 582-606.
- Sako, M. (1992). *Price, Quality and Trust: Inter-Firm Relations in Britain and Japan*. Cambridge University Press.
- Sako, M. (2004). Supplier Development at Honda, Nissan and Toyota: Comparative Case Studies of Organization Capability Enhancement. *Industrial and Corporate Change*. 13(2), 281-308.
- Sako, M. and Helper, S. (1998). Determinants of Trust in Supplier Relations: Evidence from the Automotive Industry in Japan and the United States. *Journal of Economic Behavior & Organization*. 34(3), 387-417.
- Saleh, M. A. (2006). *Antecedents of Commitment to an Import Supplier*. Doctor of Philosophy, Queensland University of Technology, Brisbane.
- Sambasivan, M., Siew-Phaik, L., Abidin-Mohamed, Z. and Choy-Leong, Y. (2011). Impact of Interdependence between Supply Chain Partners on Strategic

- Alliance Outcomes: Role of Relational Capital as a Mediating Construct. *Management Decision*. 49(4), 4-4.
- Sánchez-Rodríguez, C. (2009). Effect of Strategic Purchasing on Supplier Development and Performance: A Structural Model. *Journal of Business & Industrial Marketing*. 24(3), 161-172.
- Sánchez-Rodríguez, C., Hemsworth, D. and Martínez-Lorente, Á. R. (2005). The Effect of Supplier Development Initiatives on Purchasing Performance: A Structural Model. *Supply Chain Management: An International Journal*. 10(4), 289-301.
- Sari, K. (2007). Exploring the Benefits of Vendor Managed Inventory. *International Journal of Physical Distribution & Logistics Management*. 37(7), 529-545.
- Schoorman, F. D., Roger, C. M. and James, H. D. (2007). An Integrative Model of Organizational Trust: Past, Present, and Future. *Academy of Management Review*. 32(2), 344-354.
- Schurr, P. H. and Ozanne, J. L. (1985). Influences on Exchange Processes: Buyers' Preconceptions of a Seller's Trustworthiness and Bargaining Toughness. *Journal of Consumer Research*. 11(4), 939-954.
- Scott, S. G. and Bruce, R. A. (1994). Determinants of Innovative Behavior: A Path Model of Individual Innovation in the Workplace. *The Academy of Management Journal*. 37(3), 580-607.
- Scott, W. R. (2003). *Organizations: Rational, Natural and Open Systems*. Prentice-Hall International.
- Scudder, G. D. and Hill, C. A. (1998). A Review and Classification of Empirical Research in Operations Management. *Journal of Operations Management*. 16(1), 91-101.
- Sebastiao, H. J. and Golicic, S. (2008). Supply Chains Strategy for Nascent Firms in Emerging Technology Markets. *Journal of Business Logistics*. 29(1), 75-91.
- Sekaran, U. and Bougie, R. (2010). *Research Methods for Business: A Skill Building Approach*. John Wiley & Sons.
- Şengun, A. E. (2010). Which Type of Trust for Inter-Firm Learning? *Industry & Innovation*. 17(2), 193-213.
- Seppänen, R., Blomqvist, K. and Sundqvist, S. (2007). Measuring Inter-Organizational Trust—a Critical Review of the Empirical Research in 1990–2003. *Industrial Marketing Management*. 36(2), 249-265.

- Sharma, N., Young, L. and Wilkinson, I. (2006). The Commitment Mix: Dimensions of Commitment in International Trading Relationships in India. *Journal of International Marketing*. 14(3), 64-91.
- Sharma, S., Durand, R. M. and Gur-Arie, O. (1981). Identification and Analysis of Moderator Variables. *Journal of Marketing Research*. 18(3), 291-300.
- Shasha, D. and Wilson, M. (2010). *Statistics Is Easy! Second Edition*. (Second Edition ed.) California: Morgan & Claypool Publishers.
- Shepherd, C. and Gunter, H. (2006). Measuring Supply Chain Performance: Current Research and Future Directions. *International Journal of Productivity and Performance Management*. 55(1), 242-258.
- Sherani, S. (2011). Pakistan Economic Survey 2009-10
- Sherman, S. and Sookdeo, R. (1992). Are Strategic Alliances Working? *Fortune*. 126(6), 77-78.
- Sheu, J.-B. and Hu, T.-L. (2009). Channel Power, Commitment and Performance toward Sustainable Channel Relationship. *Industrial Marketing Management*. 38(1), 17-31.
- Shieh, G. (2009). Detecting Interaction Effects in Moderated Multiple Regression with Continuous Variables Power and Sample Size Considerations. *Organizational Research Methods*. 12(3), 510-528.
- Shokri, A., Nabhani, F. and Hodgson, S. (2010). Supplier Development Practice: Arising the Problems of Upstream Delivery for a Food Distribution Sme in the Uk. *Robotics & Computer-Integrated Manufacturing*. 26(6), 639-646.
- Siguaw, J. A. and Simpson, P. M. (2004). Toward Assessing Supplier Value. *Journal of Marketing Channels*. 11(2-3), 3-31.
- Simonin, B. L. (1999). Ambiguity and the Process of Knowledge Transfer in Strategic Alliances. *Strategic Management Journal*. 20(7), 595-623.
- Simonin, B. L. (2004). An Empirical Investigation of the Process of Knowledge Transfer in International Strategic Alliances. *Journal of International Business Studies*. 35(5), 407-427.
- Singer, M. and Donoso, P. (2007). Internal Supply Chain Management in the Chilean Sawmill Industry. *International Journal of Operations & Production Management*. 27(5), 524-541.
- Skarmeas, D., Katsikeas, C. S. and Schlegelmilch, B. B. (2002). Drivers of Commitment and Its Impact on Performance in Cross-Cultural Buyer-Seller

- Relationships: The Importer's Perspective. *Journal of International Business Studies*. 33(4), 757-783.
- Smeltzer, L. R. (1997). The Meaning and Origin of Trust in Buyer-Supplier Relationships. *Journal of Supply Chain Management*. 33(1), 40-48.
- Smith, N. C., Palazzo, G. and Bhattacharya, C. B. (2010). Marketing's Consequences: Stakeholder Marketing and Supply Chain Corporate Social Responsibility Issues. *Business Ethics Quarterly*. 20(4), 617-641.
- Soroor, J. and Tarokh, M. J. (2006). Innovative Scm: A Wireless Solution to Smartly Coordinate the Supply Processes Via a Web-Based, Real-Time System. *VINE: The journal of Information and Knowledge Management Systems*. 36(3), 304-340.
- Spector, P. E. (1991). *Summated Rating Scale Construction: An Introduction*. SAGE Publications.
- Spekman, R. E., Jr., J. W. K. and Myhr, N. (1998). An Empirical Investigation into Supply Chain Management: A Perspective on Partnerships. *Supply Chain Management*. 3(2), 53-67.
- Spence, L. and Broulakis, M. (2009). The Evolution from Corporate Social Responsibility to Supply Chain Responsibility: The Case of Waitrose. *Supply Chain Management: An International Journal*. 14(4), 291-302.
- Spender, J.-C. (1996). Making Knowledge the Basis of a Dynamic Theory of the Firm. *Strategic Management Journal*. 17, 45-62.
- Stanko, M. A., Bonner, J. M. and Calantone, R. J. (2007). Building Commitment in Buyer-Seller Relationships: A Tie Strength Perspective. *Industrial Marketing Management*. 36(8), 1094-1103.
- Staw, B. M. and Salancik, G. R. (1977). *New Directions in Organizational Behavior*. St. Clair Press.
- Stock, G. N., Greis, N. P. and Kasarda, J. D. (2000). Enterprise Logistics and Supply Chain Structure: The Role of Fit. *Journal of Operations Management*. 18(5), 531-547.
- Stock, J. R. and Boyer, S. L. (2009). Developing a Consensus Definition of Supply Chain Management: A Qualitative Study. *International Journal of Physical Distribution & Logistics Management*. 39(8), 690-711.
- Stuart, F. I. (1993). Supplier Partnerships: Influencing Factors and Strategic Benefits. *Journal of Supply Chain Management*. 29(4), 21-29.

- Stuart, F. I. and Mueller, P., Jr. (1994). Total Quality Management and Supplier Partnerships: A Case Study. *International Journal of Purchasing and Materials Management*. 30(1), 14-20.
- Stuart, F. I., Verville, J. and Taskin, N. (2012). Trust in Buyer-Supplier Relationships: Supplier Competency, Interpersonal Relationships and Performance Outcomes. *Journal of Enterprise Information Management*. 25(4), 392-412.
- Suh, T. and Houston, M. B. (2010). Distinguishing Supplier Reputation from Trust in Buyer-Supplier Relationships. *Industrial Marketing Management*. 39(5), 744-751.
- Svensson, G., Mysen, T. and Payan, J. (2010). Balancing the Sequential Logic of Quality Constructs in Manufacturing-Supplier Relationships — Causes and Outcomes. *Journal of Business Research*. 63(11), 1209-1214.
- Swink, M., Narasimhan, R. and Wang, C. (2007). Managing Beyond the Factory Walls: Effects of Four Types of Strategic Integration on Manufacturing Plant Performance. *Journal of Operations Management*. 25(1), 148-164.
- Taj, S. and Berro, L. (2006). Application of Constrained Management and Lean Manufacturing in Developing Best Practices for Productivity Improvement in an Auto-Assembly Plant. *International Journal of Productivity and Performance Management*. 55(1), 332-345.
- Talluri, S., Narasimhan, R. and Chung, W. (2010). Manufacturer Cooperation in Supplier Development under Risk. *European Journal of Operational Research*. 207, 165-173.
- Tan, A. W. K. and Kumar, A. (2006). A Decision-Making Model for Reverse Logistics in the Computer Industry. *The International Journal of Logistics Management*. 17(3), 331-354.
- Tang, X. and Rai, A. (2012). The Moderating Effects of Supplier Portfolio Characteristics on the Competitive Performance Impacts of Supplier-Facing Process Capabilities. *Journal of Operations Management*. 30(1–2), 85-98.
- Tangpong, C., Hung, K.-T. and Ro, Y. K. (2010). The Interaction Effect of Relational Norms and Agent Cooperativeness on Opportunism in Buyer–Supplier Relationships. *Journal of Operations Management*. 28(5), 398-414.

- Teng, S. G. and Jaramillo, H. (2005). A Model for Evaluation and Selection of Suppliers in Global Textile and Apparel Supply Chains. *International Journal of Physical Distribution & Logistics Management*. 35(7), 503-523.
- Teng, S. G. and Jaramillo, H. (2006). Integrating the Us Textile and Apparel Supply Chain with Small Companies in South America. *Supply Chain Management: An International Journal*. 11(1), 44-55.
- Terpend, R. and Ashenbaum, B. (2012). The Intersection of Power, Trust and Supplier Network Size: Implications for Supplier Performance. *Journal of Supply Chain Management*. 48(3), 52-77.
- Terpend, R., Tyler, B., Krause, D. and Handfield, R. (2008). Buyer-Supplier Relationships: Derived Value over Two Decades. *Journal of Supply Chain Management*. 44(2), 28-55.
- Thaver, I. and Wilcock, A. (2006). Identification of Overseas Vendor Selection Criteria Used by Canadian Apparel Buyers: Is Iso 9000 Relevant? *Journal of Fashion Marketing and Management*. 10(1), 56-70.
- Thompson, L. and Spanier, G. B. (1983). The End of Marriage and Acceptance of Marital Termination. *Journal of Marriage and Family* 45(1), 103-113.
- Toni, A. D. and Nassimbeni, G. (2000). Just-in-Time Purchasing: An Empirical Study of Operational Practices, Supplier Development and Performance. *Omega*. 28(6), 631-651.
- Tsai, W. H. and Hung, S.-J. (2009). A Fuzzy Goal Programming Approach for Green Supply Chain Optimisation under Activity-Based Costing and Performance Evaluation with a Value-Chain Structure. *International Journal of Production Research*. 47(18), 4991-5017.
- Turnbull, P., Oliver, N. and Wilkinson, B. (1992). Buyer-Supplier Relations in the Uk - Automotive Industry: Strategic Implications of the Japanese Manufacturing Model. *Strategic Management Journal*. 13(2), 159-168.
- Van Knippenberg, D. and Sleebos, E. (2006). Organizational Identification Versus Organizational Commitment: Self-Definition, Social Exchange, and Job Attitudes. *Journal of Organizational Behavior*. 27(5), 571-584.
- Venkatraman, N. and Ramanujam, V. (1986). Measurement of Business Performance in Strategy Research: A Comparison of Approaches. *The Academy of Management Review*. 11(4), 801-814.

- Vermani, S. K. (2003). Modified Nominal/Target Control Charts - a Case Study in Supplier Development. *The Quality Management Journal*. 10(4), 8-16.
- Villena, V. H., Revilla, E. and Choi, T. Y. (2011). The Dark Side of Buyer–Supplier Relationships: A Social Capital Perspective. *Journal of Operations Management*. 29(6), 561-576.
- Wagner, B. A., Fillis, I. and Johansson, U. (2005). An Exploratory Study of Sme Local Sourcing and Supplier Development in the Grocery Retail Sector. *International Journal of Retail & Distribution Management*. 33(10), 716-733.
- Wagner, S. M. (2006a). A Firm's Responses to Deficient Suppliers and Competitive Advantage. *Journal of Business Research*. 59(6), 686-695.
- Wagner, S. M. (2006b). Supplier Development Practices: An Exploratory Study. *European Journal of Marketing*. 40(5/6), 554-571.
- Wagner, S. M. (2010). Indirect and Direct Supplier Development: Performance Implications of Individual and Combined Effects. *IEEE Transactions on Engineering Management*. 57(4), 536-546.
- Wagner, S. M. (2011). Supplier Development and the Relationship Life-Cycle. *International Journal of Production Economics*. 129(2), 277-283.
- Wagner, S. M., Coley, L. S. and Lindemann, E. (2011). Effects of Suppliers' Reputation on the Future of Buyer–Supplier Relationships: The Mediating Roles of Outcome Fairness and Trust. *Journal of Supply Chain Management*. 47(2), 29-48.
- Wagner, S. M. and Friedl, G. (2007). Supplier Switching Decisions. *European Journal of Operational Research*. 183(2), 700-717.
- Wagner, S. M. and Johnson, J. L. (2004). Configuring and Managing Strategic Supplier Portfolios. *Industrial Marketing Management*. 33(8), 717-730.
- Wagner, S. M. and Krause, D. R. (2009). Supplier Development: Communication Approaches, Activities and Goals. *International Journal of Production Research*. 47(12), 3161-3177.
- Walploe (2007). *Probability & Statistics for Engineers & Scientists*, 8/E. Pearson Education.
- Walter, A., Müller, T. A., Helfert, G. and Ritter, T. (2003). Functions of Industrial Supplier Relationships and Their Impact on Relationship Quality. *Industrial Marketing Management*. 32(2), 159-169.

- Watts, C. A. and Hahn, C. K. (1993). Supplier Development Programs: An Empirical Analysis. *International Journal of Purchasing and Materials Management*. 29(2), 10-17.
- Wen-li, L., Humphreys, P., Chan, L. Y. and Kumaraswamy, M. (2003). Predicting Purchasing Performance: The Role of Supplier Development Programs. *Journal of Materials Processing Technology*. 138(1-3), 243-249.
- Whipple, J. M. and Roh, J. (2010). Agency Theory and Quality Fade in Buyer-Supplier Relationships. *International Journal of Logistics Management, The*. 21(3), 338-352.
- Wilcox, R. R. (2012). *Introduction to Robust Estimation and Hypothesis Testing*. Academic Press.
- Williamson, O. E. (1981). The Economics of Organization: The Transaction Cost Approach. *American Journal of Sociology*. 87(3), 548-577.
- Williamson, O. E. (1983). *Markets and Hierarchies: Analysis and Antitrust Implications : A Study in the Economics of Internal Organization*. Free Press.
- Williamson, O. E. (1985). *The Economic Institutions of Capitalism*. New York: Free Press.
- Williamson, O. E. (1991). Comparative Economic Organization: The Analysis of Discrete Structural Alternatives. *Administrative Science Quarterly*. 36(2), 269-296.
- Williamson, O. E. and Craswell, R. (1993). Calculativeness, Trust, and Economic Organization. *Journal of Law and Economics*. 36(1), 453-502.
- Wilson, D. (1995). An Integrated Model of Buyer-Seller Relationships. *Journal of the Academy of Marketing Science*. 23(4), 335-345.
- Wilson, D. T. and Vlosky, R. P. (1998). Interorganizational Information System Technology and Buyer-Seller Relationships. *Journal of Business & Industrial Marketing*. 13(2/3), 215-234.
- Womack, J., Jones, D. and Roos, D. (1990). *The Machine That Changed the World*. New York, Rawson Associates.
- Wong, A. and Fung, P. (1999). Total Quality Management in the Constuction Industry in Hong Kong: A Supply Chain Management Perspective. *Total Quality Management*. 10(2), 199-208.

- Wong, C. Y., Arlbjorn, J. S. and Johansen, J. (2005). Supply Chain Management Practices in Toy Supply Chains. *Supply Chain Management: An International Journal*. 10(5), 367-378.
- Wouters, M., van Jarwaarde, E. and Groen, B. (2007). Supplier Development and Cost Management in Southeast Asia-Results from a Field Study. *Journal of Purchasing and Supply Management*. 13(4), 228-244.
- Wu, Z., Choi, T. Y. and Rungtusanatham, M. J. (2010). Supplier-Supplier Relationships in Buyer-Supplier-Supplier Triads: Implications for Supplier Performance. *Journal of Operations Management*. 28(2), 115-123.
- Yee, R. W. Y., Yeung, A. C. L. and Cheng, T. C. E. (2011). The Service-Profit Chain: An Empirical Analysis in High-Contact Service Industries. *International Journal of Production Economics*. 130(2), 236-245.
- Yen, Y.-X., Wang, E. S.-T. and Horng, D.-J. (2011). Suppliers' Willingness of Customization, Effective Communication, and Trust: A Study of Switching Cost Antecedents. *Journal of Business & Industrial Marketing*. 26(4), 250-259.
- Zaheer, A., McEvily, B. and Perrone, V. (1998). Does Trust Matter? Exploring the Effects of Interorganizational and Interpersonal Trust on Performance. *Organization Science*. 9(2), 141-159.
- Zaheer, A. and Venkatraman, N. (1995). Relational Governance as an Interorganizational Strategy: An Empirical Test of the Role of Trust in Economic Exchange. *Strategic Management Journal*. 16(5), 373-392.
- Zedeck, S. (1971). Problems with the Use of "Moderator" Variables. *Psychological Bulletin*. 76(4), 295-310.
- Zhang, C., Viswanathan, S. and Henke Jr, J. W. (2011). The Boundary Spanning Capabilities of Purchasing Agents in Buyer-Supplier Trust Development. *Journal of Operations Management*. 29(4), 318-328.
- Zikmund, W. G., Babin, B. J., Carr, J. C. and Griffin, M. (2012). *Business Research Methods (with Qualtrics Printed Access Card)*. Cengage South-Western.