

Supplier Relationship Management and Supply Chain Performance in the Manufacturing Sector: A Systematic Review

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Abstract: Supplier Relationship Management (SRM) has received growing attention in literature as a strategic approach to improve supply chain performance in complex, uncertain, and competitive manufacturing environments. Although there is a growing number of empirical studies on SRM, the existing evidence on the impact of specific SRM practices on various supply chain performance dimensions is still fragmented. This study provides a comprehensive literature review to synthesise the current state of knowledge on the SRM and supply chain performance relationship in the manufacturing industry. Following the PRISMA 2020 protocol, a comprehensive literature search of prominent academic databases was conducted to identify peer-reviewed journal articles published between 2000 and 2025. After rigorous screening and eligibility criteria evaluation, 43 studies were selected for qualitative synthesis. The findings of this literature review show that SRM is a complex, multi-dimensional construct that includes trust, collaboration, information sharing, performance monitoring, and strategic alignment, which have all been found to have highly positive impacts on supply chain performance. The evidence clearly shows that improvements in operational efficiency, responsiveness and flexibility, product quality, and financial performance can be achieved through effective SRM practices. It was also demonstrated that the extent of these effects is contingent upon various context variables such as sectoral complexity, organisational capabilities, digital maturity, and environmental turbulence. Moreover, the research findings have pointed to some trends related to the integration of digital technology and sustainability aspects within SRM models, though research on these issues is still in its infancy. In conclusion, the present article contributed to theory by synthesising disparate knowledge into an integrative framework of SRM constructs and outcomes and practice by providing evidence-based advice for managers who wish to exploit their relationship with suppliers as a means of gaining competitive advantage within the context of manufacturing.

Keywords: Supplier Relationship Management; Supply Chain Performance; Manufacturing Sector; Operational Performance.

I. INTRODUCTION

The manufacturing industry is characterised by increasingly complex and globalised supply chains, where the quality of supplier relationships affects the performance of firms (Lambert et al., 2012). For the most part, the term supplier relationship management (SRM) has been identified as a strategic approach that allows firms to manage supplier activities, improve resource use, reduce risks, and promote innovation in the supply chain (Sjoerdsma et al., 2015; Forkmann et al.,

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2016). Best practices in SRM continue to become non-negotiable with increasing pressure from cost minimisation, quality assurance, and sustainability requirements for organisations to gain a competitive advantage (Dubey et al., 2019; George et al., 2024).

Supply Chain Performance (SCP) in manufacturing industries has various dimensions, such as operational efficiency, responsiveness, flexibility, quality, and financial performance (Gunasekaran et al., 2004). Companies with strong SRM skills also tend to attain higher levels of supply chain integration, collaboration, and resilience, which ultimately contribute to SCP (Emon et al., 2024; Zhao, 2025). However, despite the significant role of SRM in SCP, there is limited evidence on the link between supplier relationship practices and SCP, especially in different manufacturing scenarios and economic settings (Alahmad, 2021; Acquah et al., 2023).

The development of SRM has been a move away from transactional, arm's-length relationships with suppliers to strategic, long-term partnerships that involve information exchange, building trust, problem-solving, and supplier development programmes (Park et al., 2010; Lambert et al., 2012). There is no doubt that these strategic partnerships allow organisations to manage production plans, minimise lead times, improve product quality, and develop new innovations together with suppliers, which might contribute to better supply chain performance (Forkmann et al., 2016; Jääskeläinen, 2020). Also, the increasing use of digital technologies and the need for a circular economy have created new dimensions for SRM, such as collaboration with suppliers for sustainability, and monitoring of supplier performance using real-time analytics (Dubey et al., 2019; Fröhlich et al., 2020).

Despite numerous studies on supplier relationship management and supply chain performance, there is still lack of system reviews that aim to integrate empirical and conceptual knowledge regarding SRM and its impact on SCP in manufacturing industry. Many of the available reviews focus on limited areas or dimensions of SRM which makes generalization quite difficult (Maestrini et al., 2017; Wieland, 2025). To this end, the objectives of this review paper are to: (i) categorise the dimensions and practices of SRM in manufacturing supply chains, (ii) explore the relationship between SRM and supply chain performance across multiple performance dimensions and (iii) highlight contextual, technological, and methodological factors that moderate or mediate this relationship.

II. CONCEPTUAL FOUNDATIONS OF SUPPLIER RELATIONSHIP MANAGEMENT

Supplier Relationship Management (SRM) is a strategic approach to managing relationships between purchasing companies and their suppliers to improve value creation, operational efficiency, and competitiveness (Park et al., 2010; Lambert et al., 2012). SRM is beyond traditional transactional purchasing since it focuses on cooperation, trust, and information sharing in the entire supply chain (Forkmann et al., 2016). SRM can be theoretically defined as a macro business process that links purchasing strategies, supplier potential, and organizational goals to attain exceptional supply chain results (Lambert et al., 2012; Benoit et al., 2006).

The theoretical foundations of SRM are mainly rooted in the relational view theory, resource-based view (RBV), and transaction cost economics (TCE). According to the relational view theory, inter-organisational competitive advantage can be created through the ability to build, maintain, and exploit valuable inter-organisational relationships, such as knowledge sharing, joint problem-solving, and co-innovation with suppliers (Dyer & Singh, 1998; Park et al., 2010). RBV argues that strategic relationships with suppliers can be considered intangible resources and capabilities, which are valuable, rare, and difficult to imitate, thereby generating sustained competitive advantage (Forkmann et al., 2016). TCE, on the other hand, emphasises the benefits of reducing opportunism and uncertainty and improving governance structures in buyer-supplier relationships (Lambert et al., 2012).

SRM is a multi-dimensional construct that often includes supplier selection and segmentation, governance through trust and relationality, information sharing and communication, supplier development, and collaborative innovation (Park et al., 2010; Sjoerdsma et al., 2015; Dubey et al., 2019). Supplier selection and segmentation enable companies to strategically identify suppliers that can facilitate the success of their manufacturing operations (Forkmann et al., 2016). However, trust and relational governance can reduce opportunistic behaviour, enhance transparency, and facilitate cooperation (Jääskeläinen, 2020; Fröhlich et al., 2020).

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Supplier development and collaborative innovation are particularly important in manufacturing contexts where technology-intensive processes require joint problem-solving, continuous improvement, and co-development of new products or processes (Sjoerdsma et al., 2015; George, George, & Oladipo, 2024). This approach ensures that suppliers are aligned with the firm's operational objectives and sustainability goals, creating a shared value proposition for both parties. Recent studies have also highlighted the growing importance of digital SRM, where supplier interactions are managed through cloud-based platforms, performance dashboards, and predictive analytics, facilitating real-time coordination and risk mitigation (Fröhlich et al., 2020; Dubey et al., 2019). From a practical point of view, the benefits of SRM to firms include cost reduction, improvement of product quality, reduction of lead time, and increased flexibility in the supply chain (Park et al., 2010; Lambert et al., 2012). Studies have proven that firms that have implemented the entire framework of SRM have shown increased supply chain performance, efficiency, and resilience to disruptions (Emon, Hasan, & Islam, 2024; Zhao, 2025). In addition, the strategic focus of SRM in the manufacturing industry is in line with the overall strategy of the organization, such as sustainability, circular economy, and differentiation (Dubey et al., 2019; George et al., 2024).

III. METHODOLOGY

The systematic literature review design was employed for this study to explore the relationship between supplier relationship management (SRM) and supply chain performance in the manufacturing industry. This was carried out in accordance with the preferred reporting items for systematic reviews and meta-analyses (PRISMA) approach, which promotes transparency, replicability, and methodological quality in systematic literature review research (Page et al., 2021). In view of this, a comprehensive literature search was carried out using databases such as Scopus, Web of Science, ScienceDirect, Emerald Insight, Springer Link, and Google Scholar. The literature search employed a combination of keywords and Boolean search terms like "supplier relationship management", "buyer-supplier relationships", "supplier collaboration", "supply chain performance", and "manufacturing industry". Only peer-reviewed journal articles published between 2000 and 2025 in the English language were considered.

The required data was extracted using a structured template that focused on publication information, study design, theory, SRM dimensions, SCP indicators, and findings. The selected studies were analysed using thematic content analysis, which helped to identify and synthesise common SRM practices and their performance consequences. The SRM dimensions were identified and classified into supplier selection and segmentation, relational governance, information sharing, supplier development, and collaborative innovation, whereas SCP outcomes were classified into operational, financial, flexibility, responsiveness, and sustainability performance.

The quality of the included studies in terms of their methodological approach was evaluated using existing appraisal criteria, as developed from the existing body of systematic reviews on supply chain management (Tranfield et al., 2003). The narrative synthesis approach was used to synthesise the results from the diverse range of empirical and conceptual studies. Since the review was purely based on secondary data, there was no need to seek ethical clearance; however, academic integrity was maintained through proper referencing and representation of the original studies.

The selection process for the study was based on the PRISMA protocol (Page et al., 2021). The total number of articles identified through database search engines was 1,236. After eliminating the duplicate articles, a total of 924 articles were identified for further screening. At this point, 692 articles were excluded due to their lack of relevance to the study's objectives. Consequently, 232 articles were identified for further analysis. Out of these articles, 189 were excluded due to their failure to meet the requirements for the study, including their lack of focus on the manufacturing sector and their failure to provide adequate information on the methods employed and the SRM-SCP relationship. Consequently, 43 articles were identified for inclusion in the qualitative analysis (Figure 1).

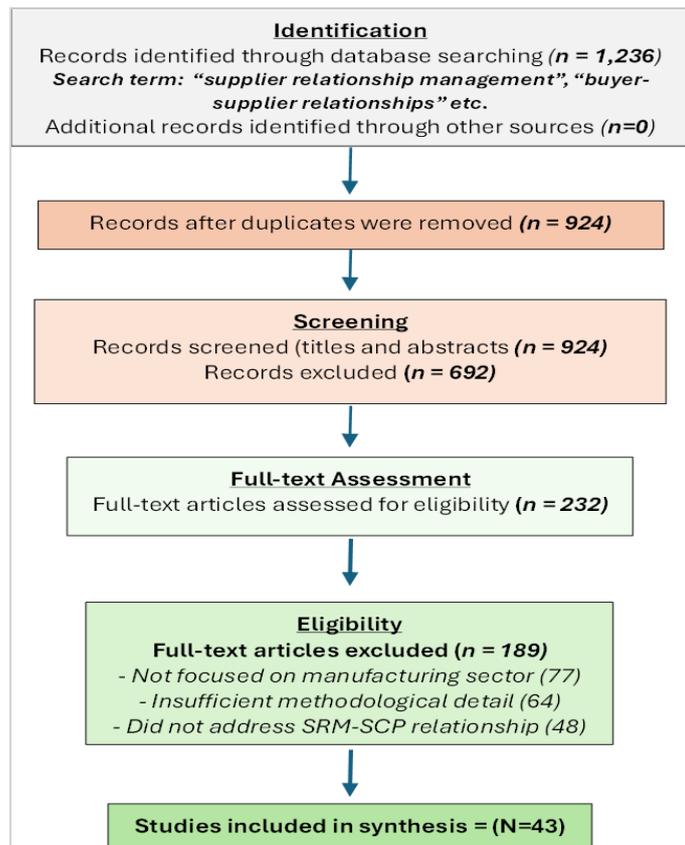


Figure 1: Study Selection Process

IV. DIMENSIONS AND PRACTICES OF SUPPLIER RELATIONSHIP MANAGEMENT

Supplier Relationship Management (SRM) as a multidimensional concept comprises a group of related practices that, in aggregate, improve the performance of the supply chain of manufacturing firms (Park et al., 2010; Forkmann et al., 2016). For SRM to be successful it starts with the strategic selection and segmentation of the suppliers, where the classification of the suppliers is done based on their strategic significance, risk exposure, and capability fit (Forkmann et al., 2016; Vaka, 2024). Evidence revealed that separating suppliers into those who work on new products and those who only do transactional work makes the supply chain more flexible, lowers risks, and encourages companies to work together to come up with new ideas (Sjoerdsma et al., 2015; Onwuchekwa et al., 2024; Al-Abdallah et al., 2014; Emon et al., 2024).

Trust, commitment, and relational governance provide the basis for long-term business relationships with suppliers. It also helps mitigate the incidence of opportunistic behaviour while encouraging collaborative engagement (Jääskeläinen, 2020; Lambert et al., 2012). Processes such as joint problem-solving agreements, adaptive contract structures, and performance-based reward structures enhance mutual accountabilities while ensuring strategic congruencies, with empirical research verifying that high-trust business relationships correlate positively to operational efficiency, product quality, and supply chain reliability (Zhao, 2025; Obinna, 2024; Mahjudin et al., 2025; Park et al., 2010).

An important aspect of SRM is the sharing of information between the buyer and supplier, which plays a crucial role in the coordination of production schedules and forecasting (Dubey et al., 2019; Fröhlich et al., 2020). The use of digital technologies such as ERP, cloud computing, and performance dashboards has improved real-time visibility, allowing for proactive risk management and quick responses to market changes (Emon et al., 2024; Prananta et al., 2024). Companies practicing integrated communication show greater responsiveness, lower uncertainty, and better overall supply chain performance (Alahmad, 2021; Yang et al., 2023). Collaboration takes SRM beyond its traditional scope of coordination and into the realm of problem-solving, co-creation of new products, and innovation initiatives (Sjoerdsma et al., 2015; George et al., 2024). Supplier involvement in product design, process improvements, and technology developments can improve the speeds of product developments, lower costs, and improve product quality (Dubey et al., 2019; Fröhlich et al., 2020).

The alignment of collaborative initiatives with strategic goals ensures that collaborative decision-making contributes to performance and sustainability goals (Bag et al., 2025; Adesanya et al., 2020).

Similarly, supplier development and performance monitoring assume equal significance and entail interventions to enhance supplier skills and quality standards (Lambert et al., 2012; Forkmann et al., 2016). Monitoring and tracking through key performance indicators, scorecards, and other tools help firms to assess the contribution and performance of their suppliers and undertake necessary steps to bridge any gaps (Park et al., 2010; Zhao, 2025; Al-Shboul, 2023). Continuous evaluation and assessment help firms to achieve strategic alignment, avoid risks, and enhance operational efficiency while promoting a culture of continuous improvement among all stakeholders in the supply chain (Romano, 2016).

The maximization of the effectiveness of SRM is achieved when these practices are integrated to form an integrated framework and to ensure that supplier segmentation, trust development, sharing of information, collaborative innovation, and supplier development complement each other (Lambert et al., 2012; Park et al., 2010). Findings from manufacturing studies suggest that firms that implement integrated SRM practices achieve better operational efficiency, agility, resiliency, innovation, and sustainability (Emon et al., 2024; George et al., 2024; Dubey et al., 2019). Integrating SRM practices create a strategic capability for firms to achieve competitive advantage; thus, effective supplier management is critical to achieve better supply chain performance in complex manufacturing environments (Park et al., 2010; Forkmann et al., 2016; Zhao, 2025).

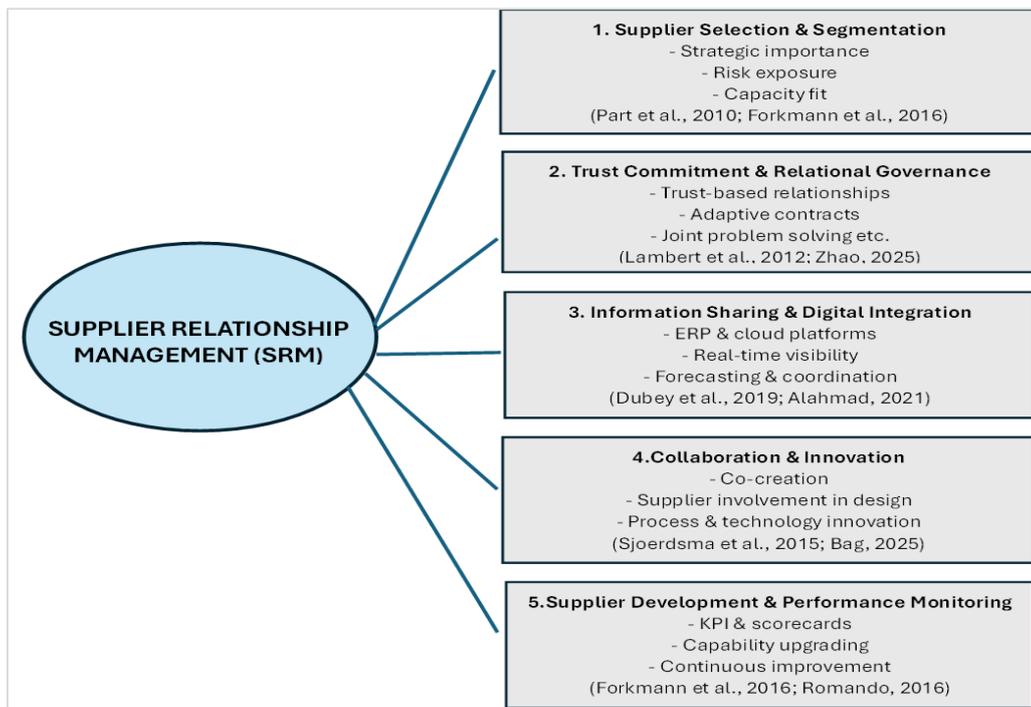


Figure 2: Supplier Relationship Management (SRM) Dimensions

V. MEASUREMENT OF SUPPLY CHAIN PERFORMANCE IN MANUFACTURING

Operational efficiency remains a core dimension of supply chain performance in manufacturing, capturing the extent to which firms minimise waste, optimise resource utilisation, and reduce lead times across production and logistics processes. Metrics such as inventory turnover, order fulfilment cycle time, capacity utilisation, and production costs are frequently employed to assess this dimension (Beamon, 1999; Chae, 2009). Empirical studies in manufacturing contexts demonstrate that efficient coordination with suppliers significantly enhances process stability and reduces variability, thereby improving overall operational performance (Jha, Garg, & Shankar, 2021; Saleheen et al., 2022). Advanced analytical approaches, including data envelopment analysis and multi-regional input-output models, have further strengthened the measurement of operational efficiency by enabling cross-sectoral and cross-country benchmarking of manufacturing supply chains (Takayabu, 2024).

Beyond efficiency, responsiveness and flexibility have emerged as critical performance attributes, particularly in volatile and demand-driven manufacturing environments. Responsiveness reflects the ability of the supply chain to react swiftly to changes in customer demand, supply disruptions, or technological shifts, while flexibility captures the capacity to reconfigure sourcing, production, or distribution processes without significant performance loss (Gunasekaran et al., 2004; Alkhawaldeh, 2025). Research indicates that manufacturing firms that embed adaptive performance indicators—such as volume flexibility, delivery speed, and changeover capability—are better positioned to sustain performance under uncertainty (Marek et al., 2020; Chand et al., 2020). The integration of digital technologies and Industry 4.0 tools has further enhanced responsiveness measurement by enabling real-time performance monitoring and intelligent decision support systems (Xie et al., 2020).

Product quality and reliability constitute another central dimension of supply chain performance in manufacturing, as defects, inconsistencies, or delivery failures can directly undermine customer satisfaction and brand reputation. Quality-related indicators typically include defect rates, conformance to specifications, warranty claims, and supplier quality performance (Chae, 2009; Rizkya et al., 2019). Studies emphasise that quality performance is not confined to internal production processes but is deeply influenced by upstream supplier capabilities and process alignment (Maestrini et al., 2017). Performance measurement models that incorporate supplier-related quality indicators provide a more holistic understanding of manufacturing reliability and long-term competitiveness (Saleheen et al., 2022; Firmansyah et al., 2024).

Financial performance is another overarching dimension of supply chain performance measurement, which reflects the economic value added by supply chain operations. Financial performance measurement is typically measured using cost reduction, return on assets, profitability, and cash to cash time (Beamon, 2001; Rahiminezhad Galankashi et al., 2021). Recent studies indicated that supply chain financial performance measurement has evolved to include the integration of cost with other dimensions, such as risk, sustainability, and investment efficiency, especially for capital-intensive industries such as manufacturing (Yurtay et al., 2023). This is to enable firms to not only evaluate the short-term cost efficiency of the supply chain but also its long-term financial sustainability.

From a methodological point of view, the measurement of supply chain performance in manufacturing companies is becoming increasingly based on hybrid and multi-criteria approaches. Performance measurement systems, such as the SCOR model, balanced scorecards, fuzzy logic models, and multi-criteria decision-making techniques, have been successfully applied in practice to measure the multidimensional SCP (El-Baz, 2011; Maestrini et al., 2017; Chand et al., 2020). In addition, recent publications show the effectiveness of process mining, intelligent analytics, and KPI-weighting models in improving the accuracy and applicability of supply chain performance measurement (Wikusna et al., 2024; Xie et al., 2020).

VI. SUPPLIER RELATIONSHIP MANAGEMENT (SRM) AND SUPPLY CHAIN PERFORMANCE (SCP) RELATIONSHIP

Empirical research findings over the past two decades have supported that Supplier Relationship Management (SRM) positively affects Supply Chain Performance (SCP) in manufacturing industries. Research findings have revealed that SRM improves manufacturing sectors' efficiency, responsiveness, product quality, innovation, and financial performance to some extent, depending on certain variables (Jääskeläinen, 2020; Emon et al., 2024; Zhao, 2025).

Quantitative research studies have consistently shown that there is a significant positive relationship between SRM practices and SCP results. For example, in their recent study published in 2024, Emon et al. proved that the application of integrated SRM practices directly improves operational efficiency and product quality in manufacturing companies. In 2025, Zhao found that strategic SRM practices are essential in building supply chain resilience, allowing companies to respond to supply chain disruptions in a timely manner while maintaining cost and quality objectives. In the case of supplier development and performance monitoring, George et al. (2024) proved that continuous evaluation and improvement practices significantly improve product reliability and on-time delivery, which are essential in supply chain performance measurement. Jääskeläinen (2020) also stressed that performance feedback loops in buyer-seller relationships are essential in building relational outcomes that lead to significant SCP results in terms of reduced defects and increased process efficiency.

Several studies suggest that the relationship between SRM and SCP can be mediated or moderated by other factors, such as trust, collaboration, and digital integration. For instance (Panahifar et al., 2018). Supply chain collaboration was revealed

to mediate the relationship between SRM and SCP, with the researchers stressing that communication plays an important role in the effectiveness of SRM. In another study conducted by Acquah et al. (2023), the researchers revealed that procurement performance and supply chain responsiveness partially mediate the relationship between SRM and competitive advantage, which suggests that SCP can be achieved not only through SRM but also through better coordination and responsiveness.

The extent to which SRM influences performance also differs among sectors or regions. Manufacturing companies in high-tech businesses or in sectors with high production processes or quality concerns tend to gain more from SRM practices than those in low-tech production businesses (Sjoerdsma et al., 2015; Emon et al., 2024). In addition, emerging economies also tend to exhibit high performance results from SRM practices, especially when supplier relationships are strategically utilized to address issues in infrastructure development, government policies, or production processes in such economies (Fardin Aziz et al., 2023; Amoako-Gyampah et al., 2019). Research studies also proved that SRM influences performance in sustainable supply chains. Dubey et al. (2019) highlighted that supplier collaboration in supply chain management is essential in implementing sustainable supply chain practices in line with the circular economy concept to enhance sustainability in terms of environmental and operational performance simultaneously. Adesanya et al. (2020) also proved that companies that use SRM in sustainable supply chains tend to exhibit high process efficiency in terms of waste reduction and product quality, thus proving the importance of SRM in supply chain strategy.

TABLE 1: Summary of Findings on Supplier Relationship Management (SRM) and Supply Chain Performance (SCP)

SCP Dimension	Key findings on relationship with SCP	References
Operational Efficiency	Strong supplier coordination and performance monitoring enhance operational efficiency by reducing variability, optimising resources, shortening lead times, and enabling effective benchmarking.	Chae (2009); Jha, Garg, & Shankar (2021); Saleheen et al. (2022); Takayabu (2024)
Responsiveness and Flexibility	Effective SRM enhances supply chain responsiveness and flexibility by enabling rapid adaptation to demand changes, disruptions, and technological shifts through collaborative supplier relationships and digital integration.	Marek et al. (2020); Chand et al. (2020); Xie et al. (2020); Alkhawaldeh (2025)
Product Quality and Reliability	Supplier involvement through SRM improves product quality and reliability by reducing defects, ensuring specification conformance, and aligning supplier capabilities with manufacturing performance.	Maestrini et al. (2017); Rizkya et al. (2019); Saleheen et al. (2022); Firmansyah et al. (2024)
Financial Performance	Strategic SRM enhances financial performance by reducing costs, improving profitability and asset utilisation, and supporting long-term financial resilience through integrated risk and sustainability considerations.	Beamon (2001); Rahiminezhad Galankashi et al. (2021); Yurtay et al. (2023)
Measurement Approaches (Methodological Advances)	SCP measurement now uses hybrid, multi-criteria models like SCOR, balanced scorecards, fuzzy logic, MCDM, and analytics to improve accuracy and strategic relevance.	El-Baz (2011); Maestrini et al. (2017); Chand et al. (2020); Xie et al. (2020); Wikusna et al. (2024)

VII. CONTEXTUAL AND SECTORAL INFLUENCES ON SUPPLIER RELATIONSHIP MANAGEMENT OUTCOMES

It is important to note that Supplier Relationship Management’s (SRM’s) contribution to supply chain performance is not the same in all manufacturing contexts. Organisational factors, industry factors, and the environment play significant roles in SRM’s performance, as suggested by the empirical and conceptual literature (Sjoerdsma et al., 2015; Emon et al., 2024). Industry and environmental factors could act as boundary conditions that affect the SRM factors’ performance.

Moreover, other organisational factors like the size of the organisations, the maturity level of the supply chain, the technological competencies, and the management philosophy are also very important in the success of the SRM practices.

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For example, large manufacturing organisations with complex supply chains are likely to benefit more from the application of various SRM practices like segmentation, performance monitoring, and collaborative innovation, as opposed to small organisations with less complex supply chains (Emon et al., 2024; Forkmann, Henneberg, & Naudé, 2016). Similarly, organisations with a higher level of digitalisation in supply chain management and a hierarchical management structure are likely to leverage the application of collaborative-based trustful relationships with their suppliers in the attainment of agile supply chains (Park et al., 2010; Fröhlich et al., 2020).

Industry-specific factors, such as product complexity, manufacturing technology, and supply chain uncertainty, strongly influence SRM performance. High-tech and process-manufacturing industries, such as the electronics, automotive, and pharmaceutical industries, realise greater SRM returns because of the suppliers' importance in innovation, quality, and JIT delivery (Sjoerdsma et al., 2015; Zhao, 2025). On the other hand, low-complexity industries, which have standardised products and less supply risk, tend to realise relatively less SRM returns, with a focus on operational effectiveness rather than strategic partnership (George, George, & Oladipo, 2024).

External environmental factors include factors like government policies and market competitiveness. In emerging economies, factors like supplier reliability and infrastructure constraints can moderate the impact of SRM practices on firm performance. In these environments, firms have to invest more in managing relationships and building trust to realise similar levels of supply chain performance gains (Fardin Aziz et al., 2023; Amoako-Gyampah et al., 2019). In addition, market turbulence and disruptions in global supply chains underscore the need to leverage collaboration with suppliers to maintain business continuity and supply chain resilience (Zhao, 2025; Dubey et al., 2019).

VIII. CONCLUSIONS

This systematic review provides evidence that supplier relationship management (SRM) is one of the key elements in the enhancement of supply chain performance effectiveness in the manufacturing sector. The results of this research also provide additional evidence that SRM is a multi-dimensional construct that includes trust, commitment, information sharing, cooperation, performance monitoring, and strategic alignment, and that all these elements of SRM have a positive influence on the enhancement of supply chain performance effectiveness. This research also contributes to the theory of SRM in the sense that it provides evidence to the relational and resource-based theories of SRM, but it also provides evidence to the notion that SRM and supply chain performance effectiveness can be conditional on situational and structural contingencies in the manufacturing sector.

Practically speaking, the findings indicate that firms operating in the manufacturing industry can benefit by taking a holistic and context-dependent approach to SRM implementation. Issues like strategic supplier selection and segmentation, trust-building mechanisms, performance evaluation systems, and information-sharing mechanisms through digital platforms appear to be key managerial considerations. Firms operating in dynamic and resource-scarce business environments, especially in emerging economies, can benefit greatly by adopting a dynamic approach to SRM that balances efficiency with resilience and innovation. Furthermore, the integration of SRM with digital platforms and collaborative decision-making mechanisms can provide a route to value creation. These findings can provide managers with a clear platform to link supplier relationship mechanisms with business and environmental needs.

However, it is important to recognise that despite the current literature, gaps have been identified through this review that need further scholarly research. For instance, the current literature has largely focused on cross-sectional research, which is based on surveys. However, there is a need to consider the dynamic effects of SRM over time. Moreover, there is an imbalance of research evidence within the context of manufacturing, with little research on SMEs, low- to medium-complexity sectors, and in developing economies. In addition, the inclusion of sustainability, ESG, and circular economy within SRM has not received much scholarly research, especially within the context of innovation and supply chain disruption. These gaps not only contribute to the development of SRM theory but will contribute to its practical relevance within an environment of uncertainty, digitalisation, and sustainability.

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