

Inter-organizational Success Factors: A Cause and Effect Model (Supplement)

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1 List of Publications

Table 1 provides the list of publications covered in the review. The table lists the 177 publications included in the review as well as their publishing year, authors, title, and their area of study. The area of study is categorized into three types: (i) success factors in IORs, (ii) performance analysis and performance management in inter-organizational relationships (IORs), and (iii) business partner selection. These categories are coded as 1, 2 and 3 respectively. The summary of these papers are provided in Table 2 and Figure 1.

Table 1: List of papers under review

Index	Year	Author(s)	Title	Area of Study
[130]	2000	Dorcas Robinson, Tom Hewitt, and John Harriss	Why Inter-organizational Relationships Matter	2
[88]	2000	Douglas M. Lambert and Martha C. Cooper	Issues in Supply Chain Management	2
[66]	2000	Hans, Achim Walter and Gemnden, Georg	Bridging the Gap Between Suppliers and Customers through Relationship Promoters: Theoretical Considerations and Empirical Results	2
[142]	2000	Hojung Shin, David A. Collier, and Darryl D. Wilson	Supply Management Orientation and Supplier/Buyer Performance	1
[110]	2000	John T. Mentzer, Soonhong Min, and Zach G. Zacharia	The Nature of Interfirm partnering in Supply Chain Management	2
[37]	2000	Karen Cravensa, Nigel Piercyb, and David Cravensc	Assessing the Performance of Strategic Alliances:: Matching Metrics to Strategies	2
[90]	2000	Larry Lapide	What about Measuring Supply Chain Performance?	2
[106]	2000	Michael Maloni and W.C. Benton Jr	Power Influences in the Supply Chain	1
[14]	2000	Peter C. Brewer and Thomas W. Speh	Using the Balanced Scorecard to Measure Supply Chain Performance	2

[5]	2000	Rebecca Angeles and Ravinder Nath	An Empirical Study of EDI Trading Partner Selection Criteria in Customer-Supplier Relationships	3
[131]	2000	Ricky Ryssel, Thomas Ritter, and Hans Georg Gemünden	Trust, Commitment and Value-creation in Inter-organizational Customer-supplier Relationships	1
[164]	2001	Achim Walter, Thomas Ritter, and Hans Georg Gemünden	Value Creation in Buyer-Seller Relationships: Theoretical Considerations and Empirical Results from a Supplier's Perspective	1
[60]	2001	Angappa Gunasekaran, Christoph Patel, and Ercan Tirtiroglu	Performance Measures and Metrics in a Supply Chain Environment	2
[67]	2001	Angela Hausman	Variations in Relationship Strength and Its Impact on Performance and Satisfaction in Business Relationships	1
[15]	2001	Arnt Buvik and Ø Halskau	Relationship Duration and Buyer Influence in Just-in-Time Relationships	1
[124]	2001	Damien J. Power, and Amrik S. Sohal, and Shams-Ur Rahman	Critical Success Factors in Agile Supply Chain Management - An Empirical Study	1
[89]	2001	Douglas M. Lambert and Terrance L. Pohlen	Supply Chain Metrics	2
[93]	2001	Eon-Kyung Lee, Sungdo Ha, and Sheung-Kown Kim	Supplier Selection and Management System Considering Relationships in Supply Chain Management	3
[38]	2001	Keely L. Croxton, Sebastian J. Garcia-Dastugue, Douglas M. Lambert, and Dale S. Rogers	The Supply Chain Management Processes	2
[52]	2001	Mihalis Giannakis	Supply Chain Management and the Role of Inter-organizational Relationships in Service Organizations	1
[97]	2001	Stan X. Li and Timothy J. Rowley	Popular, Talented and Nice: How Firms Evaluate and Select Interorganizational Partners	3
[174]	2002	Fang Zhao	Performance Measures for Inter-organisational Partnerships	2
[100]	2002	Fu-Ren Lin, Shenghsiu Huang, and Sheng-cheng Lin	Effects of Information Sharing on Supply Chain Performance in Electronic Commerce	1
[91]	2002	HCW Lau, Wan Kai Pang, and Christina WY Wong	Methodology for Monitoring Supply Chain Performance: A Fuzzy Logic Approach	2
[156]	2002	Keah Choon Tan	Supply Chain Management: Practices, Concerns, and Performance Issues	2
[158]	2002	Keah Choon Tan, Steven B. Lyman, and Joel D. Wisner	Supply Chain Management: A Strategic Perspective	2
[87]	2002	Kee-hung Lai, Eric W.T. Ngai, and T.C.E. Cheng	Measures for Evaluating Supply Chain Performance in Transport Logistics	2
[98]	2002	Stan Xiao Li, and Timothy J. Rowley	Inertia and Evaluation Mechanisms in Interorganizational Partner Selection: Syndicate Formation among US Investment Banks	3
[80]	2002	Vijay R. Kannan, and Keah Choon Tan	Supplier Selection and Assessment: Their Impact on Business Performance	3
[119]	2003	Andreas Otto and Herbert Kotzab	Does Supply Chain Management Really Pay? Six Perspectives to Measure the Performance of Managing a Supply Chain	2
[143]	2003	Barry Shore, A.R. Venkatachalam	Evaluating the Information Sharing Capabilities of Supply Chain Partners: A Fuzzy Logic Model	1

[19]	2003	Felix T.S. Chan	Performance Measurement in a Supply Chain	2
[20]	2003	Felix T.S. Chan and H.J. Qi	An Innovative Performance Measurement Method for Supply Chain Management	2
[83]	2003	Jack P.C. Kleijnen and Martin T. Smits	Performance Metrics in Supply Chain Management	2
[79]	2003	Patrik Jonsson and Mosad Zineldin	Achieving High Satisfaction in Supplier-Dealer Working Relationships	1
[59]	2003	Varun Grover, and Manoj K. Malhotra	Transaction Cost Framework in Operations and Supply Chain Management Research: Theory and Measurement	2
[13]	2003	Yemisi A. Bolumole	Evaluating the Supply Chain Role of Logistics Service Providers	2
[105]	2004	Archie Lockamy III and Kevin McCormack	The Development of a Supply Chain Management Process Maturity Model Using the Concepts of Business Process Orientation	2
[104]	2004	Archie Lockamy III, and Kevin McCormack	Linking SCOR Planning Practices to Supply Chain Performance: An Exploratory Study	2
[135]	2004	Carol Saunders, Yu Andy Wu, Yuzhu Li, and Shawn Weisfeld	Interorganizational Trust in B2B Relationships	1
[78]	2004	David A. Johnston, David M. McCutcheon, F.Ian Stuart, and Hazel Kerwood	Effects of Supplier Trust on Performance of Cooperative Supplier Relationships	1
[41]	2004	Henri C. Dekker	Control of Inter-organizational Relationships: Evidence on Appropriation Concerns and Coordination Requirements	2
[23]	2004	Injazz J. Chen and Antony Paulraj	Towards a Theory of Supply Chain Management: The Constructs and Measurements	1
[24]	2004	Injazz J. Chen, Antony Paulraj, and Augustine A. Lado	Strategic Purchasing, Supply Management, and Firm Performance	1
[74]	2004	Karthik N.S. Iyer, Richard Germain, and Gary L. Frankwick	Supply Chain B2B E-Commerce and Time-Based Delivery Performance	2
[168]	2004	Ka-shing Woo and Christine T. Ennew	Business-to-Business Relationship Quality: An IMP Interaction-Based Conceptualization and Measurement	1
[62]	2004	Kim Sundtoft Hald and Poul Erik Christiansen	The Inter-organisational Performance Measurement Process	2
[43]	2004	Rachel Duffy and Andrew Fearne	The Impact of Supply Chain Partnerships on Supplier Performance	1
[2]	2004	Rainer Alt and Thomas Puschmann	Successful Practices in Customer Relationship Management	2
[118]	2004	Rajkumar Ohdar and Pradip Kumar Ray	Performance Measurement and Evaluation of Suppliers in Supply Chain: An Evolutionary Fuzzy-Based Approach	3
[73]	2004	Samuel H. Huan, Sunil K. Sheoran, and Ge Wang	A Review and Analysis of Supply Chain Operations Reference (SCOR) Model	2
[4]	2004	Suzanne de Treville, Roy D. Shapiro, and Ari-Pekka Hameri	From Supply Chain to Demand Chain: The Role of Lead Time Reduction in Improving Demand Chain Performance	2
[171]	2004	Yahaya Yusuf, Angappa Gunasekaran, Ezekiel Olu Adeleye, and K. Sivayoganathan	Agile Supply Chain Capabilities: Determinants of Competitive Objectives	2
[173]	2005	Akbar Zaheer and Jared Harris	Interorganizational Trust	1

[70]	2005	Aref A. Hervani, and Marilyn M. Helms, and Joseph Sarkis	Performance Measurement for Green Supply Chain Management	2
[34]	2005	Daniel Corsten and Jan Felde	Exploring the Performance Effects of Key-Supplier Collaboration: An Empirical Investigation into Swiss Buyer-supplier Relationships	1
[49]	2005	Elgar Fleisch and Christian Tellkamp	Inventory Inaccuracy and Supply Chain Performance: A Simulation Study of a Retail Supply Chain	2
[149]	2005	Hartmut Stadler	Supply Chain Management and Advanced Planning—Basics, Overview and Challenges	2
[68]	2005	Kevin B. Hendricks and Vinod R. Singhal	Association Between Supply Chain Glitches and Operating Performance	2
[21]	2005	Kun Chang Lee, Sangjae Lee, and In Won Kang	KMPI: Measuring Knowledge Management Performance	1
[109]	2005	Mary J. Meixell, and Vidyananya B. Gargeya	Global Supply Chain Design: A Literature Review and Critique	2
[128]	2005	Pauline Ratnasingam	Trust in Inter-organizational Exchanges: A Case Study in Business to Business Electronic Commerce	1
[10]	2005	Prabir K. Bagchi, Byoung Chun Ha, Tage Skjoett-Larsen, and Lars Boege Soerensen	Supply Chain Integration: A European Survey	2
[150]	2005	Roy Staughton and Robert Johnston	Operational Performance Gaps in Business Relationships	2
[144]	2005	Togar M. Simatupang and Ramaswami Sridharan	The Collaboration Index: A Measure for Supply Chain Collaboration	2
[81]	2005	Weiling Ke and Kwok Kee Wei	Critical Factors Affecting the Firm to Share Knowledge with Trading Partners: A Comparative Exploratory Case Study	1
[169]	2005	Zhaohui Wu and Thomas Y. Choi	Supplier-Supplier Relationships in the Buyer-Supplier Triad: Building Theories from Eight Case Studies	2
[111]	2006	Andrei Mikhailitchenko and William J. Lundstrom	Inter-organizational Relationship Strategies and Management Styles in SMEs: The US-China-Russia Study	2
[22]	2006	Chen-Tung Chen, Ching-Torng Lin, and Sue-Fn Huang	A Fuzzy Approach for Supplier Evaluation and Selection in Supply Chain Management	3
[141]	2006	Craig Shepherd and Hannes Günter	Measuring Supply Chain Performance: Current Research and Future Directions	2
[129]	2006	Mario Rese	Successful and Sustainable Business Partnerships: How to Select the Right Partners	1
[77]	2006	Samsup Jo	Measurement of Organization-Public Relationships: Validation of Measurement Using a Manufacturer-Retailer Relationship	2
[133]	2006	Subhashish Samad-dar, Satish Nargundkar, and Marcia Daley	Inter-organizational Information Sharing: The Role of Supply Network Configuration and Partner Goal Congruence	1
[95]	2006	Suhong Li and Binshan Lin	Assessing Information Sharing and Information Quality in Supply Chain Management	1
[96]	2006	Suhong Li, Bhanu Ragu-Nathan, T.S. Ragu-Nathan, and S. Subba Rao	The Impact of Supply Chain Management Practices on Competitive Advantage and Organizational Performance	1
[176]	2007	Honggeng Zhou and W.C. Benton Jr	Supply Chain Practice and Information Sharing	1
[92]	2007	Chang Won Lee, Ik-Whan G. Kwon, and Dennis Severance	Relationship Between Supply Chain Performance and Degree of Linkage among Supplier, Internal Integration, and Customer	1

[86]	2007	Daniel R. Krause, Robert B. Handfield, and Beverly B. Tyler	The Relationships between Supplier Development, Commitment, Social Capital Accumulation and Performance Improvement	1
[84]	2007	Desirée Knoppen and Ellen Christiaanse	Interorganizational Adaptation in Supply Chains: A Behavioral Perspective	2
[7]	2007	Lusine H. Aramyan, Alfons G.J.M. Oude Lansink, Jack G.A.J. van der Vorst, and Olaf van Kooten	Performance Measurement in Agri-food Supply Chains: A Case Study	2
[53]	2007	Mihalis Giannakis	Performance Measurement of Supplier Relationships	2
[26]	2007	Mu-Chen Chen, Taho Yang, and Hsin-Chia Li	Evaluating the Supply Chain Performance of IT-Based Inter-enterprise Collaboration	2
[11]	2007	Rajat Bhagwat and Milind Kumar Sharma	Performance Measurement of Supply Chain Management: A Balanced Scorecard Approach	2
[138]	2007	Risto Seppänen, Kirsimarja Blomqvist, and Sanna Sundqvist	Measuring Inter-organizational Trust - A Critical Review of the Empirical Research in 1990-2003	1
[120]	2007	Robert W. Palmatier, Rajiv P. Dant, and Dhruv Grewal	A Comparative Longitudinal Analysis of Theoretical Perspectives of Interorganizational Relationship Performance	1
[42]	2007	Rong Du, Shizhong Ai, and Yuqing Ren	Relationship between Knowledge Sharing and Performance: A Survey in Xian, China	1
[46]	2007	Tom R. Eikebrokk and Dag H. Olsen	An Empirical Investigation of Competency Factors Affecting E-Business Success in European SMEs	1
[170]	2008	Andy C.L. Yeung	Strategic Supply Management, Quality Initiatives, and Organizational Performance	1
[122]	2008	Antony Paulraj, Augustine A. Lado, and Injazz J. Chen	Inter-organizational Communication as a Relational Competency: Antecedents and Performance Outcomes in Collaborative Buyer-Supplier Relationships	1
[16]	2008	Areiela Caglio and Angelo Ditillo	A Review and Discussion of Management Control in Inter-firm Relationships: Achievements and Future directions	2
[75]	2008	Carol Jacobson and Sang Ok Choi	Success Factors: Public Works and Public-Private Partnerships	1
[71]	2008	Chin-Chun Hsu, Vijay R. Kannan, Keah-Choon Tan, and G. Keong Leong	Information Sharing, Buyer-Supplier Relationships, and Firm Performance: A Multi-region Analysis	1
[17]	2008	Jess J. Cambra-Fierro and Yolanda Polo-Redondo	Creating Satisfaction in the Demand-Supply Chain: The Buyers' Perspective	1
[76]	2008	Jijiao Jiang and Jingwen Zhang	Organizational Trust and Supply Chain Performance in B2B E-Commerce: Evidence from an Emerging Logistics Market	1
[175]	2008	Jing Zhao, Zhen Zhu, and Fei Wang	An Empirical Investigation of Critical Success Factors for E-Business Strategy Implementation	1
[31]	2008	Jong-min Choe	Inter-organizational Relationships and the Flow of Information through Value Chains	2
[126]	2008	Keith G. Provan, and Jrg Sydow	Evaluating Inter-organizational Relationships	2
[58]	2008	Kenneth W. Green Jr, Dwayne Whitten, and R. Anthony Inman	The Impact of Logistics Performance on Organizational Performance in a Supply Chain Context	1
[32]	2008	Marloes J.T. Claassen, Arjan J. van Weele, and Erik M. van Raaij	Performance Outcomes and Success Factors of Vendor Managed Inventory (VMI)	1

[18]	2008	Mary Casey	Partnership - Success Factors of Interorganizational Relationships	1
[36]	2008	Paul D. Cousins, Benn Lawson, and Brian Squire	Performance Measurement in Strategic Buyer-Supplier Relationships: The Mediating Role of Socialization Mechanisms	2
[137]	2008	Risto Seppänen	Trust in Inter-organizational Relationships	1
[139]	2008	Stefan Seuring and Martin Müller	From a Literature Review to a Conceptual Framework for Sustainable Supply Chain Management	2
[167]	2008	Wai Peng Wong and Kuan Yew Wong	A Review on Benchmarking of Supply Chain Performance Measures	2
[154]	2008	Xuanming Su and Fuqiang Zhang	Strategic Customer Behavior, Commitment, and Supply Chain Performance	1
[63]	2009	Kim Sundtoft Hald, Carlos Cordón, and Thomas E. Vollmann	Towards an Understanding of Attraction in Buyer-Supplier Relationships	1
[30]	2009	Adrien Chia, and Mark Goh, and Sin-Hoon Hum	Performance Measurement in Supply Chain Entities: Balanced Scorecard Perspective	2
[39]	2009	Andrea J. Cullen and Margaret Taylor	Critical Success Factors for B2B E-Commerce Use within the UK NHS Pharmaceutical Supply Chain	1
[159]	2009	Ann Marie Thomson, James L. Perry, and Theodore K. Miller	Conceptualizing and Measuring Collaboration	2
[8]	2009	Bahar Ashnai, Maria Smirnova, Sergei Kouchtch, Qionglei Yu, Bradley R. Barnes, and Peter Naudé	Assessing Relationship Quality in Four Business-to-Business Markets	1
[177]	2009	Gerrit Willem Ziggers, and Jrg Henseler	Inter-firm Network Capability: How It Affects Buyer-supplier Performance	1
[132]	2009	Il Ryu, SoonHu So, and Chulmo Koo	The Role of Partnership in Supply Chain Performance	1
[55]	2009	Irene Gil-Saura, Marta Frasquet-Deltoro, and Amparo Cervera-Taulet	The Value of B2B Relationships	1
[152]	2009	Kaj Storbacka and Suvi Nenonen	Customer Relationships and the Heterogeneity of Firm Performance	1
[136]	2009	Kirsten Schliephake, Graeme Stevens, and Simon Clay	Making Resources Work More Efficiently--The Importance of Supply Chain Partnerships	2
[146]	2009	Lauren R. Skinner, Chad W. Autry, and Charles W. Lamb	Some Measures of Interorganizational Citizenship Behaviors: Scale Development and Validation	2
[25]	2009	Le-Hui Chen and Woo-Tsong Lin	A Two Phases Reputation-Based Model for Selecting Trusted Partners	3
[147]	2009	ManMohan S. Sodhi and Byung-Gak Son	Supply-Chain Partnership Performance	1
[134]	2009	Murali Sambasivan, Zainal Abidin Mohamed, and Tamizarasu Nandan	Performance Measures and Metrics for E-Supply Chains	2
[61]	2009	Pierre Hadaya	Benchmarking Firms' Operational Performance According to Their Use of Internet-based Interorganizational Systems	1
[64]	2009	Robert Handfield, Kenneth Petersen, Paul Cousins, and Benn Lawson	An Organizational Entrepreneurship Model of Supply Management Integration and Performance Outcomes	2
[153]	2009	Xuanming Su	Consumer Returns Policies and Supply Chain Performance	2

[103]	2009	Yi Liu, Yadong Luo, and Ting Liu	Governing Buyer-Supplier Relationships through Transactional and Relational Mechanisms: Evidence from China	1
[115]	2010	Artturi Nurmi, Thierry Moyaux, and Valérie Botta-Genoulaz	Towards Semantic Performance Measurement Systems for Supply Chain Management	2
[50]	2010	Barbara B. Flynn, Baofeng Huo, and Xiande Zhao	The Impact of Supply Chain Integration on Performance: A Contingency and Configuration Approach	1
[12]	2010	Barbara Bigliardi, and Eleonora Bottani	Performance Measurement in the Food Supply Chain: A Balanced Scorecard Approach	2
[9]	2010	Chad W. Autry and Susan L. Golicic	Evaluating Buyer-Supplier Relationship Performance Spirals: A Longitudinal Study	2
[160]	2010	Christine van Winkelen	Deriving Value from Inter-organizational Learning Collaborations	1
[33]	2010	Cindy Claycomb and Gary L. Frankwick	Buyers' Perspectives of Buyer-Seller Relationship Development	2
[125]	2010	Daniel Prajogo and Mesbahuddin Chowdhury	The Relationship between Supplier Management and Firm's Performance: A Multidimensional Perspective	2
[121]	2010	Dimitris Papakiriakopoulos and Katerina Pramataris	Collaborative Performance Measurement in Supply Chain	2
[3]	2010	Eamonn Ambrose, Donna Marshall, and Daniel Lynch	Buyer-Supplier Perspectives on Supply Chain Relationships	1
[166]	2010	Frank Wiengarten, Paul Humphreys, Guangming Cao, Brian Fynes, and Alan McKittrick	Collaborative Supply Chain Practices and Performance: Exploring The Key Role of Information Quality	1
[172]	2010	Frederik Zachariassen and Dennis van Liempd	Implementation of SCM in Inter-organizational Relationships: A Symbolic Perspective	2
[116]	2010	Gilbert N. Nyaga, and Judith M. Whipple, and Daniel F. Lynch	Examining Supply Chain Relationships: Do Buyer and Supplier Perspectives on Collaborative Relationships Differ?	2
[148]	2010	Gunjan Soni and Rambabu Kodali	Internal Benchmarking for Assessment of Supply Chain Performance	2
[165]	2010	Judith M. Whipple, Daniel F. Lynch, and Gilbert N. Nyaga	A Buyer's Perspective on Collaborative Versus Transactional Relationships	1
[108]	2010	Juliana Meira, Nikos D. Kartalis, Mathew Tsamenyi, and John Cullen	Management Controls and Inter-firm Relationships: A Review	2
[48]	2010	Kamel A. Fantazy, Vinod Kumar, and Uma Kumar	Supply Management Practices and Performance in the Canadian Hospitality Industry	1
[157]	2010	Keah Choon Tan, Vijay R. Kannan, Chin-Chun Hsu, and G. Keong Leong	Supply Chain Information and Relational Alignments: Mediators of EDI on Firm Performance	1
[112]	2010	Klaus Möller	Partner Selection, Partner Behavior, and Business Network Performance: An Empirical Study on German Business Networks	3
[82]	2010	Kyung Kyu Kim, Seung-Hoon Park, Sung Yul Ryoo, and Sung Kook Park	Inter-organizational Cooperation in Buyer-Supplier Relationships: Both Perspectives	1

[162]	2010	Leo R.Vijayarathu	Supply Integration: An Investigation of Its Multi-dimension-ality and Relational Antecedents	1
[101]	2010	Lie-Chien Lin and Tzu-Su Li	An Integrated Framework for Supply Chain Performance Measurement Using Six-Sigma Metrics	2
[161]	2010	María José Verdecho, Juan José Alfaro-Saiz, and Raúl Rodríguez-Rodríguez,	A Multi-Criteria Approach to Select Suppliers Based on Performance	3
[29]	2010	Mee-Shew Cheung, Matthew B. Myers, and John T. Mentzer	Does Relationship Learning Lead to Relationship Value? A Cross-national Supply Chain Investigation	1
[69]	2010	Miguel Hernández-Espallardo, Augusto Rodríguez-Orejuela, and Manuel Sánchez-Pérez	Inter-organizational Governance, Learning and Performance in Supply Chains	1
[107]	2010	Miiia Martinsuo and Tuomas Ahola	Supplier Integration in Complex Delivery Projects: Comparison between Different Buyer-Supplier Relationships	2
[47]	2010	Nick Ellis and Sierk Ybema	Marketing Identities: Shifting Circles of Identification in Inter-organizational Relationships	2
[51]	2010	Prune Gautier	Inter-Organizational Relationships and Supply Chain Performance: Case Study of the Subsidiary Company of a Car Parts Manufacturer	1
[54]	2010	R. Gibbons, R. Henderson, N. Reppening, and J. Sterman	What Do Managers Do? Suggestive Evidence and Potential Theories about Building Relationships	2
[94]	2010	Sangjae Lee and Kun Chang Lee	The Relationship among Formal EDI Controls, Knowledge of EDI Controls, and EDI Performance	1
[72]	2010	Shanshan Hu, Qing Ye, Wei Chi, and Barbara B. Flynn	Supply Chain Structure, Inventory Turnover, and Financial Performance: Evidence from Manufacturing Companies in China	1
[99]	2011	Chad Lin, Hao-Chiang Koong Lin, Yu-An Huang, and Geoffrey Jalleh	The Fit between Organizational B2B E-Commerce Policy, IT Maturity and Evaluation Practices on B2B E-Commerce Performance in Australian Healthcare Organizations	2
[113]	2011	Chul Woo Moon	The Influence of Credibility on Satisfaction with Supplier Performance in the Inter-Organizational Relationship	1
[35]	2011	Daniel Corsten, Thomas Gruen, and Marion Peyinghaus	The Effects of Supplier-to-Buyer Identification on Operational Performance - An Empirical Investigation of Inter-organizational Identification in Automotive Relationships	1
[145]	2011	Doordarshi Singh, Jaspreet Singh Oberoi, Inderpreet Singh Ahuja, and Fatehgarh Sahib	A Survey of Literature of Conceptual Frameworks Assessing Supply Chain Flexibility	1
[155]	2011	Faisal Talib, Zillur Rahman, and M.N. Qureshi	A Study of Total Quality Management and Supply Chain Management Practices	2
[140]	2011	Hamideh Shekari, Skandar Shirazi, Mohamad Ali Afshari, and Said Mehdi Veyseh		1
[27]	2011	Jaio-Hong Cheng	Inter-organizational Relationships and Information Sharing in Supply Chains	1

[6]	2011	Mohammad Reza Akhavan Anvari, Mahmoud Dehghan Nayeri, and Seyed Mostafa Razavi	How to Measure Supply Chain Performance (case study)	2
[151]	2011	Nenad Stefanović and Dušan Stefanović	Supply Chain Performance Measurement System Based on Scorecards and Web Portals	2
[40]	2011	Patricia J. Daugherty	Review of Logistics and Supply Chain Relationship Literature and Suggested Research Agenda	2
[114]	2011	Tore Mysen, Gran Svensson, and Janice M. Payan	Causes and Outcomes of Satisfaction in Business Relationships	1
[127]	2011	Usha Ramanathan, Angappa Gunasekaran, and Nachiappan Subramanian	Supply Chain Collaboration Performance Metrics: A Conceptual Framework	2
[123]	2011	Xudong Pei	Influencing Factors of Communication in Buyer-Supplier Partnership	1
[56]	2012	Cristina Gimenez, Taco van der Vaart, and Dirk Pieter van Donk	Supply Chain Integration and Performance: The Moderating Effect of Supply Complexity	2
[45]	2012	Dev K. Dutta	Inter-Organizational Relationships and Firm Performance: Impact of Complementary Knowledge and Relative Absorptive Capacity	1
[28]	2012	Jao-Hong Cheng and Jiuh-Biing Sheu	Inter-organizational Relationships and Strategy Quality in Green Supply Chains - Moderated by Opportunistic Behavior and Dysfunctional Conflict	1
[85]	2012	Marko Kohtamäki, Jukka Vesalainen, Stephan Henneberg, and Peter Naudé, and Marc J. Ventresca	Enabling Relationship Structures and Relationship Performance Improvement: The Moderating Role of Relational Capital	1
[117]	2012	Neale Gilbert O'Connor and Anne Wu	Product Complexity and Supply Chain Performance Measurement: A Comparative Case Study	2
[57]	2012	Pinapala Rama Chandra Gopal and Jitesh Thakkar	A Review on Supply Chain Performance Measures and Metrics: 2000-2011	2
[44]	2012	Rachel Duffy, Andrew Fearne, Sue Hornibrook, Karise Hutchinson, and Andrea Reid	Engaging Suppliers in CRM: The Role of Justice in Buyer-Supplier Relationships	2
[65]	2012	Sean M. Handley and John V. Gray	Inter-organizational Quality Management: The Use of Contractual Incentives and Monitoring Mechanisms with Outsourced Manufacturing	2
[163]	2012	Stephan M. Wagner, Pan Theo Grosse-Ruyken, and Feryal Erhun		1
[1]	2012	Vito Albino, Rosa Maria Dangelico, and Pierpaolo Pontrandolfo	Do Inter-organizational Collaborations Enhance a Firm's Environmental Performance? A Study of the Largest U.S. Companies	1
[102]	2012	Yi Liu, Ying Huang, Yadong Luo, and Yang Zhao	How Does Justice Matter in Achieving Buyer-Supplier Relationship Performance?	1

Type of literature	Area of study			Total (by type)
	Success factors in IORs	Performance analysis in IORs	Business partner selection	
Journal	73	80	8	161
Conference	8	4	2	14
Workshop	0	1	0	1
Thesis	1	0	0	1
Total (by area)	82	85	10	177

Table 2: Summary of selected literature by area of study

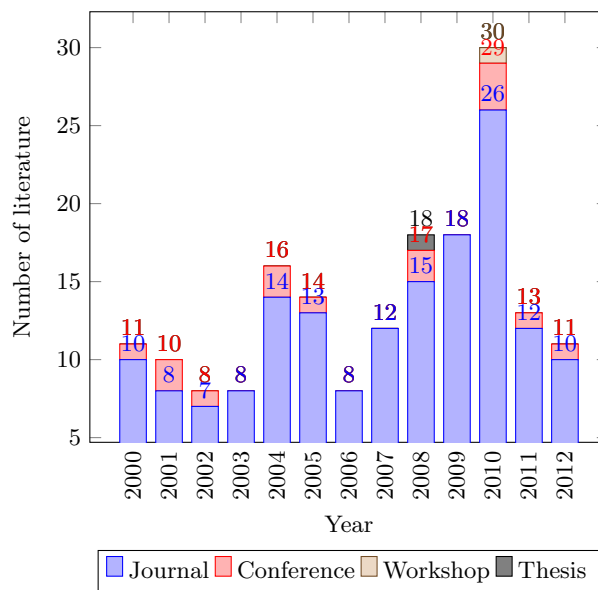


Fig. 1: Histogram showing number of papers by year

2 List of Extracted Influencing Relationships

Table 3 provides a list of influencing relationships extracted from the set of literature.

Table 3: List of extracted influencing relationship (raw)

Antecedence	Consequence	Literature Support
Adaptability	Operational Performance	[3]
Adaptation	Relationship Quality	[168]
Adaptation	Satisfaction	[79], [17]
Atmosphere	Relationship Quality	[168]
Benevolence	Flexibility	[78]
Benevolence	Joint Responsibility	[78]
Benevolence	Performance	[76]
Benevolence	Shared Planning	[78]
Bond	Satisfaction	[79]
Commitment	Communication	[123]
Commitment	Conflict	[120]
Commitment	Cooperation	[120], [132]
Commitment	Coordination / Integration	[162]
Commitment	Financial Performance	[165], [102], [86]
Commitment	Financial Performance	[112]
Commitment	Inter-organizational Relationship	[95]
Commitment	Loyalty	[55]
Commitment	Operational Performance	[165], [102], [86]
Commitment	Relationship Value	[131]
Commitment	Satisfaction	[137]
Commitment	Satisfaction	[114]
Commitment	Success	[75], [174]
Communication	Commitment	[67]
Communication	Cooperation	[75]
Communication	Customer Responsiveness	[24]
Communication	Dedicated/Specific Investment	[120]
Communication	Financial Performance	[165], [122]
Communication	Inter-organizational Relationship	[67]
Communication	Operational Performance	[165], [3], [122]
Communication	Relationship Satisfaction	[165]
Communication	Result Satisfaction	[165]
Communication	Satisfaction	[137]
Communication	Service Quality	[48]
Communication	Success	[52], [18], [174]
Communication	Trust	[120], [132], [67]
Compatibility	Relationship Learning	[29]
Competitive Advantage	Financial Performance	[96]
Competitive Advantage	Operational Performance	[96]
Complementarity	Relationship Learning	[29]
Connectedness	Relationship Orientation	[28]
Conflict	Satisfaction	[137]
Conflict	Strategy Quality	[28]
Connectedness	Information Sharing	[27]
Contract	Opportunism	[103]
Contract	Performance	[103]
Cooperation	Commitment	[67]
Cooperation	Financial Performance	[34], [132]
Cooperation	Innovation	[34]
Cooperation	Inter-organizational Relationship	[67]
Cooperation	Operational Performance	[132]
Cooperation	Relationship Quality	[168]
Cooperation	Satisfaction	[79], [17]
Cooperation	Trust	[67]
Coordination/Integration	Info Sharing	[143]

Coordination/Integration	Operational Performance	[50]
Coordination/Integration	Relationship Quality	[8]
Coordination/Integration	Success	[18]
Credibility	Operational Performance	[3]
Credibility	Performance	[76]
Credibility	Satisfaction	[113]
Customer Responsiveness	Financial Performance	[24]
Customer Satisfaction	Behavioral Intention	[168]
Customer Satisfaction	Financial Performance	[170]
Customer Satisfaction	Operational Performance	[170]
Customer Satisfaction	Success	[174]
Dedicated/Specific Investment	Cooperation	[120]
Dedicated/Specific Investment	Financial Performance	[102], [35]
Dedicated/Specific Investment	Financial Performance	[85], [120]
Dedicated/Specific Investment	Innovation	[35]
Dedicated/Specific Investment	Operational Failures	[35]
Dedicated/Specific Investment	Operational Performance	[102]
Dedicated/Specific Investment	Operational Performance	[85]
Dedicated/Specific Investment	Operational Volatility	[35]
Dedicated/Specific Investment	Opportunism	[103]
Dedicated/Specific Investment	Performance	[103]
Dedicated/Specific Investment	Relationship Learning	[29]
Dedicated/Specific Investment	Relationship Satisfaction	[165]
Dependency	Commitment	[120], [132]
Dependency	Communication	[123]
Dependency	Coordination / Integration	[162]
Dependency	Dedicated/Specific Investment	[120]
Dependency	Financial Performance	[86]
Dependency	Flexibility	[78]
Dependency	Innovation	[34]
Dependency	Joint Responsibility	[78]
Dependency	Operational Performance	[86]
Dependency	Satisfaction	[79]
Dependency	Shared Planning	[78]
Direct Involvement	Financial Performance	[86]
Direct Involvement	Operational Performance	[86]
Efficiency	Performance	[81]
Environment Dissimilarity	Relationship Learning	[29]
Environmental Uncertainty	Inter-organizational Relationship	[23]
Equity/Fairness	Success	[18]
Fairness	Integrity	[63]
Financial Performance	Customer Satisfaction	[78]
Financial Performance	Customer Satisfaction	[170]
Financial Performance	Relationship Satisfaction	[165]
Financial Performance	Result Satisfaction	[165]
Financial Performance	Success	[174]
Flexibility	Customer Satisfaction	[78]
Flexibility	Financial Performance	[78]
Flexibility	Operational Performance	[78]
Flexibility	Success	[145]
Goal Consistency	Cooperation	[82]
Goal Consistency	Info Sharing	[133]
Info Quality	Operational Performance	[166], [176]
Info Quality	SCM Success Improvement	[95]
Info Sharing	Innovation	[35]
Info Sharing	Inter-organizational Relationship	[71]
Info Sharing	Operational Volatility	[35]
Info Sharing	Operational Failures	[35]
Info Sharing	Operational Performance	[166]
Info Sharing	Performance	[42]
Info Sharing	Satisfaction	[79], [17]
Info Sharing	SCM Success Improvement	[95]
Info Sharing	Success	[143], [174]
Information Technology	Commitment	[131]

Information Technology	Efficiency	[81]
Information Technology	Inter-organizational Relationship	[23]
Information Technology	Knowledge Sharing	[81]
Information Technology	Shared It	[131]
Information Technology	Strategic Purchasing	[23]
Information Technology	Trust	[131]
Information Technology	Flexibility	[81]
Innovation	Success	[174]
Internal Integration	Financial Performance	[50]
Internal Integration	Operational Performance	[50]
Inter-organizational Relationship	Financial Performance	[71]
Inter-organizational Relationship	Financial Performance	[125], [23]
Inter-organizational Relationship	Operational Performance	[72], [125], [23]
Knowledge Sharing	Flexibility	[81]
Knowledge Sharing	Performance	[102]
Loyalty	Benevolence	[63]
Loyalty	Performance	[55]
Mutual Perception Of Justice	Commitment	[102]
Mutual Perception Of Justice	Dedicated/Specific Investment	[102]
Mutual Perception Of Justice	Knowledge Sharing	[102]
Mutual Perception Of Justice	Partner Engagement in CRM	[44]
Non-Coercive Power	Commitment	[67]
Non-Coercive Power	Inter-organizational Relationship	[67]
Non-Coercive Power	Satisfaction	[79]
Non-Coercive Power	Trust	[67]
Operational Compatibility	Trust	[132]
Operational Performance	Customer Satisfaction	[78]
Operational Performance	Customer Satisfaction	[170]
Operational Performance	Relationship Satisfaction	[165]
Operational Performance	Result Satisfaction	[165]
Operational Performance	Success	[174]
Opportunism	Commitment	[67]
Opportunism	Inter-organizational Relationship	[67]
Opportunism	Strategy Quality	[28]
Opportunism	Trust	[120], [67]
Performance	Profit	[72], [8]
Power	Operational Performance	[72]
Power	Relationship Quality	[8]
Power	Relationship Strength	[106]
Power	Success	[18]
Power Symmetry	Conflict	[27]
Profit	Relationship Quality	[8]
Profit	Success	[174]
Reciprocity	Cooperation	[82]
Relational Capital	Financial Performance	[85]
Relational Capital	Operational Performance	[85]
Relational Norm	Commitment	[120], [67]
Relational Norm	Dedicated/Specific Investment	[120]
Relational Norm	Inter-organizational Relationship	[67]
Relational Norm	Opportunism	[103]
Relational Norm	Performance	[103]
Relational Norm	Trust	[120], [67]
Relational Proclivity	Connectedness	[27]
Relational Proclivity	Relationship Orientation	[28]
Relationship Activities	Relationship Satisfaction	[165]
Relationship Activities	Result Satisfaction	[165]
Relationship Benefit	Power Symmetry	[27]
Relationship Benefit	Relational Proclivity	[27]
Relationship Benefit	Relationship Orientation	[28]
Relationship Benefit	Satisfaction	[79]
Relationship Learning	Financial Performance	[69]
Relationship Learning	Operational Performance	[69]
Relationship Learning	Relationship Value	[29]
Relationship Orientation	Communication	[122]

Relationship Orientation	Customer Responsiveness	[24]
Relationship Orientation	Strategy Quality	[28]
Relationship Quality	Service Quality	[168]
Relationship Strength	Adaptation	[67]
Relationship Strength	Conflict	[67]
Relationship Strength	Cooperation	[67]
Relationship Strength	Performance	[106]
Relationship Strength	Performance	[67]
Relationship Strength	Satisfaction	[67]
Relationship Strength	Uncertainty	[67]
Relationship Value	Commitment	[55]
Relationship Value	Satisfaction	[55]
Relationship Value	Trust	[55]
Reliability	Integrity	[63]
Reputation	Satisfaction	[79]
Reputation	Trust	[137]
Reward/Cost	Financial Performance	[165]
Reward/Cost	Operational Performance	[165]
Satisfaction	Loyalty	[55]
Satisfaction	Opportunism	[114]
Satisfaction	Relationship Quality	[8]
Satisfaction	Success	[165]
Service Quality	Customer Satisfaction	[168], [48]
Service Quality	Financial Performance	[48]
Shared It	Communication	[122]
Shared Planing	Financial Performance	[78]
Shared Planing	Operational Performance	[78]
Shared Value	Financial Performance	[86]
Shared Value	Operational Performance	[86]
Shared Values	Integrity	[63]
Shared Vision	Info Quality	[95]
Shared Vision	Info Sharing	[95]
Shared Vision	Inter-organizational Relationship	[95]
Shared Vision	Success	[75]
Strategic Purchasing	Communication	[48], [24]
Strategic Purchasing	Inter-organizational Relationship	[48], [23]
Strategic Purchasing	Relationship Orientation	[24]
Strategic Supply Management	Financial Performance	[170]
Strategic Supply Management	Operational Performance	[170]
Strategy Fit	Commitment	[132]
Strategy Quality	Performance	[28]
Supplier Uncertainty	Info Quality	[95]
Supplier Uncertainty	Info Sharing	[95]
Supply Chain Practice	Competitive Advantage	[96]
Supply Chain Practice	Financial Performance	[96]
Supply Chain Practice	Operational Performance	[176]
Supply Chain Practice	Operational Performance	[96]
Support	Benevolence	[63]
Technological Uncertainty	Cooperation	[82]
Top Management Support	Info Sharing	[95]
Top Management Support	Strategic Purchasing	[23]
Trust	Commitment	[112], [137], [120], [132], [55], [131], [162], [138]
Trust	Communication	[137], [138], [123]
Trust	Conflict	[137], [120],
Trust	Contact	[138]
Trust	Cooperation	[138]
Trust	Cooperation	[132]
Trust	Cooperation	[82], [75]
Trust	Coordination / Integration	[162]
Trust	Financial Performance	[165], [34], [112]
Trust	Info Quality	[95]
Trust	Info Sharing	[95], [35],[138]
Trust	Innovation	[34]

Trust	Inter-organizational Relationship	[95]
Trust	Long-Term Relationship	[138]
Trust	Operational Performance	[165]
Trust	Opportunism	[103]
Trust	Opportunism	[112]
Trust	Performance	[103], [51], [138]
Trust	Relationship Learning	[138]
Trust	Relationship Quality	[8], [51]
Trust	Relationship Satisfaction	[165],[138]
Trust	Relationship Value	[131]
Trust	Reputation	[138]
Trust	Result Satisfaction	[165]
Trust	Satisfaction	[17], [114]
Trust	Success	[52],[18], [174]
Uncertainty	Operational Performance	[3]
Uncertainty	Relationship Learning	[29]

3 List of Refined Influencing Relationships

The constructs found in the review are refined by grouping similar constructs/terms together. The grouping was performed by considering the definitions and the measurements of the constructs. In other words, constructs with similar meaning or similar measurements are grouped together. The grouping yields 56 constructs. Table 4 shows these 56 constructs as well as their related similar constructs/terms. Based on the grouping, influencing relationships are also reduced as shown in Table 5.

Table 4: Constructs and their included constructs/terms

Construct	Included Constructs/Terms
AdaptabilityFlexibility	Adaptability, Adaptation, Flexibility
Atmosphere	Atmosphere
Benevolence	Benevolence, Support
CoercivePower	Coercive Power
Commitment	Commitment
Communication	Communication
Compatibility	Compatibility
CompetitiveAdvantage	Competitive Advantage
Complementarity	Complementarity
Conflict	Conflict
Connectedness	Connectedness, Bond
Contract	Contract
CooperationIntegration	Cooperation, Coordination/Integration, Internal Integration
Credibility	Credibility, Reputation, Integrity
CustomerResponsiveness	Customer Responsiveness
CustomerUncertainty	Customer Uncertainty
Dependency	Dependency
EnvironmentDissimilarity	Environment Dissimilarity
EquityAndFairness	Equity, Fairness, Mutual Perception Of Justice, Reciproity, Reward/Cost
Failure	Failure, Operational Failures
FinancialPerformance	Financial Performance, Profit
InformationQuality	Info Quality
InformationSharing	Information Sharing, Knowledge Sharing
Innovation	Innovation

InternalIT	Information Technology
Investment	Dedicated Investment, Specific Investment
Loyalty	Loyalty, Behavioral Intention
NonCoercivePower	Non-Coercive Power, Power Symmetry
OperationalCompatibility	Operational Compatibility
OperationalDependency	Operational Dependency
OperationalPerformance	Operational Performance, Efficiency
Opportunism	Opportunism
Performance	Performance, Relationship Benefit
Power	Power
ProductServiceQuality	Service Quality
RelationalCapital	Relational Capital
RelationalNorm	Relational Norm
RelationshipActivities	Relationship Activities, Direct Involvement, Shared Planing, Joint Responsibility, Partner Engagement In CRM
RelationshipLearning	Relationship Learning
RelationshipOrientation	Relationship Orientation, Inter-Organizational Relationship, Long-Term Relationship
RelationshipQuality	Relationship Quality, Relationship Strength
RelationshipSatisfaction	Relationship Satisfaction
RelationshipValue	Relationship Value, Relational Proclivity, Relationship Strength
Reliability	Reliability
ResultSatisfaction	Result Satisfaction
Satisfaction	Satisfaction, Customer Satisfaction
SharedIT	Shared It
SharedVision	Shared Vision, Goal Consistency, Shared Value, Strategy Fit
StrategyQuality	Strategy Quality
Success	Success, SCM Success / Improvement
SupplierUncertainty	Supplier Uncertainty
SupplyChainPractice	Supply Chain Practice, Strategic Purchasing, Strategic Supply Management
TechnologyUncertainty	Technological Uncertainty
TopManagementSupport	Top Management Support
Trust	Trust
Uncertainty	Uncertainty, Environmental Uncertainty, Operational Volatility

Table 5: List of influencing relationship (refined by grouping the constructs)

Antecedence	Consequence	Literature Support
AdaptabilityFlexibility	FinancialPerformance	[78]
AdaptabilityFlexibility	RelationshipQuality	[168]
AdaptabilityFlexibility	Satisfaction	[79], [17], [78]
AdaptabilityFlexibility	Success	[145]
Atmosphere	RelationshipQuality	[168]
Benevolence	AdaptabilityFlexibility	[78]
Benevolence	Performance	[76]
Benevolence	RelationshipActivities	[78]
Commitment	Communication	[123]
Commitment	Conflict	[120]
Commitment	CooperationIntegration	[120], [132], [162]
Commitment	FinancialPerformance	[165], [102], [86], [112]
Commitment	OperationalPerformance	[165], [102], [86]
Commitment	RelationshipOrientation	[95]
Commitment	RelationshipValue	[131]
Commitment	Satisfaction	[137], [114]
Commitment	Success	[75], [174]
Communication	Commitment	[67]
Communication	CooperationIntegration	[75]

Communication	CustomerResponsiveness	[24]
Communication	FinancialPerformance	[165], [122]
Communication	Investment	[120]
Communication	OperationalPerformance	[165], [3], [122]
Communication	ProductServiceQuality	[48]
Communication	RelationshipOrientation	[67]
Communication	RelationshipSatisfaction	[165]
Communication	ResultSatisfaction	[165]
Communication	Satisfaction	[137]
Communication	Success	[52], [18], [174]
Communication	Trust	[120], [132], [67]
Compatibility	RelationshipLearning	[29]
CompetitiveAdvantage	FinancialPerformance	[96]
CompetitiveAdvantage	OperationalPerformance	[96]
Complementarity	RelationshipLearning	[29]
Conflict	Satisfaction	[137]
Conflict	StrategyQuality	[28]
Connectedness	InformationSharing	[27]
Connectedness	Satisfaction	[79]
Contract	Opportunism	[103]
Contract	Performance	[103]
CooperationIntegration	Commitment	[67]
CooperationIntegration	FinancialPerformance	[34], [132], [50]
CooperationIntegration	InformationSharing	[143]
CooperationIntegration	Innovation	[34]
CooperationIntegration	OperationalPerformance	[132], [50]
CooperationIntegration	RelationshipOrientation	[67]
CooperationIntegration	RelationshipQuality	[168], [8]
CooperationIntegration	Satisfaction	[79], [17]
CooperationIntegration	Success	[18]
CooperationIntegration	Trust	[67]
Credibility	OperationalPerformance	[3]
Credibility	Performance	[76]
Credibility	Satisfaction	[113], [79]
CustomerResponsiveness	FinancialPerformance	[24]
Dependency	AdaptabilityFlexibility	[78]
Dependency	Commitment	[120], [132]
Dependency	Communication	[123]
Dependency	CooperationIntegration	[162]
Dependency	FinancialPerformance	[86]
Dependency	Innovation	[34]
Dependency	Investment	[120]
Dependency	OperationalPerformance	[86]
Dependency	RelationshipActivities	[78]
Dependency	Satisfaction	[79]
EnvironmentDissimilarity	RelationshipLearning	[29]
EquityAndFairness	Commitment	[102]
EquityAndFairness	CooperationIntegration	[82]
EquityAndFairness	Credibility	[63]
EquityAndFairness	FinancialPerformance	[165]
EquityAndFairness	InformationSharing	[102]
EquityAndFairness	Investment	[102]
EquityAndFairness	OperationalPerformance	[165]
EquityAndFairness	RelationshipActivities	[44]
EquityAndFairness	Success	[18]
FinancialPerformance	RelationshipQuality	[8]
FinancialPerformance	RelationshipSatisfaction	[165]
FinancialPerformance	ResultSatisfaction	[165]
FinancialPerformance	Satisfaction	[78], [170]
FinancialPerformance	Success	[174]
InformationQuality	OperationalPerformance	[166], [176]
InformationQuality	Success	[95]
InformationSharing	AdaptabilityFlexibility	[81]
InformationSharing	Failure	[35]

InformationSharing	Innovation	[35]
InformationSharing	OperationalPerformance	[166]
InformationSharing	Performance	[42], [102]
InformationSharing	RelationshipOrientation	[71]
InformationSharing	Satisfaction	[79], [17]
InformationSharing	Success	[95], [143], [174]
InformationSharing	Uncertainty	[35]
Innovation	Success	[174]
InternalIT	AdaptabilityFlexibility	[81]
InternalIT	Commitment	[131]
InternalIT	InformationSharing	[81]
InternalIT	OperationalPerformance	[81]
InternalIT	RelationshipOrientation	[23]
InternalIT	SharedIT	[131]
InternalIT	SupplyChainPractice	[23]
InternalIT	Trust	[131]
Investment	CooperationIntegration	[120]
Investment	Failure	[35]
Investment	FinancialPerformance	[102], [35], [85], [120]
Investment	Innovation	[35]
Investment	OperationalPerformance	[102], [85]
Investment	Opportunism	[103]
Investment	Performance	[103]
Investment	RelationshipLearning	[29]
Investment	RelationshipSatisfaction	[165]
Investment	Uncertainty	[35]
Loyalty	Benevolence	[63]
Loyalty	Performance	[55]
NonCoercivePower	Commitment	[67]
NonCoercivePower	Conflict	[27]
NonCoercivePower	RelationshipOrientation	[67]
NonCoercivePower	Satisfaction	[79]
NonCoercivePower	Trust	[67]
OperationalCompatibility	Trust	[132]
OperationalPerformance	Performance	[81]
OperationalPerformance	RelationshipSatisfaction	[165]
OperationalPerformance	ResultSatisfaction	[165]
OperationalPerformance	Satisfaction	[78], [170]
OperationalPerformance	Success	[174]
Opportunism	Commitment	[67]
Opportunism	RelationshipOrientation	[67]
Opportunism	StrategyQuality	[28]
Opportunism	Trust	[120], [67]
Performance	NonCoercivePower	[27]
Performance	RelationshipValue	[27]
Power	OperationalPerformance	[72]
Power	RelationshipQuality	[8]
Power	RelationshipValue	[106]
Power	Success	[18]
ProductServiceQuality	FinancialPerformance	[48]
ProductServiceQuality	Satisfaction	[168], [48]
RelationalCapital	FinancialPerformance	[85]
RelationalCapital	OperationalPerformance	[85]
RelationalNorm	Commitment	[120], [67]
RelationalNorm	Investment	[120]
RelationalNorm	Opportunism	[103]
RelationalNorm	Performance	[103]
RelationalNorm	RelationshipOrientation	[67]
RelationalNorm	Trust	[120], [67]
RelationshipActivities	FinancialPerformance	[86], [78]
RelationshipActivities	OperationalPerformance	[86], [78]
RelationshipActivities	RelationshipSatisfaction	[165]
RelationshipActivities	ResultSatisfaction	[165]
RelationshipLearning	FinancialPerformance	[69]

RelationshipLearning	OperationalPerformance	[69]
RelationshipLearning	RelationshipValue	[29]
RelationshipOrientation	Communication	[122]
RelationshipOrientation	StrategyQuality	[28]
RelationshipQuality	ProductServiceQuality	[168]
RelationshipValue	AdaptabilityFlexibility	[67]
RelationshipValue	Commitment	[55]
RelationshipValue	Conflict	[67]
RelationshipValue	Connectedness	[27]
RelationshipValue	CooperationIntegration	[67]
RelationshipValue	Performance	[106], [67]
RelationshipValue	Satisfaction	[67], [55]
RelationshipValue	Trust	[55]
RelationshipValue	Uncertainty	[67]
Reliability	Credibility	[63]
Satisfaction	FinancialPerformance	[170]
Satisfaction	Loyalty	[168], [55]
Satisfaction	OperationalPerformance	[170]
Satisfaction	Opportunism	[114]
Satisfaction	RelationshipQuality	[8]
Satisfaction	Success	[174], [165]
SharedIT	Communication	[122]
SharedVision	Commitment	[132]
SharedVision	CooperationIntegration	[82]
SharedVision	Credibility	[63]
SharedVision	FinancialPerformance	[86]
SharedVision	InformationQuality	[95]
SharedVision	InformationSharing	[133], [95]
SharedVision	OperationalPerformance	[86]
SharedVision	RelationshipOrientation	[95]
SharedVision	Success	[75]
StrategyQuality	Performance	[28]
SupplierUncertainty	InformationQuality	[95]
SupplierUncertainty	InformationSharing	[95]
SupplyChainPractice	Communication	[48], [24]
SupplyChainPractice	CompetitiveAdvantage	[96]
SupplyChainPractice	FinancialPerformance	[170], [96]
SupplyChainPractice	OperationalPerformance	[170], [176], [96]
SupplyChainPractice	RelationshipOrientation	[48], [24], [23]
TechnologyUncertainty	CooperationIntegration	[82]
TopManagementSupport	InformationSharing	[95]
TopManagementSupport	SupplyChainPractice	[23]
Trust	Commitment	[112], [137], [120], [132], [55], [131], [162], [138]
Trust	Communication	[137], [138], [123]
Trust	Conflict	[137], [120]
Trust	Contract	[138]
Trust	CooperationIntegration	[132], [82], [162], [138], [75]
Trust	FinancialPerformance	[165], [34], [112]
Trust	InformationQuality	[95]
Trust	InformationSharing	[95], [35], [138]
Trust	Innovation	[34]
Trust	OperationalPerformance	[165]
Trust	Opportunism	[103], [112]
Trust	Performance	[103], [51], [138]
Trust	RelationshipLearning	[138]
Trust	RelationshipOrientation	[95], [138]
Trust	RelationshipQuality	[8], [51]
Trust	RelationshipSatisfaction	[165], [138]
Trust	RelationshipValue	[131]
Trust	ResultSatisfaction	[165]
Trust	Satisfaction	[17], [114]
Trust	Success	[52], [18], [174]

Uncertainty	OperationalPerformance	[3]
Uncertainty	RelationshipLearning	[29]
Uncertainty	RelationshipOrientation	[23]

4 Cause and Effect Model: A Minimum Set of Influencing Relationships

Table 6 provides a minimum set of influencing relationships (i.e., 126 relationships) derived after applying inference and redundancy checking rules. These relationships are required to infer the complete set of influencing relationships (i.e., 986 relationships). Furthermore, the cause and effect model representing these relationships as a directed graph is illustrated in Figure 2. An arrow describes a directed influencing relationship. For example, the arrow from *Trust* to *Contract* means that *Trust* influences *Contract*.

Table 6: A minimum set of influencing relationships derived by applying inference and redundancy checking rules. These relationships are required for inferring the complete set of influencing model.

Antecedence	Consequence
Atmosphere	RelationshipQuality
Commitment	Benevolence
Commitment	Conflict
Commitment	RelationalNorm
Commitment	RelationshipOrientation
Commitment	Success
Commitment	SupplyChainPractice
Communication	CooperationIntegration
Communication	SupplyChainPractice
Compatibility	Credibility
Compatibility	RelationshipLearning
CompetitiveAdvantage	FinancialPerformance
CompetitiveAdvantage	OperationalPerformance
Complementarity	RelationshipLearning
Conflict	Satisfaction
Conflict	StrategyQuality
Contract	Opportunism
Contract	Performance
CooperationIntegration	Communication
CooperationIntegration	Innovation
Dependency	Commitment
Dependency	Innovation
Dependency	Investment
Dependency	Performance
Dependency	RelationalNorm
Dependency	SupplyChainPractice
EnvironmentDissimilarity	RelationshipLearning
EquityAndFairness	Commitment
EquityAndFairness	CooperationIntegration
EquityAndFairness	Credibility
EquityAndFairness	FinancialPerformance
EquityAndFairness	InformationSharing
EquityAndFairness	Investment

EquityAndFairness	OperationalPerformance
EquityAndFairness	Success
EquityAndFairness	SupplyChainPractice
FinancialPerformance	Satisfaction
InformationSharing	Innovation
InformationSharing	Uncertainty
Innovation	Success
InternalIT	Commitment
InternalIT	CooperationIntegration
InternalIT	InformationSharing
InternalIT	RelationshipOrientation
InternalIT	SupplyChainPractice
InternalIT	Trust
Investment	CooperationIntegration
Investment	Innovation
Investment	Opportunism
Investment	Performance
Investment	RelationshipLearning
Investment	SupplyChainPractice
Investment	Uncertainty
NonCoercivePower	Commitment
NonCoercivePower	Conflict
NonCoercivePower	RelationshipOrientation
NonCoercivePower	Trust
OperationalCompatibility	Trust
OperationalPerformance	Performance
Opportunism	Commitment
Opportunism	RelationshipOrientation
Opportunism	StrategyQuality
Opportunism	Trust
Performance	NonCoercivePower
Performance	RelationshipQuality
Performance	Success
Power	OperationalPerformance
Power	Success
RelationalCapital	Commitment
RelationalCapital	Performance
RelationalCapital	RelationalNorm
RelationalCapital	RelationshipQuality
RelationalCapital	SupplyChainPractice
RelationalNorm	Commitment
RelationalNorm	Investment
RelationalNorm	Opportunism
RelationalNorm	RelationshipOrientation
RelationalNorm	Success
RelationalNorm	Trust
RelationshipLearning	FinancialPerformance
RelationshipLearning	OperationalPerformance
RelationshipLearning	RelationshipValue
RelationshipOrientation	Communication
RelationshipOrientation	RelationshipSatisfaction
RelationshipOrientation	StrategyQuality
RelationshipQuality	Commitment
RelationshipQuality	FinancialPerformance
RelationshipQuality	OperationalPerformance
RelationshipValue	Conflict
RelationshipValue	Connectedness
RelationshipValue	Performance
RelationshipValue	RelationalNorm
RelationshipValue	SupplyChainPractice
RelationshipValue	Trust
RelationshipValue	Uncertainty
Reliability	Credibility
Satisfaction	Commitment

Satisfaction	FinancialPerformance
Satisfaction	OperationalPerformance
Satisfaction	Opportunism
SharedVision	RelationshipOrientation
SharedVision	Success
StrategyQuality	Performance
SupplierUncertainty	Communication
SupplyChainPractice	Commitment
SupplyChainPractice	Communication
SupplyChainPractice	CompetitiveAdvantage
SupplyChainPractice	Innovation
SupplyChainPractice	Investment
SupplyChainPractice	Opportunism
SupplyChainPractice	RelationshipOrientation
SupplyChainPractice	Success
SupplyChainPractice	Trust
TechnologyUncertainty	CooperationIntegration
TechnologyUncertainty	SupplyChainPractice
TopManagementSupport	InformationSharing
TopManagementSupport	SupplyChainPractice
Trust	Conflict
Trust	Contract
Trust	Innovation
Trust	Opportunism
Trust	RelationshipLearning
Trust	RelationshipOrientation
Trust	Success
Uncertainty	RelationshipLearning
Uncertainty	RelationshipOrientation

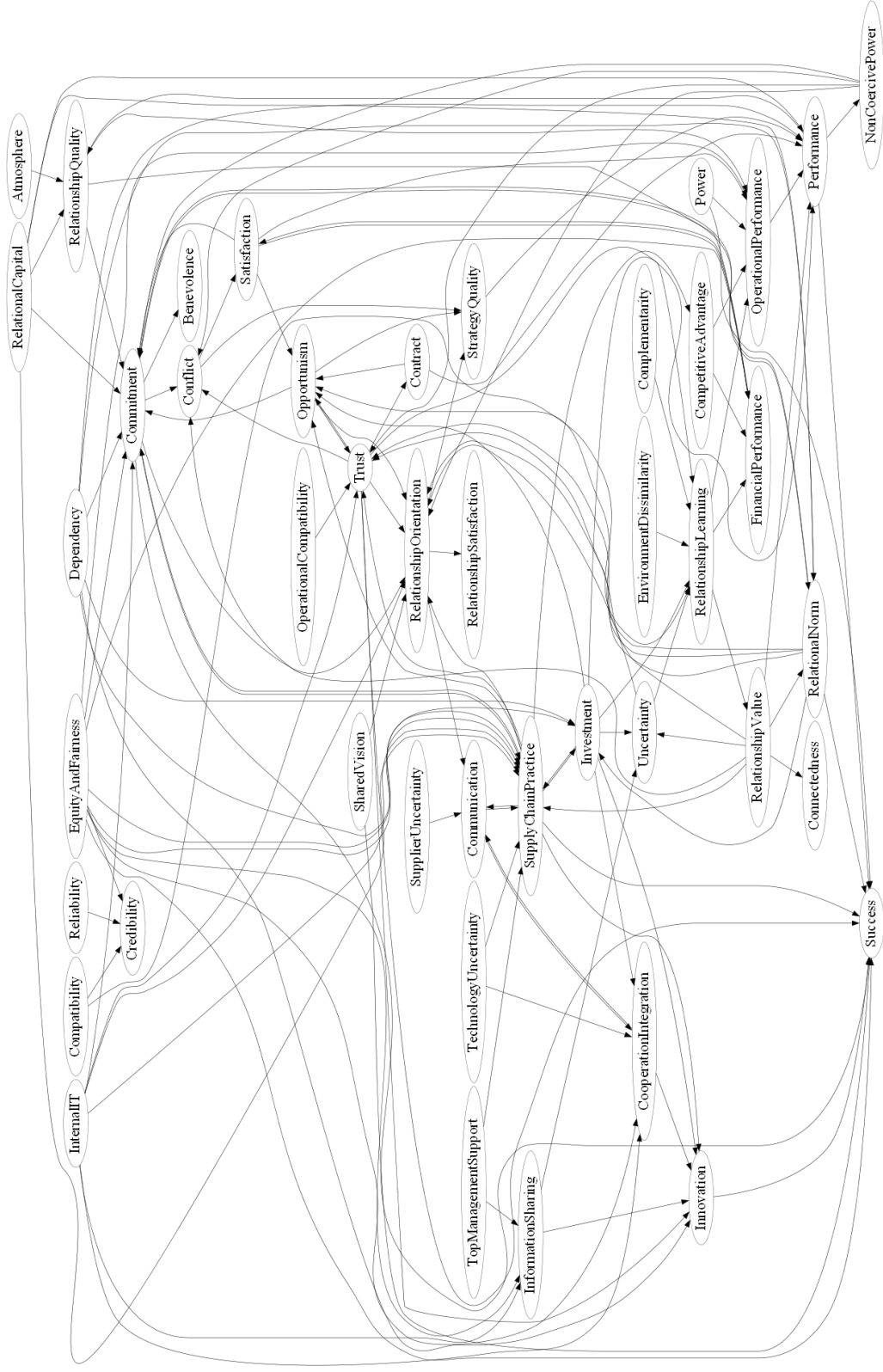


Fig. 2: Cause and effect model: A minimum set of influencing relationships between constructs. Constructs having no influencing relationships belonging to this minimum set are excluded.

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