

Review Article

Trust and Collaboration in Practices of Supply Chain Management: Systematic Review

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Abstract

Collaboration and trust within supply chain practices facilitate the mutual support of corporations, together with producer partnerships with suppliers and manufacturers to reduce risks, access sources, and improve productivity. The review provided theoretical and empirical kinds of literature on trust and collaboration in practices of supply chain management to provide detailed information and give insight and knowledge to the readers. This paper reviewed articles concerning trust and collaboration in practices of supply chain management published over the last 13 years. The review followed PRISM techniques as a methodological approach. The review examined 50 published research articles between 2010 and 2023. The majority of reviewed articles were published in the last two years. The most commonly used method of analysis in reviewed articles was quantitative. The results indicated trust and collaboration significantly affect organizations, and managers must invest in key result areas to remain relevant and dominant in the competitive environment. Trust is a crucial factor in supply chain management, as it ensures mutual understanding between suppliers and customers, leading to fair profits and high-quality products. This review suggested that future research focus on combining qualitative and quantitative methods and SCM practices and competitive advantage, sustainability performance, and organizational performance.

Keywords

Trust, Collaboration, and Supply Chain Management Practices

1. Introduction

The practice of supply chain management (SCM) refers to the complete set of actions that are done in organizations to improve the effectiveness of the internal supply chain. Nowadays, evaluation of the SCM practices comprises of partnership with the supplier, process of outsourcing, compression of cycle time, continuousness of process flow, and sharing of technology and information [1, 2]. A supply chain is a dynamic process and involves the constant flow of information, materials, and funds across multiple functional areas both

within and between chain members [3]. The understanding and execution of supply chain management (SCM) practices play an important role in organizations to remain competitive and enhancing profitability in the increasingly competitive global marketplace [4]. Supply chain management practices (SCMP) comprises a group of individual functional entities, approaches, and practices for increasing the long-term competitive performance of individual firms and their supply chain overall by integrating the internal functions within the

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Received: 7 July 2024; **Accepted:** 2 August 2024; **Published:** 27 August 2024



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firm and also effectively relating them with the external functions of suppliers, manufacturers, distributors, customers and their other channel members [5].

In today's globalized and highly competitive business era, manufacturing organizations have begun to realize that to gain and sustain a competitive advantage they have to deliver the best customer value at the lowest possible cost [6]. The emergence of global business environments has given rise to rapidly changing markets, increased global competition, and more demanding consumers, making the landscape dynamic nature needs supply chain collaboration and integration [7]. Trust and collaboration are crucial in supply chain management as they promote better communication, cooperation, and coordination among the different stakeholders involved. This leads to increased efficiency, reduced costs, improved quality, and better risk management, ultimately resulting in higher customer satisfaction and profitability [9, 10].

Trust and collaboration influence the integration of knowledge and processes in supply chain practices [7, 8]. Trust levels have a significant effect on the collaboration levels and management success of SCM [9]. Trust and collaboration of project teams have a diverse and interrelated relationship with success. Previous research confirms that trust and collaboration, are the most important indicators of team integration in the practices of supply chain management [13-15].

Trust theory as if attribution theory (AT) is useful to understand how certain events or individual and organizational behaviours are systematically biased in interpreting the outcomes of the events [10, 11] AT suggests that people interpret their successes and failures in a way that promotes a positive self-image. Another trust theory also transaction cost theory (TCT) is that change outcomes within an organization are explained through transaction-cost-economizing behaviors of individuals. It is assumed that the governance structure that best fits a particular transaction (one with low transaction costs) performs better than one that does not (one with higher transaction costs) [12]. Synergy theory in supply chain management is a concept that emphasizes the importance of collaboration and cooperation among different entities within a supply chain to achieve improved overall performance and efficiency. It recognizes that the success of a supply chain is not solely dependent on the individual performance of each organization involved, but rather on the collective efforts and interactions among them [23].

Past studies suggested that supply chain trust leads to supply chain collaboration that affects firm performance [13-15]. This review helps to understand the popularity of trust and collaboration as an effective tool for the practice of supply chain management, and the depth of the current research in this genre, giving the details to future untouched research directions along with the research questions to clarify those dimensions is of utmost need. This review tries to bridge this gap by discussing the themes that emerged along with the characteristics described over the last thirteen years, thus

stoning the way for future research questions and research directions for the practice of SCM concerning trust and collaboration. This review describes trust and collaboration, discusses the role of trust and collaboration in practices of SCM at the organizational level, and the impacts of trust and collaboration in organizational supply chain management. This review examines the methodological approaches employed in the study and potential future research directions concerning the application of trust and collaboration in supply chain management.

Research Question

What is the impact of trust and collaboration on the effectiveness and performance of SCMP in the organization?

2. Literature Review

2.1. Overview of Supply Chain Management Practices

Supply chain management practices (SCMP) define perspectives and practices that effectively help all suppliers, manufacturers, distributors, and consumers achieve their long-term performance objectives [16]. SCMP is defined as a set of activities undertaken in an organization to promote effective management of its supply chain management [17]. According to [25] identify six aspects of SCM practice: supply chain integration, information sharing, supply chain characteristics, customer service management, geographical proximity, and just-in-time capability. Supply chain practices in the manufacturing and automotive sectors find a significant relationship between suppliers' and manufacturers' competitive priorities and practices [18]. Affect every organization; hence, to be relevant and dominant in a current competitive environment, managers of organizations have to put more effort into their key result areas [19]. SCMP comprises a group of individual functional entities, approaches, and practices for increasing the long-term competitive performance of individual firms and their supply chain overall by integrating the internal functions within the firm and also effectively relating them with the external functions of suppliers, manufacturers, distributors, customers and their other channel members [3]. SCMP helps to Supply chain leadership style, information sharing level, long-term relationship, agreed vision and goals, risk and reward sharing, process integration, and cooperation [20, 24].

Supply chain collaboration has been defined as two or more chain members working together to create a competitive advantage through sharing information, making joint decisions, and sharing benefits which result in greater profitability in satisfying end customer needs than acting alone [30, 21, 22]. According to [31] diverse entities work together, sharing processes, technologies, and data to maximize value for the whole group and the customers they serve. Relationship strength, quality, and closeness be used to determine whether an inter-organizational arrangement is coordinative, coopera-

tive, or collaborative [31]. Supply chain collaboration is the effective involvement of supply chain partners to attain a common goal [13]. Trust is described as the belief by one firm that the exchanging partner will stay away from actions that may result in bad outcomes and engage in actions that create positive outcomes for all partners involved [25]. Trust is the relationship between both individuals and organizations, and it changes over time influenced by the behaviours of the individual partners [26, 27].

2.2. Effectiveness of Trust and Collaboration in Practices of Supply Chain Management

Supplier management practices significantly affect supply chain performance effectiveness. Suppliers can reduce costs and improve performance. In the manufacturing and automotive sectors trust and collaboration have significant relationships between suppliers and manufacturers' competitive priorities. Integration also influences supply chain effectiveness [14]. Supply chain collaboration guarantees visibility, which is the ideal route to ensuring systems performance in the supply chain. Practically, collaborations among business units allow for flexibility, which adapts to changes in market trends easily and is less costly [33]. Trust and collaboration prove that efforts to enhance stakeholder integration practices that build trust in supply chains even in the context of an emerging economy can present benefits that lead to superior performance. Thus, the effective and efficient management of the adopted variables will gradually accrue benefits whether in the context of a developed or developing country [27, 28].

Supply chain practices that ensure disclosure of environmental practices leading to visibility across the supply chain advance environmental performance leading to sustained competitive benefits and financial increase. In as much as these benefits also go to improving the financial capacity of a firm, they further ensure flexibility and efficiency, which are vital in sustaining stronger competitive market positions [29, 30]. Supply chain collaboration allows chain members to become more sensitive to changes in the market. By working together closely, supply chain members may increase their capacity to meet consumer demands through flexible options and resource sharing [31].

3. Methodology

Systematic review refers to research that bears on a particular question, using organized, transparent, and replicable procedures at each step in the process [32]. Systematic reviews collect all possible studies related to a given topic, and design, and review their result [33]. A systematic literature review is a suggestion that the previous literature accurately and reliably analyzed the quality of peer-reviewed journals by preferred reporting items and consisting of a meta-analytical structure (PRISMA) [34]. PRISMA provides a four-stage flow diagram demonstrating the sample identification for screening

and then for eligibility testing and the final demonstration of the studies included in the study. The flow of the PRISMA diagram and text should describe clearly the process of report selection throughout the review. PRISMA should report distinctive information identified in searches, records excluded after preliminary screening or screening of titles and abstracts excluded in the reports retrieved for detailed evaluation, potentially eligible reports that were not, saved reports that do not meet the requirement for inclusion criteria, and the primary reasons for exclusion, and the studies included in the review. PRISMA lies in its generality and possible to provide more consistency across its reviews [34, 35]. This review followed four steps, which include, establishing the inclusion/exclusion criteria for study selection, identifying relevant quality studies, evaluating the literature, and finally reporting the findings.

3.1. Selection of Article from Database

Databases and search engines such as Scopus, Elsevier's Science Direct, Google Scholar and Research Gate allow you to quickly know the relevance of an article. Likewise, to establish the ranking of a journal, sites such as Scimago (SJR) and Journal Citation Reports, Google Scholar, and journals indexed in its database; variables such as h index, impact factor, and dating trend, will be of great help to establish the quality of the journal. Mention also, that by the strategy of the methodology, having previously made a rigorous review and listing of journals, the requirements of this phase are in large percentage covered [36]. This review used many databases that published the related research in the English language from Emerald, Google Scholar, Research Gate, Wiley online library, Tyler and Francis, and Springer Link.

3.2. Identification and Selection of Articles

This section of the review thoroughly, gives a full explanation and justification for the searching and managing steps listed earlier. In particular, justification must be stated for the source of the findings or searching strategy, search terms and limits used, inclusion or exclusion criteria, how studies were screened (e.g. abstract screening, and many people data extraction, how dissimilarity of inclusion was decided between reviewers and method of quality assessment. A full explanation/justification of methods of statistical analysis should be provided [37]. For this review, identification, and selection of published articles based on relative keywords, assessing the relevance of articles related to SCMP, and trust and collaboration included. Search databases included the Research Gate, Web of Science, Scopus, and Google Scholar. For this purpose trust and collaboration in SCMP, the keyword in identified journals and Inclusion criteria include all types of records, including reviews, reports, and research (both qualitative and quantitative) published in the English language, available as full texts, and from published articles from and

records that are not relevant to the aim of the scoping review.

Inclusion Criteria: Published in the English language, Standard journals, Published in 2010-202, and Trust and collaboration in SCMP

Exclusion Criteria: Articles other than the English language, duplicate, Keywords which are not related to objectives, and Thesis not published.

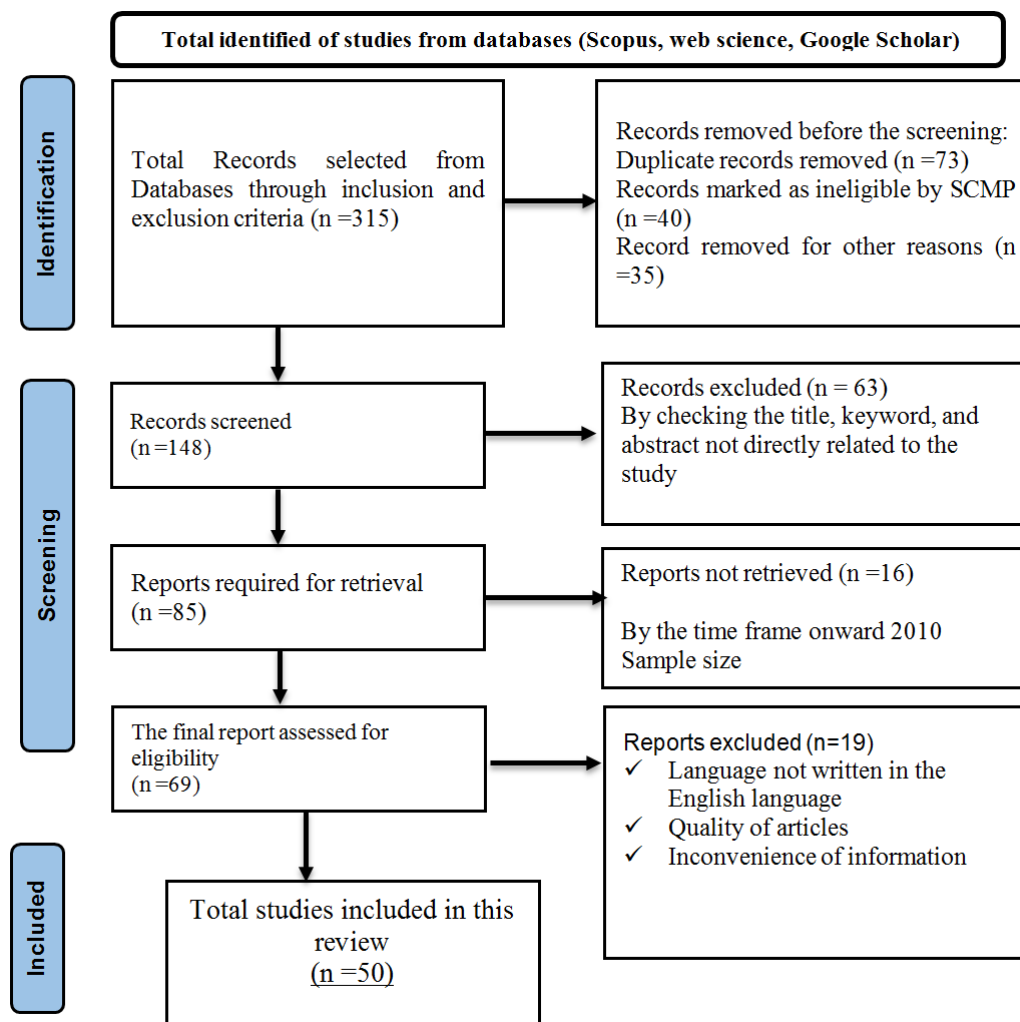


Figure 1. PRISMA-SCR flow diagram indicating the summary of the selected article adopted from [35].

4. Discussion

4.1. Trust and Collaboration in Practices of Supply Chain Management (Theme1)

SCM practices affect every organization; hence to be relevant and dominant in a current competitive environment, managers of organizations have to put more effort into their key result areas [38, 49]. Supply chain practices improve their operational performance by maintaining long-term supplier relations; they have instituted customer relationship management as a key tool for improving their engagement with customers [19]. A high level of trust increases the participation of the parties in is supply chain, and the boundaries of the

organizations become uncertain. Mutual trust plays an important role in the supply chain collaboration [39].

4.2. Trust in Supply Chain Management (Theme2)

Trust is described as the belief by one firm that the exchanging partner will stay away from actions that may result in bad outcomes and engage in actions that create positive outcomes for all partners involved [40]. One partner is confident about the trustworthiness and honesty of the exchanging partner [41]. Trust is mutual understanding between the suppliers and customers and helps suppliers and distributors have the opportunity to make a fair profit, and the presence of high quality was required from the manufactured products, where they strove to reduce costs and keep prices reasonable [42]. Trust has a strong influence on partners in supply chains [43].

It is an essential prerequisite and management mechanism for building relationship capital with suppliers, enabling supply chain partners to focus on the long-term benefits of the relationship, thereby increasing competitiveness [44]. Trust sharp as developed when the parties involved have trustworthy characteristics. Credibility and kindness are considered important trustworthiness characteristics in both parties [45]. Trust is a multidimensional construct that includes the trustworthiness characteristics of the parties, their attitude toward uncertainty, and their propensity or willingness to take risks [46]. Trust plays a vital role in shaping new supplier-manufacturer relationships when supply chain collaboration happens [47]. Some studies have suggested that working partners with high trust are less hesitant to provide complete information and trust the information they receive, resulting in a higher desire to act. High levels of trust, in particular, offer incentives for open communication and willingness to take risks amongst partner enterprises in a manufacturer-supplier relationship [48].

Studies from the past shed light on several forms of trust, showing that their definitions significantly overlap. These include expertise, calculative, competence, integrated trust, trust in integrity, trust in predictability, trust in credibility, trust in goodwill, deterrence-based, knowledge-based, and contractual trust [45, 50-52].

4.3. Collaboration in Supply Chain Management Practices (Theme3)

Supply chain collaboration has been a major component of competitive strategy to enhance organizational productivity and profitability. Collaboration is a recent trend in supply chain management that focuses on joint planning, coordination, and process integration between suppliers, customers, and other partners in a supply chain. Its competitive benefits include cost reductions increased return on assets, and increased reliability and responsiveness to market needs [53]. Supply chain collaboration is one kind of cooperation among enterprises in the supply chain. Companies have devised many collaborative schemes to improve interaction and coordination in the chain [15, 23]. Collaboration in the supply chain that promotes inter-organizational cooperation, information sharing, and knowledge, in which two or more independent organizations work together to align the processes of the SC; and it helps to communication of partners [42]. Collaboration between manufacturers and suppliers includes developing pertinent plans, proposed solutions, and procedures for the supply chain's ultimate strategy [44, 54].

Many researchers argued that collaboration in the supply chain enables manufacturers and suppliers to comprehensively understand future demand, establish a realistic approach to gratify that need, and analytically coordinate all associated actions [51, 55-57]. Supply chain collaboration between partners is vital for the inter-organizational relationship of focal firms nowadays. Trust-based and long -time

relationships with suppliers have many benefits for focal firms to achieve better supply chain performance on the customer side of the chain [57].

The supply chain collaboration can be the activities between supply chain members where information is shared, trust and openness are present, coordination and planning are jointly done, mutual benefits and sharing of risks exist between supply chain members, and mutual recognition of mutual interdependence with shared goals that are subject to compatibility of corporate policies [58]. Collaboration with different partners can enhance the efficiency of accomplishing tasks, and can even come up with possible results. Firms collaborate both internally and externally. Internal collaboration exists within colleagues or departments in a firm to realize the firm's common goals and objectives. External collaboration covers every party a firm transacts externally with, such as suppliers and customers [59].

L. Jum [60] examined buyer-supplier collaboration dimensions of incentive alignment, joint decision-making, and information sharing about adaptation, commitment, trust, and relationship continuity most of which were found to have a positive and significant relationship. Also, collaboration recursive process where people or organizations work together in an intersection of common goals by sharing knowledge, learning, and building consensus [1]. Collaboration provides a cultural environment that is not under a boundary while other relationships are limited to synchronization of decisions and processes. However, traditional relationships essentially complement operations of collaboration [52]. Trust and commitment to collaboration between partners in supply chains [43, 53]

Organizations transition from rivalry to cooperation because of their desire to meet and surpass customers' expectations and achieve high customer satisfaction. Information sharing, resource sharing, cooperative communication, and shared knowledge are four aspects of supply chain collaboration that have a positive and substantial impact on manufacturing companies' environmental performance. Collaboration within the supply chain played a significant role in mitigating the impact of stakeholder commitments on dry port firms' performance. The supply chain has an impact on partners' cooperative behavior, which is a prelude to relationship commitment. Cooperation has a beneficial impact on all three stages of manufacturer resilience [43, 44, 57, 56].

Supply chain collaboration dimensions, namely information sharing, resource sharing, collaborative communication, and joint knowledge, are all having positive and significant effects on the environmental performance of manufacturing firms. Supply chain collaboration had an important role in mediating the effect of stakeholder commitments on the performance of dry port companies. Building trust and relationship commitment (through shared values, communication, and relationship benefits) are very important for today's supply chain management. Environmental uncertainty does not moderate the facilitative effect of the trust relationship with

suppliers on collaboration [19].

The practices of supplier management have a significant positive effect on supply chain performance effectiveness. A new dimension for supply chain management practices of Sudanese manufacturing companies. Findings demonstrate that operational attributes tend to support each other an improvement in one would lead to improvements in others. Thus, for example, if a company plans effectively, it is likely the company also would have effective operations. Lack of trust in the supply chain is a major obstacle to collaboration between firms in the supply chain. Therefore, firms in the supply chain should endeavor to establish trust to create collaboration. SCC has a significant and positive relation with SCP, which means SCC may help to increase the organization's SCP related to the ultimate customer [13, 57, 61, 62].

In general trust and collaboration in practices of supply chain management indicated that collaborative relationships ran on trust should be developed, as most of the supply chain partners are of small scale and have limited access to resources, technology knowledge, and infrastructure required to improve logistics efficiency [14]. Trust is the catalyst for collaborative innovation [55]. Trust and Collaboration in supply chain resolving downstream logistics issues in less sophisticated, and

less organized supply chains, to improve logistics efficiency [14]. The existing literature suggests that trust and collaboration act as a foundation for effective knowledge sharing and collaboration in a supply chain context. When trust is present among supply chain partners, it creates an environment that encourages the exchange of information, ideas, and best practices [56, 57, 30].

5. Overview of Articles Included in the Review

5.1. Content Analysis

The objective of this research paper is to investigate trust and collaboration influencing the practices of supply chain management. To achieve this aim, we reviewed 50 published articles on the subject of trust and collaboration and their influence on practices of supply chain management. This section discusses SCMP research approaches and analytical techniques used in surveys, content analysis, and latent profile analysis.

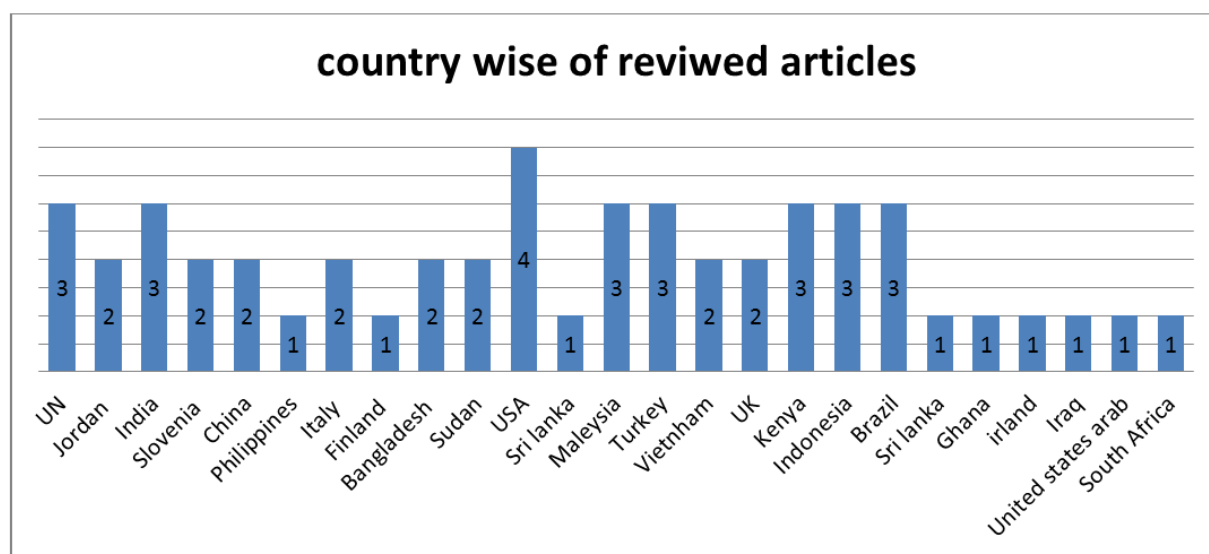


Figure 2. Country included in review article.

5.2. Country Included In Review Article

The review article examined studies from different countries to gain a comprehensive understanding of trust and collaboration in practices of supply chain management. The studies were not limited to any specific region or continent, and instead, diverse ranges of countries were included in the review. This approach ensured that the research findings were reflective of a global perspective and were not limited to any particular cultural or geographical context. Among the coun-

tries USA, included four articles and other country like Turkey, Malaysia, Indonesia, Brazil, Kenya, India, and included 3 articles and others included one articles.

5.3. Year of Publication

The number of publications on the effects of trust and collaboration in practices of supply chain management, which indicated that they were published after 2010 and 2023, is indicated in the graph. The graph below shows the number of

publications in the year mentioned year.

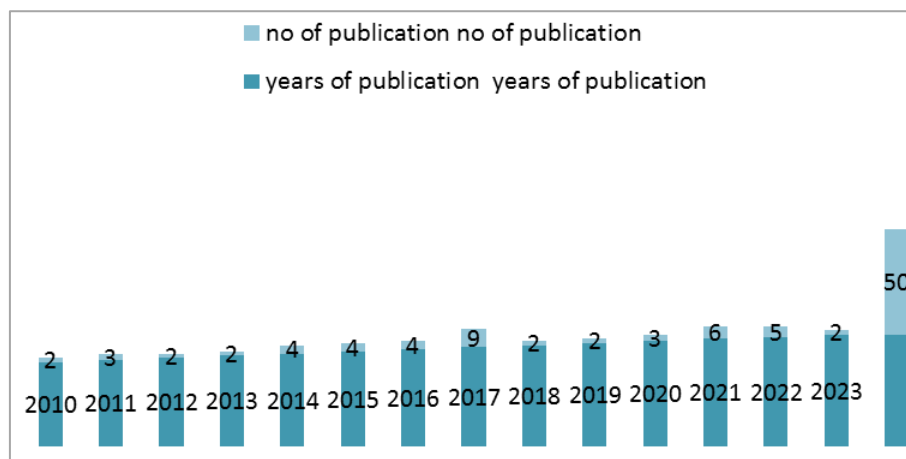


Figure 3. Number of reviewed articles published per selected year.

Figure 3 shows the year-wise distribution of published articles. It shows that articles published on trust and collaboration in the practices of SCM increased, especially in 2017, 2021 and 2022. In general, the publication's selected title is Sharp Rise 2010-2023.

5.4. Research Approach Used

The research approach includes mixed, quantitative, and qualitative methodologies. The figure below shows the research approach used in selected articles.

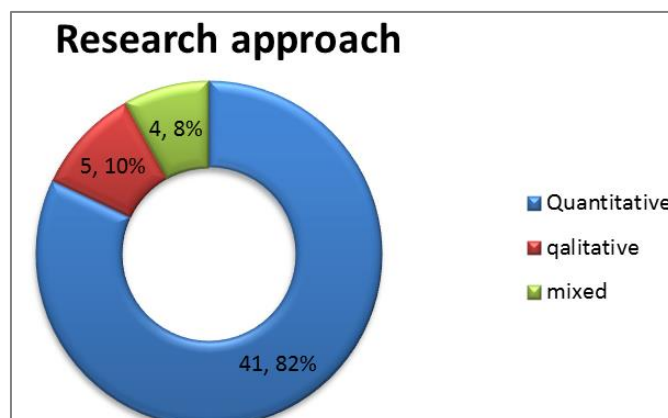


Figure 4. Methodologies used in selected studies.

Figure 4 above shows that 82% of the reviewed articles utilized a quantitative research approach, 8% used a qualitative research approach, 10% used a mixed research approach, and only 10% used a qualitative research approach.

6. Conclusion, Future Research Direction and Limitation

6.1. Conclusion

Supply chain management practices significantly affect

organizations, and managers must invest in key result areas to remain relevant and dominant in the competitive environment. Trust is a crucial factor in supply chain management, as it ensures mutual understanding between suppliers and customers, leading to fair profits and high-quality products. Trust is essential for building relationship capital with suppliers, enabling them to focus on long-term benefits and increase competitiveness. Collaboration in SCMP is a major component of competitive strategy, focusing on joint planning, coordination, and process integration between suppliers, customers, and other partners. It has competitive benefits such as cost reductions, increased return on assets, and increased

reliability and responsiveness to market needs. Collaboration between manufacturers and suppliers involves developing pertinent plans, proposed solutions, and procedures for the supply chain's ultimate strategy. Trust-based and long-time relationships with suppliers have many benefits for focal firms to achieve better supply chain performance on the customer side of the chain.

Both internal and external collaboration and trust are essential in supply chain management, with internal collaboration occurring within colleagues or departments and external collaboration covering all parties a firm transacts with, such as suppliers and customers. Trust and collaboration play a crucial role in developing collaborative relationships, especially for small-scale partners with limited access to resources, technology knowledge, and infrastructure. Trust and collaboration act as a foundation for effective knowledge sharing and collaboration in a supply chain context, creating an environment that encourages the exchange of information, ideas, and best practices.

Publication of articles from a global perspective: The review paper contained studies from different countries, confirming that trust and collaboration in SCMP were thoroughly published from a global standpoint. This method admits that these ideas are not constrained by any specific cultural or geographic area.

Mostly published years: The number of publications on trust and collaboration in SCMP has increased over time, particularly in 2017, 2021 and 2022. This indicates a growing interest in and recognition of the importance of these concepts in the field of collaboration and trust in SCMP.

Research Approaches Used: The majority of the reviewed articles (82%) utilized a quantitative research approach, followed by a mixed research approach and a smaller proportion employed a qualitative research approach. This suggests that researchers often employ empirical methods to study trust and collaboration in SCMP.

6.2. Managerial Implication

Build long-term relationships: Developing long-term relationships with suppliers, customers, and partners is essential for trust and collaboration. Managers should focus on building relationships based on mutual respect, open communication, and shared objectives. This can be achieved through regular interactions, joint planning, and information sharing.

Transparent information sharing: Trust is built on transparency. Managers should facilitate the sharing of relevant information among supply chain partners. This includes sharing demand forecasts, production schedules, inventory levels, and performance metrics. Transparent information sharing helps in aligning the activities of different partners, minimizing uncertainties, and enabling effective decision-making.

Clear communication channels: Establishing clear communication channels is vital for collaboration in the supply

chain. Managers should ensure that there are open lines of communication between different stakeholders, including suppliers, manufacturers, distributors, and customers. Regular meetings, conferences, and technology-enabled communication platforms can facilitate effective communication and coordination.

Mutual benefits and incentives: Collaboration is strengthened when all parties involved perceive mutual benefits. Managers should design supply chain partnerships and agreements that create win-win situations. This can be achieved by aligning incentives, sharing risks and rewards, and fostering a sense of shared responsibility. Incentives like performance-based contracts, shared savings, or revenue-sharing arrangements can motivate partners to work together towards common goals.

Organisations should invest in trust-building initiatives. Implement practices that foster trust between suppliers, customers, and other partners. Develop long-term relationships. Suppliers should promote transparency and Provide accurate and timely information to customers and other partners regarding product availability, lead times, pricing, and Demonstrate reliability. Customers should prioritise building trust. Look for suppliers and partners who prioritise trust and transparency in their operations. Small-scale partners: Leverage collaborative networks. Seek opportunities to collaborate with larger, more established partners who can provide access to resources, technology knowledge, and infrastructure. This can help overcome limitations and enhance competitiveness.

6.3. Recommendations

Explore Qualitative Research Approaches: The majority of the reviewed articles used quantitative research approaches; there is a need for additional studies on qualitative research methods in studying trust and collaboration in SCMP. Qualitative approaches, such as in-depth interviews and case studies, can provide insight into the underlying factors, processes, and dynamics influencing trust and collaboration in supply chains. Combining qualitative and quantitative methods (mixed research approach) can provide a more wide-ranging understanding of the SCMP.

Data Analysis Methods: (SEM) was the most commonly used data analysis method, researchers should consider diversifying their analytical approaches. Exploring other statistical techniques, like regression analysis, descriptive statistics, data mining, and content analysis, can provide additional insights into the complex relationships and patterns related to trust and collaboration in SCMP. Additionally, incorporating content analysis as a method for data analysis can provide valuable qualitative insights from textual sources such as interviews, surveys, and documents.

Longitudinal Studies: The research paper highlighted an increasing trend in publications on trust and collaboration in SCMP. To build upon this trend, researchers should consider

conducting longitudinal studies that track the evolution of trust and collaboration over time. This can provide insights into the dynamics and sustainability of these practices and help identify factors that contribute to their success or failure.

6.4. Future Research Direction

Direction for future research is an imperative viewpoint for systematic reviews [64]. Based on the review of findings of the research conducted on trust and collaboration in practices of supply chain management there are many future research directions placed. Consider supply chain organizations' opinions and increase the number of main contractor organizations. The collaboration of supply chain partners is being recognized in business as an evolving relationship; hence, the number of collaborating firms will increase in the future. In this regard, this study serves as a basic guideline for firms to strengthen and maintain collaborative relationships. More data can be collected in the future, and this is a scope for future research. By collecting data from multi-industry, this study gives a broad understanding; however, the analysis of data collected from a single industry would make the result more useful for that particular industry. Development of a quantitative study involving the variables defined in this study to support the validation of the theoretical construct.

Examines the effect of collaborative action as a mediating variable on manufacturers' resilience, and future studies can explore the mediation or moderating mechanisms of other variables. Developing theory about whether, why, and under which conditions trust may have suboptimal, or even detrimental, effects on supply chain practices, empirically investigate the impact of increasing levels of trust on supply chain performance more thoroughly, by treating trust as a continuous (rather than dichotomous) variables. Collaboration involves different parties, both internally and externally, and they may have different perceptions of their collaboration practices.

Funding

This study did not receive financial support from public, commercial, or not-for-profit organizations.

Conflicts of Interest

The authors have no conflicts of interest to declare.

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