A SYSTEMATIC LITERATURE REVIEW: THE ROLE OF SUPPLY CHAIN MANAGEMENT IN ENHANCING CORPORATE OPERATIONAL PERFORMANCE

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Abstract

In a company, operational performance must be achieved to fulfill the company's strategy. The main objective of this systematic literature review is to explore and identify the role of Supply Chain Management (SCM) in enhancing the operational performance of companies by providing an overview of SCM across various organizations. The research methodology involves analyzing scientific articles based on the criteria of selecting articles published within the time frame of 2019-2024 from journals in quartiles (Q1, Q2, Q3, and Q4). Utilizing the Watase Uake Prisma tool, 24 selected articles were produced. The results affirm that SCM plays a vital role in improving the operational performance of companies. The novelty of this article lies in its comprehensive approach to analyzing the role of SCM across different types of companies. Additionally, the authors integrate existing literature findings to identify the most commonly applied SCM strategies or practices. Overall, this research highlights the importance of effective SCM strategies and practices in enhancing operational efficiency, as well as identifying the challenges faced by companies in implementing SCM.

Keywords: Supply Chain Management; SCM; Company; Operational Performance

INTRODUCTION

Supply Chain Management (SCM) plays a pivotal role in the mechanism of international labor distribution (Son & Kim, 2022). A supply chain can be defined as a system or series of activities designed to support a company in planning, controlling, and executing tasks across various stages, including production, distribution, and marketing, until the products reach the consumers. SCM represents an integrated process encompassing activities such as sourcing raw materials from suppliers, adding value through manufacturing, storing inventory, and delivering finished goods to retailers and end consumers (Maharani et al., 2022; Yusuf & Soediantono, 2022).

Figure 1
SCM Component

The supply chain management (SCM) practices implemented by companies include selecting and evaluating suppliers, delegating inventory management to suppliers, adopting eco-design, improving packaging, implementing reverse logistics, and fostering active collaboration with suppliers. Indonesia currently contributes significantly to secondary global pollution. Consequently, the government is evaluating companies to encourage the production of environmentally friendly products. This situation has driven many companies to adopt SCM integrated with Enterprise Resource Planning (ERP) systems, which have been in use for some time. Companies are enhancing both internal and external integration to sustain operational performance (Qadri & Dino, 2022).

According to Dumitrascu et al. (2020), SCM has become a vital strategy for companies, as an integrated relationship between supply chains and the organization

minimizes total costs, including raw materials, transportation, facilities, production, and inventory expenses. SCM constitutes a cohesive process that encompasses sourcing raw materials from suppliers, value-adding processes that transform materials into finished goods, inventory management, and the distribution of these goods to retailers and consumers. Performance, in this context, refers to the outcomes achieved by corporate management in effectively managing assets over a specific period (Mukhsin & Suryanto, 2022). Operational performance is the measurement of a company's outcomes against predetermined standards. Achieving operational performance is critical for realizing corporate strategies, allowing companies to evaluate and confirm that their operational targets are met (Prabowo & Nasito, 2023).

Pramono et al. (2023) highlighted that supply chain strategies play a crucial role in enhancing company performance. To remain competitive, organizations must focus on their internal operations. Variables such as product quality, process quality, efficiency, productivity, and operational performance are commonly used to represent an organization's internal operations (Khan et al., 2022). Performance targets set by companies motivate individuals to meet these goals, serving as benchmarks to measure organizational and individual success in operational activities. Strong performance ensures the company's sustainability (Jamaludin, 2021).

Operational performance can be evaluated using four key aspects: cost, flexibility, quality, and delivery. Cost is measured through inventory turnover, flexibility through process adaptability, quality through product standards, and delivery through on-time shipments (Maharani et al., 2022; Anastasia et al., 2024). Most previous research has focused on individual companies, leading to a lack of understanding regarding the role of SCM in improving operational performance across multiple organizations within a single study.

The primary aim of this systematic literature review is to explore and identify the role of SCM in enhancing corporate operational performance by presenting SCM applications across various companies. Additionally, the review highlights the urgency and strategic importance of SCM implementation while addressing the challenges associated with its adoption. The novelty of this article lies in its comprehensive approach to analyzing SCM's

role across diverse industries. It also integrates existing literature findings to identify the most widely adopted SCM strategies and practices.

RESEARCH METHOD

This study employs a Systematic Literature Review (SLR) approach, involving systematic steps in the collection, selection, and analysis of literature related to research on the role of Supply Chain Management (SCM) in corporate operations. The SLR process consists of three phases: planning, execution, and reporting (Dakalbab et al., 2024).

The planning phase is the initial stage of the SLR, which involves defining the research objective and formulating more specific research questions. After identifying the research focus—namely, the role of SCM in corporate operations—the selection phase is conducted by searching for articles using predetermined keywords. The final phase, reporting, involves presenting the findings from all relevant articles aligned with the research questions.

By employing the SLR approach, this study aims not only to provide theoretical contributions for further research but also to offer insights for management on considerations for implementing SCM within their organizations. Research Questions (RQs) are crucial to ensure that each step of the research process is grounded and relevant. Thus, this study seeks to provide in-depth insights through the following three RQs:

1. **RQ1**: How does supply chain management contribute to improving corporate operational performance?
2. **RQ2**: What are the most effective SCM strategies and practices for enhancing operational efficiency?
3. **RQ3**: What challenges do companies face in implementing supply chain management?

Search Planning and Strategy

To identify relevant studies, the researcher employed a research strategy encompassing digital libraries, keywords, and selection criteria. These criteria are illustrated in Table 1.

Tabel 1
Search Strategy

Search Strategy	**Description**
Digital Libraries	Watase Uake Publish or Perish Google Scholar Scopus Science Direct Taylor&Francis IEEE MDPI ResearchGate
Keywords	"Supply Chain Management" and "Companies" or "Company"; "Supply Chain Management" and "Operational Performance"
Criteria	(2019-2024) (Q1, Q2, Q3 dan Q4).

To identify relevant studies, the researcher utilized digital libraries such as Watase Uake, Publish or Perish, Google Scholar, Scopus, ScienceDirect, Taylor & Francis, IEEE, MDPI, and ResearchGate. These sources provide academic literature that supports the needs of this research. The article search employed the keywords "Supply Chain Management" and "Companies" or "Company"; "Supply Chain Management" and "Operational Performance." The article selection criteria included publications from the last five years (2019–2024) and journal quartiles ranked as Q1, Q2, Q3, or Q4.

RESULTS AND DISCUSSION

A total of 207 Scopus-indexed articles were identified using the Watase Uake tool, meeting the criteria based on the required keywords for this study. Following the screening process, 4 duplicate articles were found and deemed ineligible for further selection. The article selection process adhered to the predetermined inclusion criteria established for this research. Additionally, 34 articles were excluded because they were published outside the required time range (2019–2024), and 20 articles were not part of journals within the specified quartiles (Q1, Q2, Q3, and Q4). In total, 58 articles were eliminated for failing to meet the criteria for progression, leaving 149 articles for further screening.

After undergoing multiple rounds of screening with Watase Uake, 15 articles were identified as meeting the research scope criteria. These were selected independently by the author through a review of the titles and abstracts of the 149 articles. Recognizing that 15 articles were insufficient as references, the author sought 12 additional articles from various sources, including Publish or Perish, Google Scholar, Scopus, ScienceDirect, Taylor & Francis, IEEE, and MDPI. However, after uploading these to Watase Uake and conducting further screening, only 9 articles met the criteria. As a result, 24 scientific articles were selected for analysis and reporting. Through this process, these 24 articles are expected to adequately address the research questions posed in this study.

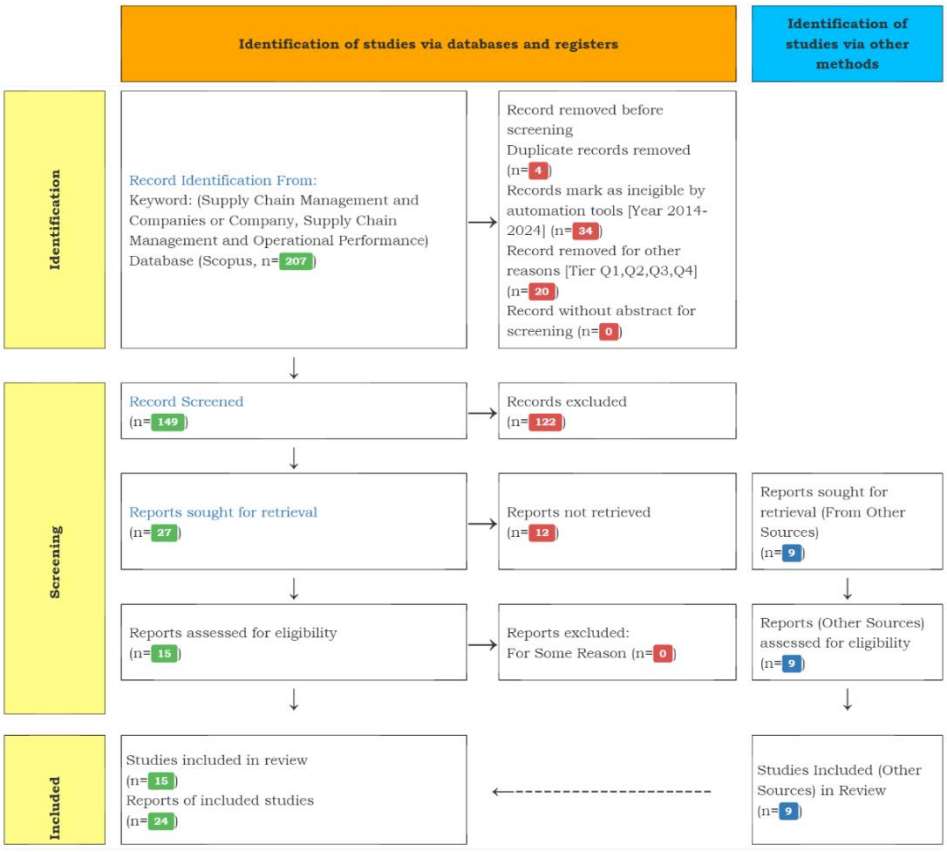

Figure 2
Reporting Results of a Systematic Literature Review (SLR) Using PRISMA

The following Table 2 represents a more detailed explanation of the literature used as the basis for analysis.

Table 2
Journal Classification

No.	Authors Name	Company Type/Research Site	Journal Publisher	Quartile
1	Ellram & Ueltschy Murfield, 2019		Elsevier Inc.	Q1
2	Ishida, 2020	Automotive equipment, personal computer (PC), and household furniture companies	Institute of Electrical and Electronics Engineers Inc.	Q2
3	R. Lee, 2021	Small and Medium Enterprises (SME) Manufacturing Company	Multidisciplinary Digital Publishing Institute (MDPI)	Q2
4	Jamaludin, 2021	Small and Medium Enterprises (SME)	Growing Science	Q2
5	Almajali, 2021	Companies in Jordan	Growing Science	Q2
6	Son & Kim, 2022	Technology Company	Multidisciplinary Digital Publishing Institute (MDPI)	Q2
7	Raj et al., 2022	Manufacturing Company	Elsevier Inc.	Q1
8	K. L. Lee et al., 2022	Manufacturing Company in Malaysia	Growing Science	Q2
9	Khan et al., 2022	Manufacturing Company	Multidisciplinary Digital Publishing Institute (MDPI)	Q2
10	Haddouch et al., 2022	Companies in Morocco	Sciendo	Q2
11	Cortes-Murcia et al., 2022	Companies	Institute of Electrical and Electronics Engineers Inc.	Q2
12	Al-Nawafah et al., 2022	Private Hospitals in Jordan	Growing Science	Q2
13	Jasin et al., 2023	Manufacturing Company	Growing Science	Q2
14	Jarrah, 2023	Companies in Jordan	Growing Science	Q2
15	Idris et al., 2023	Manufacturing Company	Growing Science	Q2
16	Ding, 2023	Automotive Manufacturing Company	PeerJ Inc.	Q1
17	Shehadeh et al., 2024	Pharmaceutical Company	Growing Science	Q2

No.	Authors Name	Company Type/Research Site	Journal Publisher	Quartile
18	Okeke, 2024	Oil and Gas Company	Elsevier BV	Q1
19	Komal & Saad, 2024	Textile Company	Elsevier BV	Q1
20	Hasibuan et al., 2024	Public Sector Company	Growing Science	Q2
21	Gelagay & Werke, 2024	Manufacturing Company	John Wiley & Sons Inc.	Q1
22	Feng et al., 2024	Manufacturing Company	Multidisciplinary Digital Publishing Institute (MDPI)	Q2
23	Ermawati et al., 2024	Wood Processing Company (Primary Forest Product Industry)	Growing Science	Q2
24	Anastasia et al., 2024	Manufacturing Company	Growing Science	Q2

The Role of Supply Chain Management in Enhancing Corporate Operational Performance

Supply Chain Management (SCM) plays a crucial role in enhancing a company's operational performance (K. L. Lee et al., 2022; Shehadeh et al., 2024). This finding is consistent with Jamaludin's (2021) research, which revealed that SCM has a positive and significant impact on company performance. It indicates that the higher the level of SCM implementation in a company, the better its performance. Improved SCM enhances business performance by providing a competitive advantage (Jarrah, 2023).

SCM is a method to optimize a company's operational activities to minimize costs and achieve customer satisfaction, realized through fostering good relationships with suppliers, effective production, and strong customer relationships (Jamaludin, 2021). In line with the findings of the literature review by Ellram & Ueltschy Murfield (2019), over 58% of published SCM research in industrial marketing management focuses on buyer-supplier relationships and other purchasing and supply management topics (Ellram & Ueltschy Murfield, 2019). Research by Idris et al. (2023) also found that supply chain integration capabilities have a direct, positive, and significant impact on operational performance. All companies studied by Haddouch et al. (2022) in Morocco implemented SCM practices at

various levels depending on their sector. The combination of SCM strategies and organizational competencies can generate overall sustainable business performance among SMEs (R. Lee, 2021).

The automotive industry has traditionally applied relatively local SCM strategies centered around the region where the company is located, while the PC industry has shifted to models leveraging global supply chains (Ishida, 2020). Other studies also mention that Green Supply Chain Management (GSCM) influences operational performance (Almajali, 2021; Khan et al., 2022; Anastasia et al., 2024), with evidence that better GSCM practices lead to improved company performance (Jasin et al., 2023). In this context, GSCM refers to the process by which companies source resources from suppliers, transform them into finished goods, and deliver them to customers, while considering environmental issues (Almajali, 2021). The urgency of applying GSCM practices to improve operational performance will be further discussed in this article.

The most effective supply chain management (SCM) strategies and practices in enhancing operational efficiency for companies

Textile contributors such as China, Hong Kong, Pakistan, Turkey, India, Bangladesh, and the United States have begun to adapt SCM strategies to maintain success globally (Komal & Saad, 2024). SCM strategies can boost a company's efficiency. Companies can consider strategies such as streamlining processes, eliminating redundancies, and optimizing resource allocation to enhance operational efficiency (Feng et al., 2024). Furthermore, Komal & Saad (2024) emphasize that the efficiency of a business process is ensured with SCM support.

SCM can also positively impact the growth and success of a company by considering production and procurement strategies (Hasibuan et al., 2024; Komal & Saad, 2024). Formulating SCM practices is essential for developing effective sustainability strategies (Okeke, 2024). SCM, shaped by maintaining environmental sustainability and fostering stable partnerships, can impact internal integration, external integration, and operational performance. Adopting good Green Supply Chain Management (GSCM) practices allows companies to sustain their supply chains, thereby improving operational efficiency and performance (Anastasia et al., 2024; Ermawati et al., 2024; Okeke, 2024; Idris et al., 2023).

Internal Green Supply Chain Management (IGSCM) presents another strategic offer, as highlighted in the research by Gelagay & Werke (2024), showing that IGSCM practices, such as environmentally friendly design and internal environmental management, positively impact a company's operational performance. Numerous studies indicate that the benefits of GSCM, such as improved company performance, often outweigh the challenges (Feng et al., 2024). The article then presents various challenges in SCM implementation in the subsequent discussion.

Ding (2023) proposes a new technique to measure SCM using the Levenberg-Marquardt Back Propagation (LMBP) algorithm, offering a more impartial approach. Automotive manufacturing companies can enhance their SCM capabilities by improving customer order rates and material readiness. Raj et al. (2022) formulated several mitigation strategies to address SCM challenges in manufacturing companies. Short-term strategies include selecting vendors closer to the company's main manufacturing facilities, redefining safety stock levels, and implementing employee welfare systems to motivate skilled migrant workers. Long-term strategies include embracing end-to-end digital technologies, using Artificial Intelligence (AI), deeper implementation of Machine Learning (ML) techniques, setting up real-time visibility control towers leveraging big data, formulating business continuity, and considering autonomous vehicles or drones for long-distance travel and delivery.

The challenges faced by companies in implementing supply chain management (SCM)

The readiness to face the fast-moving world and rapid technological advancements is crucial to keeping organizations competitive (K. L. Lee et al., 2022). Increasing pressure from globalization, customer service demands, and competitive markets has led companies to realize the importance of focusing on specific activities and maintaining them. Green Supply Chain Management (GSCM) practices then became a solution to add value to companies and improve operational performance (Ermawati et al., 2024; Gelagay & Werke, 2024). Research by Feng et al. (2024) identifies other challenges, such as resource availability and high costs.

Raj et al. (2022) highlights ten supply chain challenges faced by manufacturing organizations during the COVID-19 pandemic. These challenges and disruptions are further

categorized into supply-side, demand-side, and logistics-side issues. The study shows that inconsistency in supply and suboptimal manufacturing are the most prominent challenges, followed by labor shortages and vehicle unavailability or delays. To address challenges such as workload, long wait times, responsiveness, and data discrepancies across supply chain operations, information and communication technology (ICT) can be integrated to expand and enhance the effectiveness of supply chain operations, thereby improving production and overall performance (Shehadeh et al., 2024). Technology can also be applied in SCM to enhance visibility through monitoring and tracking capabilities (Cortes-Murcia et al., 2022).

Challenges in upstream and downstream industries include increased product diversity, intensified competition, and more diverse customer needs (Ding, 2023). In response, companies can apply all dimensions of SCM through social media, which can have a positive impact on competitiveness (Al-Nawafah et al., 2022). Furthermore, research suggests that manufacturing companies must develop operational strategies that help implement their competitive strategies, as operational functions are essential in building and maintaining competitiveness (Khan et al., 2022). Moving to technology companies, Samsung Electronics has maintained high manufacturing competitiveness by using SCM strategies (Son & Kim, 2022).

In environments where supply chain competition is prominent, SMEs can enhance their core competencies to improve supply chain performance and thus increase their competitiveness. Additionally, companies can discover new opportunities by enhancing existing supply chains in the short term and exploring and developing new supply chains in the long term (R. Lee, 2021). The implementation of SCM in the UK textile industry is still lacking because managers find it difficult to select strategies and practices that align with their specific situation and product types (Komal & Saad, 2024). Meanwhile, in the oil and gas industry, the challenges lie in the nature of the commodity market and exploration and production segments driven by supply. Institutional pressures also pose a challenge in SCM implementation (Okeke, 2024).

CONCLUSION

This article emphasizes that Supply Chain Management (SCM) plays a vital role in enhancing a company's operational performance. Additionally, SCM functions to optimize operational processes, reduce costs, and increase customer satisfaction. The focus on implementing Green Supply Chain Management (GSCM) practices is also highlighted as a crucial step in improving operational performance, considering sustainability aspects. This article provides valuable insights for companies on how to optimize SCM strategies for better performance. Overall, this research underscores the importance of implementing effective SCM strategies and practices to enhance operational efficiency while identifying challenges companies face when applying SCM, which highlights the need for adaptation and proper strategies to improve competitiveness and efficiency across various companies.

However, this study has several limitations. Firstly, the article only presents an overview of SCM implementation in large companies, leaving a gap in information regarding SCM practices in Micro, Small, and Medium Enterprises (MSMEs) and public sector organizations. Future research is encouraged to broaden its focus to include MSMEs and public sector organizations. Secondly, the generalizability of this study is limited due to the literature selection process, which involved various criteria that led to the exclusion of many articles from the systematic review. Thirdly, the article selection and criteria were based on the researchers' perspective, which may introduce perspective bias, even with the use of Watase Uake as a supporting tool.

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