

Impact of supplier collaboration and firms' Risk management capabilities on the Organizational Performance in Oil Marketing and LPG Marketing Companies Sector Companies of Pakistan

Abdur Rehman Arif¹, Muhammad Haroon Malik², Arman Khan³, Waseem Khan⁴,
Tanzila Abdul Karim⁵, Shumaila Jabbar⁶

^{1,2,3,4,6} PhD Scholar at Putra Business School, Universiti of Putra Malaysia.

³ Lecturer, Department of Business Administration, Shaheed Benazir Bhutto University, Shaheed Benazirabad, Pakistan

⁵ Visiting Lecturer, University of Education Bank Road Campus Lahore, Pakistan

Corresponding author: armankhan@sbbusba.edu.pk

Abstract: This paper aims to examine the supplier collaboration and its impact on the firm's performance. The study was done also by keeping in view the risk management capabilities of the firms and its relationship between firms performance and supplier collaboration. Hypothetically, it has been said that the integrating of the supply chain elements brings out the strategic advantage for an organization in a much competitive environment. The proposed study is quantitative in nature in which the business performance of the organizations pertaining to Oil Marketing and LPG Marketing Companies sector is studied while keeping in view the effect of supplier collaboration. Moreover, the mediating effect of firm's risk management capabilities was also analyzed. The survey was conducted using convenience sampling. Moreover, 200 responses were gathered from (supply chain, retail, and marketing and logistics industry professionals) from the Oil and LPG marketing companies. Data was analyzed through SPSS software and various data analysis tests were done on collected data. Results signify that supplier collaboration significantly influences firm's performance and also the risk management capabilities of the firms moderately mediate the relationships between supplier collaboration and firm's performance. Therefore, this paper will be a useful reference for the policymakers, academicians, and future researchers.

Keywords: Supplier Collaboration, Firm's Performance, Risk Management Capabilities, Oil and LPG Marketing Companies.

1. Introduction

The oil industry is characterized as highly unreliable and one cannot predict it; it's a volatile industry because of the erratic circumstances like the sudden and abrupt decline of prices, the upward trend of the production costs which are also associated with the costs of transportation and the logistical losses and anomalies, ever changing standard operating procedures, increasing demand from dispersed and different stake holders. Though various cloistered manufacturing companies have undertaken to cooperate with their suppliers, but they have been unsuccessful in ensuring the relationship continuousness. This led to the stumpy level of suppliers' retaining, loss of relationship allegiance, customer displeasure and disappointment in meeting future expectations & purposes.

The oil industry is critical to the world economy and it is also the backbone of many economies. The performance assessment in the industrial sector is vital to improving industry's performance and the entire world economy. In the international oil and gas sector, people have long recognized the existence and importance of a wider range of stakeholders, but oil companies need to achieve their consistent goals, which depend largely on the effectiveness they use to measure and manage their market performance. Concurring goals cannot be accomplished without proper management, unless each unit of the organization does not strive to accomplish its objective. The performance of these organizations is vital not only for the firms themselves, but also for the economic growth of nations, especially countries who are depending mostly on their oil reserves. In general, the emphasis is on what happens in the oil and gas sector because the main tax contributor in most oil- dependent economies is the oil industry; hence the need to ensure that companies operating in the sector meet the expectations of different interest groups for the sustainable development of both companies and countries. Performance measurement of these companies can be looked at from different perspectives ranging from their relationship with various external and internal stake holders and also their performances which can either be financial or non-financial. However, the best practice requires that companies should perform both financially and non-financially and how well they build PR with their industry and business partners. (Musa Yelwa Abubakar, 2016)

So keeping in view the above insights the main point that will be discussed in this study will be the role of supplier collaboration on firms' performance and how it can enhance organizational performance by also mitigating firms' various risks in the Oil and LPG Marketing Companies of Pakistan.

The lack of information regarding the risk and challenges the organizations faces with respect to the suppliers where complex product operations are involved in Energy sector (Oil and LPG Marketing Companies) of Pakistan it can adhere the overall organizational performances of the

Companies. It is therefore, become imperative for firms to re-strategize their business towards excellence to meet their stake holders' demands and achieve the goals of the Organizational performance.

Various studies have been conducted to study the impact of suppliers on firms' performances but the current model depicts the need to fill the gap particular in this sector i.e. Oil and LPG Marketing companies of Pakistan. Hence by using on field examination and review process the prime motive of this study would be to study the effect of supplier collaboration on the overall organizational performance of by keeping in view the various risks associated to the firms.

Research Objectives

This research paper is aimed to find answers to below questions subject to fill up the research gap in the available literature.

- What is the effect of Supplier Collaboration on firms' Organizational Performance?
- Do firm's risk management capabilities mediate firms' Organizational Performance?

In the proposed research work, the examination the impact of the supplier's collaboration on firm's overall performance will be evaluated. To this end the primarily goal of studying the mediating effect of firms' risk management capabilities on the organizational performance.

This research will add value to existing and already accessible information on supplier-buyer relationship, adaptation and collaboration continuousness and fill the gap on the relationship between these factors especially by providing works from Pakistani Oil Marketing Companies for future references for other researchers.

Definitions of variables

Supplier Collaboration

Supplier collaboration is defined as the couple or various organizations working in a harmony to carry out supply chain tasks in an effective and an efficient manners. It can bring nominal profits and ameliorate overall business functions of the partners. Supplier collaboration is Independent variable for this study.

Risk Management Capabilities

Enterprise risk management (ERM) in business includes the methods and processes used by organizations to manage risks and seize opportunities related to the achievement of their objectives. RMC is considered independent variable for this research.

Organizational Performance

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Organizational Performance is dependant variable.

Literature Review

The performance of any firm depends particularly on the skill set of their leaders as well when implying these company strategies. Silva (2014) termed the core of leaders as a correlation that occurs in-between managers and their subordinates. Since, it's certain that obstacles are there in achieving the organizational

objectives, it's also vital that the ways and methods that leaders use must be supple and reliable to accommodate any changes. The performance of an organizations also depends on their resources, suppliers and stake holders, who are an integral fragment of the any firm and they tend to form a team that works en route for accomplishing the organizational objectives, complete in the market and get profitable advantages (Briggs and Tolliver, 2012).

The tightly interconnected linkage in-between manufacturers and their supply partners allows companies to gain a competitive advantage and help promote innovation. By working closely with suppliers, manufacturers can reduce product cycles and costs, and improve product quality. Although the companies as a network and supply chain partner are doing their best to improve competitiveness by improving the performance of various factors, but still it is impossible to achieve this goal until the manufacturing strategy and business strategy are properly combined and aligned. (Pongpak Banchuen, 2017)

Researchers have studied the inter relation between supply chain management expertise and the firms' economic and organizational performances. Particularly because of the substantial financial profits received from an effective administration of buyer-supplier relationship. Previous empirical readings and researches indicates a positive effect of supplier co-operation on the financial bottom line without evaluating the possible effects of such co-operative activities on sustainability as a whole. (Foerstl, 2012)

Coalition in a cooperative supply chain system is an effective mean of starting and maintaining an existing buyer & supplier relationships. Cooperative association in supply chain clouts the familiarity of all the associates all across the supply chain process and organizes the info and product movement in the buyer - supplier relations (Yang, 2013). Supplier Performance Management also highpoints any routine breaches and loopholes to meet prior approved expectations and outcomes. Ultimately, Supplier Performance can encompass the lifetime of a supplier agreement by guaranteeing that all approved and discussed levels of performances are met during the start of a partnering moment and on a continuous basis subsequently. Supplier Performance Management is predominantly vital for firms dealing with a multifaceted or worldwide supplier network. Several researchers, in the USA and the UK, identified that there is a tendency among manufacturing firms to decrease their supplier's base. There is however little empirical research on suppliers management in other important developed countries, such as Germany, Japan, and China (Were, 2017)

The firms now a days usually gains a competitive advantage by leveraging the resources, skills and capabilities of suppliers, especially their design intellect and acumen. In previous researches the consent on collaboration and innovation between companies and suppliers has also been well established. A study shows that automakers can work closely with suppliers to bring new cars to market faster with more innovative features and less effort. Cooperation between business partners is the key to maximizing product knowledge and innovation, because obtaining external resources and knowledge helps the company to survive and grow. (Chang, 2017)

A deliberate connection between buyer and supplier has been gradually underlined in recent era and it was recognized as a way to mutually improve the performance quality and attain a competitive advantage (Erlacher, 2018). In an extremely competitive business atmosphere, independent and isolated enterprises are no longer autonomous and independent units but they are somehow advocates of diverse

supply chain (SC) systems. This vibrant business atmosphere entails supply chain partners to share information and skills up and down supply chain systems and ultimately improve the overall supply chain management (SCM) practices to achieve their legislative goals. According to the consistency theory, in order to support SC relations, cooperative firms and organizations are required to preserve compatibility, which is characterized by “common practices, values, philosophies and business strategies shared by partners”. Compatibility is also identified and recognized as its aptitude to nurture relationship and cooperation among partnering organizations. (Fakhar Shahzad, 2020)

H1: Supplier Collaboration has a positive impact on the firms’ organizational Performance.

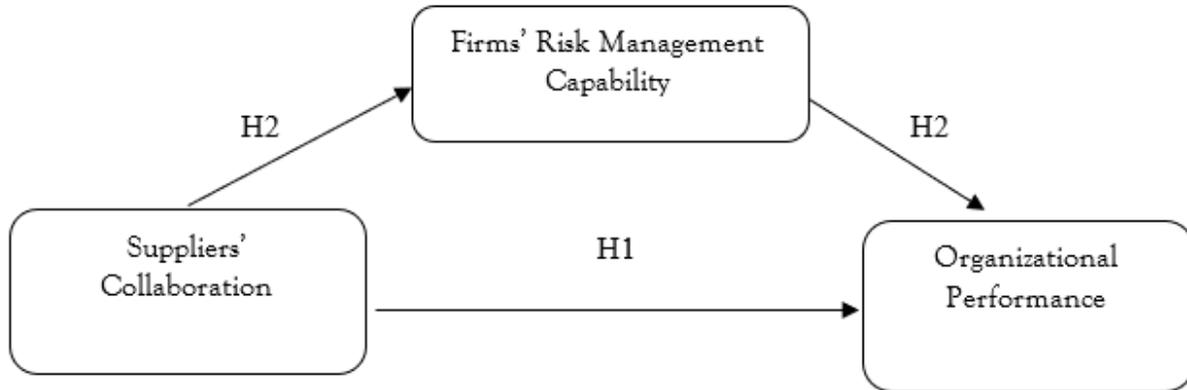
Now considering the risk management part, risk management process involves the assimilation, reassessment and the administration of the impending events as well as the undersigned events of inter organization communication, decision control and supervising the whole process of the event of risk management. Corporate risk management (ERM) there is a risk the perspective of the processes of promoting a holistic pain management added Risk Management is an integral part of the company's government and war. (YevgenBogodistov, 2017)

In nations throughout the world, business development aims to increase financing and increase share prices in the global market. As a result, there has been a main capitalization and financing program for international trade, escorted by cost cutting and reform in many countries around the world, in an attempt to unrestricted working capital and expand performance efficiency (Dong-Wook Kwak, 2017). Risk management rehearses allows businesses and their representatives to hasten decision-making plants ranging from strategy implementation to the execution of these policies in a timely manner. Risk management regulates all the phases and actions that companies will take to recognize any problem that may affect their activities and the best way to lessen their impact on business growth and development. (Stan-Maduka, 2010)

Supply chain risk management techniques have been meticulously studied by scholars, especially in recent couple of decades and some researchers have also tried to identify the backgrounds and outcomes of robust and buoyant supply chains. Nonetheless the significance and instinctive connotation of both risks management capabilities and taking competitive advantages as competitive personas, this association and connection has not been empirically talked about by current researches and readings. Moreover, the relationship in-between supply chain innovation and risk management capabilities and competitive advantages have not been discovered in an integral way. Particularly, the investigation of this connection would deliver valuable understandings that can discover the Klein-Schmeink and Peisl (2013) theoretical proposal that supply chain innovation might not only cause risks but also bring about potential prospects. With an increased level of supply chain innovation, the senior supervisors and the top management may legitimize their energies in upholding heftiness capabilities. The empirical results also establish that a company and the supply chain partner that have supply chain innovation are more likely to apprehend themselves with forming an appropriate grade of pliability capability, which is reliable with Christopher’s (2005) claim. Therefore, logistics or supply chain administrators should be determinedly attentive to the significance of a high degree of supply chain innovations and develop it so as to endure resilience in case of the disorderly supply chain occurrences (Park, 2010)

H2: Firms' risk management capability mediates the relationship between supplier collaboration and organizational performance.

Proposed Theoretical Framework



Research Methodology

This research was conducted on the Oil Marketing and LPG Marketing Companies industry of specifically the oil and LPG marketing companies working in the vicinity of twin cities of Pakistan. Data was collected from various LPG marketing companies and Oil marketing companies for the assessment of the hypothesis. The study is conducted in a single time frame rather than in time-series.

The proposed study is quantitative in nature in which the business performance of the organizations pertaining to Oil Marketing and LPG Marketing Companies sector is studied while keeping in view the effect of supplier collaboration. Moreover, the mediating effect firm's risk management capabilities were also being analyzed.

The study is an on field study as correspondents who are either directly involved or somehow related to the supply chain and logistics and related job role and designations, they were asked to fill the survey/questions. Subject data gathered through filling up of the questionnaires from the relevant industry personnel's and specialists of the energy sector so no research infringement is anticipated.

As convenient sampling method was used for instantaneous study, so random numbers of questionnaire was circulated to mention above working professionals of the relevant organizations.

Sample size of 200 respondents were selected and questionnaires were sent to the organizations and working professionals of oil and LPG marketing companies (details of which were gathered from OGRA database).

All the variables were assessed and measured on a 5 point Likert scale which will have a range from strongly disagree = 1 to strongly agree = 5.

For the supplier collaborations, researchers adopted items from (Mei Cao, 2011), (Daniel R. Krause, 1998). Whereas for Firms' Risk Management Capabilities items from the article of (Jorn-Henrik Thun, 2011) were adopted. Finally, for business performance researchers adopted Items from (Barbara B. Flynn, 2010)

Finally All the data collection from the relevant answerers for this research were assessed and formally analyzed by using approved and acclaimed software SPSS. Following Tests were done to carry out the results.

- Frequency Distribution;
- Descriptive Statistics; (All Variables)
- Reliability Analysis; (All Variables)
- Correlation Analysis; (All Variables)
- Regression Analysis. (All Variables for Organizational Performance)
- Mediation Analysis (All Variables)

Results & Analysis

It is said that this scale has high reliability when producing similar results when we use different variable in different scenario; This advantage; that why; we use set of test scores related to the random error size of the measurement method that can be entered; The most reputable scores are accurate, and consistent from time to time; This means that if the evaluation process is repeated with a team of experts, the same results will be obtained as before; Different types of reliability coefficients are often used, ranging from 0.00 (maximum error) to 1.00 (without error) to indicate the degree of error in degrees.

Correlations Analysis

The most common measure of dependency between the two values is Pearson's correlation; it is obtained by dividing the transactions of two differences by the product of their standard deviation; it shows the change in the variance due to the change in the independent variable

		SC	RISKMGTT. CAP.	Growthinsales
	PearsonCorrelation	1		
SC	Sig. (2-tailed)			
	N	195		
	PearsonCorrelation	.548**	1	
RISKMGTT.CAP.	Sig. (2-tailed)	.000		

Impact of supplier collaboration and firms' Risk management capabilities on the Organizational Performance in Oil Marketing and LPG Marketing Companies Sector Companies of Pakistan

	N	195	195	1
	PearsonCorrelation	.251**	.257**	
Growthinsales	Sig. (2-tailed)	.000	.000	
	N	190	190	

Table 4.1a Correlations for Growth in Sales

The hypotheses had a significant positive correlation with a value of .548** for SC, .257** for Risk Mgt. Cap. at P = .001 respectively

		SC	RISKMG.T. CAP.	ReturnonSales
	PearsonCorrelation	1		
SC	Sig.(2-tailed)			
	N	195		
	PearsonCorrelation	.548**	1	
RISKMG.T.CAP.	Sig. (2-tailed)	.000		
	N	195	195	
	PearsonCorrelation	.280**	.412**	1
ReturnonSales	Sig. (2-tailed)	.000	.000	
	N	195	195	5

Table 4.1b Correlations for Return on Sales

The hypotheses had a significant positive correlation with a value of .548** for SC, .412** for Risk Mgt. Cap. at P=.001 respectively

Table 4.1c Correlations for Growth in Return on Sales

		SC	RISKMG.T. CAP.	Growth inReturnonSales
	Pearson Correlation	1		
SC	Sig.(2-tailed)			
	N	195		
	PearsonCorrelation	.548**	1	
RISKMG.T.CAP.	Sig.(2-tailed)	.000		
	N	195	195	
	PearsonCorrelation	.190**	.321**	

Growth in Return on Sales	Sig. (2-tailed)	.008	.000	1
	N	195	195	

The hypotheses had a significant positive correlation with a value of .548** for SC, .321** for Risk Mgt. Cap. at P=.001 respectively

Table 4.1d Correlations for Growth in Profit

		SC	RISK MGT. CAP.	Growth in Profit
	Pearson Correlation	1		1
SC	Sig. (2-tailed)			
	N	195		
	Pearson Correlation	.548**	1	
RISK MGT. CAP.	Sig. (2-tailed)	.000		
	N	195	195	
	Pearson Correlation	.169*	.404**	
Growth in Profit	Sig. (2-tailed)	.018	.000	
	N	195	195	

The hypotheses had a significant positive correlation with a value of .548** for SC, .404** for Risk Mgt. Cap. at P=.001 respectively

Table 4.1e Correlations for Growth in Market Share

		SC	RISK MGT. CAP.	Growth in Market Share
	Pearson Correlation	1		1
SC	Sig. (2-tailed)			
	N	195		
	Pearson Correlation	.548**	1	
RISK MGT. CAP.	Sig. (2-tailed)	.000		
	N	195	195	
	Pearson Correlation	.306**	.369**	
Growth in Market Share	Sig. (2-tailed)	.000	.000	
	N	195	195	

The hypotheses had a significant positive correlation with a value of .548** for SC, .369** for Risk Mgt. Cap. at P=.001 respectively

Impact of supplier collaboration and firms' Risk management capabilities on the Organizational Performance in Oil Marketing and LPG Marketing Companies Sector Companies of Pakistan

Table 4.1f Correlations for Return on Investment (ROI)

		SC	RISK MGT.CAP.	Return on Investment(ROI)
	Pearson Correlation	1		1
SC	Sig.(2-tailed)			
	N	195		
	PearsonCorrelation	.548**	1	
RISKMGT.CAP.	Sig.(2-tailed)	.000		
	N	195	195	
	PearsonCorrelation	.308**	.531**	
Returnon Investment(ROI)	Sig.(2-tailed)	.000	.000	
	N	195	195	

Thehypotheseshad asignificantpositivecorrelationwith avalueof .548**forSC, .531**forRiskMgt. Cap. at P=.001 respectively

Table 4.1g Correlations for Growth in ROI

		SC	RISK MGT.CAP.	Growth in ROI
	PearsonCorrelation	1		1
SC	Sig. (2-tailed)			
	N	195		
	PearsonCorrelation	.548**	1	
RISKMGT. AP.	Sig. (2-tailed)	.000		
	N	195	195	
	PearsonCorrelation	.418**	.545**	
Growth in ROI	Sig. (2-tailed)	.000	.000	
	N	195	195	

The hypotheses had a significant positive correlation with a value of .548** for SC, .545** forRiskMgt. Cap. at P=.001 respectively

MediationAnalysis

Mediation builds on this basic linear regression model by adding a third variable(i.e.,the“mediator”) In mediation, the third variable is thought to come in between X & Y. So, X leads tothemediator, which in turn leads to Y.

Table 4.2a Mediation Analysis (Risk Management Capabilities vs Supplier Collaboration)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.474 ^a	.225	.217	.6571	.225	27.885	2

R² Variance = .225 or 22.5%, Adj. R² .217 or 21.7 % (min. weightage of the model), so having R² 22.5%, we can assume variable has 22.5% mediation impact on independent variable (as supplier Collaboration). For SC against Mediation Risk Mgmt. Cap: beta .326 (positive)

Table 4.2b Mediation Analysis (Risk Management Capabilities vs Organization Performance)

	Beta	R ²	Adj.R	Sig
Growth in Sales	.249	.049	.059	.000
Return on Sales	.378	.078	.069	.000
Growth in Return on Sales	.461	.047	.037	.011
Growth in Profit	.268	.029	.018	.000
Growth in Market Share	.218	.096	.086	.000
ROI	.146	.147	.138	.000
Growth in ROI	.284	.189	.181	.000

Growth in Sales

R² Variance = .049 or 4.9%, Adj. R² .059 or 5.9 % (min. weightage of the model), so having R² 4.9%, we can assume that independent variable has 4.9% mediation impact on dependent variable (Growth in Sales). For SC against Growth in Sales: beta .249 (positive)

Return on Sales

R² Variance = .078 or 7.8%, Adj. R² .069 or 6.9 % (min. weightage of the model), so having R² 7.8%, we can assume that variable has 7.8% mediation impact on dependent variable (Return on Sales). For SC against Return on Sales: beta .378 (positive)

Growth in Return on Sales

R² Variance = .047 or 4.7%, Adj. R² .037 or 3.7 % (min. weightage of the model), so having R² 4.7%, we can assume variable has 4.7% mediation impact on (i.e. Return on Sales). For SC against Growth in Return on Sales: beta .461 (positive)

Growth in Profit

R^2 Variance = .029 or 2.9%, Adj. R^2 .018 or 1.8 % (min. weightage of the model), so having R^2 2.9%, we can assume that variable has 2.9% mediation impact on dependent variable (i.e. Growth in Profit). For SC against Growth in Profit: beta.268 (positive)

Growth in Market Share

R^2 Variance = .096 or 9.6%, Adj. R^2 .086 or 8.6 % (min. weightage of the model), so having R^2 9.6%, we can assume variable has 9.6% mediation impact on dependent Variable (i.e. Growth in Market Share). For SC against Growth in Market Share: beta.218 (positive)

ROI

R^2 Variance = .147 or 14.7%, Adj. R^2 .138 or 13.8 % (min. weightage of the model), so having R^2 14.7%, we can assume variable has 14.7% mediation impact on dependent variable (i.e. ROI). For SC against Return on Investment: beta .146 (positive)

Growth in ROI

R^2 Variance = .189 or 18.9%, Adj. R^2 .181 or 18.1 % (min. weightage of the model), so having R^2 18.9%, we can assume variable has 18.9% mediation impact on dependent variable (as Growth in ROI). For SC against Growth in ROI: beta .284 (positive).

Conclusion & Discussion

Correlation and Regression analysis carried out through SPSS showed that there exists a significant and positive relationship between supplier collaboration and firm's performance. The result postulates that suppliers can play a significant role in the success of the company both in the financial and operational manner. For correlation analysis the tests concluded the results the independent variable i.e. Supplier collaboration had a significant positive Pearson correlation value with all of the items of the dependent variable. As far as the risk management the values depicted were fairly also positive and indicated that the existence of a relationship with the dependent variable. Based on these values we can confirm the existence of a positive and significant relationship between the supplier collaboration and their impact on the firm's performance. These findings are pertinent to the fact that effective collaboration enhances the performance of a firm in regard to firms' sales growth and overall operational performance. The regression analysis done on the items of dependent variables with independent variables also supported the basic argument and showed the significant impact of the supplier collaboration on the firms both operational and financial performance. The R^2 values and Adjusted R^2 of independent variable supplier collaboration concluded a significant positive impact on the items of dependent variable showing the existence of a relationship between variables. Collaborating with the suppliers greatly affects the firm where both financial and non-financial performance measurement metrics are concerned; in an environment

where partners cooperate and work with others for mutual benefits then guaranteeing that their supply chain stream and process can adhere to dynamic market needs is one of their main concern as well. In a collaborative supply chain management, buyer and their selling partners (e.g. suppliers and their customers) interchange and assimilate information to make strategic or vital mutual decisions (e.g. supply and demand forecasts). The primary thing and the idea behind is that partners can benefit from collaborating with other supply chain members. The perks of collaboration techniques on firms' performance have already been explored in past researches, and it consists broadly of enhancement of forecasting accuracy, bullwhip effect reduction, increasing of revenues and earnings, increasing the responsiveness, stock outs reduction and greater transparency in the supply chain.

The mediation analysis was done through Baron and Kenny and the results showed that there exists a fair mediating relationship. The analysis was done by determining the extent and direction of relationship between the supplier collaboration (independent variable) and the risk management capabilities of firms and then the risk management capabilities of firms with the organizational performance of the firm. The results concluded as said earlier indicated a fair mediating relation yet it was a positive one. Further in the previous studies conducted the results also showed that there is a significant impact of risk management capabilities on financial performance of a firm although the effect is not direct. By implementing the risk management strategies firms may be helped to reduce possible potential losses through preventing and also controlling various risks and hence improves financial performance. However, such risk management strategies exhibit advanced investment in excessive inventories, extra skills and capabilities, production designs and human resources and can also imply great efforts in planning, monitoring and recovering.

Hence

A significant positive correlation was found between the supplier collaboration and organizational performance, on the basis of the tests conducted it was found that the supplier collaboration has a significant positive correlation with all of the items of the organization performance i.e. growth in sales, return on sales, growth in return on sales, growth in profit, growth in market share, growth in return on investment (ROI) and growth in return on investment (ROI). All the tests conducted showed a significant and positive Pearson correlation value of .548 for Supplier collaboration and 0.257 firms risk management capabilities at $P = .001$ respectively with all the items of dependent variable.

References

- Abubakar, T. (2014). A Study of Sustainability in the Oil Marketing and LPG Marketing Companies Supply Chain. : University of Central Lancashire. Vol. 07, No. 2, PP 21-29
- Al-Tit, A. A. (2017). Factors affecting the organizational performance of manufacturing firms. International Journal of Engineering Business Management, Vol. 09, No. 3, PP 1-9.
- Ammar Ahmed, F. M. (2018). Organizational Factors and Organizational Performance: A Resource-Based view and Social Exchange Theory Viewpoint. International Journal of Academic Research in Business and Social Sciences . . Vol. 12, No. 2, PP 151-162
- Ann Vereecke, S. M. (2006). Performance improvement through supply chain collaboration in Europe . International Journal of Operations & Production Management. Vol 6 . No. 3, pp. 263-277.

- Ammar Ahmed, F. M. (2018). Organizational Factors and Organizational Performance: A Resource-Based view and Social Exchange Theory Viewpoint. *International Journal of Academic Research in Business and Social Sciences*, Vol. 8 , No. 3, Pg. 579 - 599.
- Amy Van Looy, M. D. (2011). Defining business process maturity. A journey towards excellence. *Total Quality Management & Business Excellence* , Volume 22, Issue 11 PP 1119-1137.
- Baird, K. S. (2019). Levers of control, management innovation and organisational performance. *Pacific Accounting Review*, Vol. 31 No. 3, pp. 358-375.
- BashaerAlmatrooshi, S. K. (2016). Determinants of organizational performance: a proposed framework. *International Journal of Productivity and Performance Management*, Vol. 65 No. 6, pp. 844-859.
- Borsato, F. A. (2017). Organizational Performance and Indicators: Trends and Opportunities. *Procedia Manufacturing*, Volume 11, Pages 1925-1932.
- Boyatzis, R. a. (2009). Competencies as a behavioral approach to emotional intelligence. *Journal of Management Development*, 749-770.
- Briggs, C. A. (2012). Managing and Mitigating the Upstream Petroleum Industry Supply Chain Risks: Leveraging Analytic Hierarchy Process. *International Journal of Business and Economics Perspectives*, VOL. 7 (1): 1-20.
- Chang Won Lee, I-W. G. (2007). Relationship between supply chain performance and degree of linkage among supplier, internal integration and customer. *Supply Chain Management: An International Journal*, 444-452.
- Chang, J. (2017). The effects of buyer-supplier's collaboration on knowledge and product Innovation. *Industrial Marketing Management*, 217-232.
- Chen, S. L. (2019). The role of supplier collaboration and risk management capabilities in managing product complexity. *Operations Management Research*, Vol 12, pages146- 158.
- Dong-Wook Kwak, Y.-J. S. (2017). Investigating the relationship between the supply chain innovation, risk management capabilities and competitive advantage in global supply chains. *International Journal of Operations & Production Management*, 2-21.
- Dubey, R. A. (2018). Supply chain agility, adaptability and alignment: empirical evidence from the Indian auto. *International Journal of Operations & Production Management*,, 38(1), 129-148.
- Erlacher, F. S. (2018). *The Utilisation of Strategic Buyer-Supplier Relationships to Effectively Manage Supplier Quality:A Supplier Categorisation Approach* . LUND University School of Economics and Management.
- FarhadPanahifar, P. B. (2018). Supply chain collaboration and firm's performance. The critical role of information sharing and trust. *Journal of Enterprise Information Management*, Vol. 31 Issue: 3, pp.358-379.
- Farooq, R. (2014). A Clever Approach to Measure Organizational Performance: An Overview. *Indian Journal of Management*, Vol. 7, No.5, pp. 34-46 .
- Foerstl, B. &. (2012). Does sustainable supplier co-operation affect performance? Examining implications. *International Journal of Production Research*, Vol. 50, No. 11, 1 June 2012, 2968-2986.
- Joshi Sarang P, B. H. (2016). Critical Success Factors for Supplier Development and Buyer Supplier Relationship: Exploratory Factor Analysis. *International Journal of Strategic Decision Sciences*, 7, 19-39.

- Mohd Hanafi Azman Ong, F. P. (2017). Quantitative Data Analysis: Choosing Between SPSS, PLS and AMOS in Social Science Research. *International Interdisciplinary Journal of Scientific Research*, Vol. 3 No. 1 PP 14-25.
- MueniKinai, D. S. (2017). ROLE OF SUPPLIER COLLABORATION ON ORGANIZATION PERFORMANCE: A CASE OF KENYA URBAN ROADS AUTHORITY. *International Journal of Social Sciences and Information Technology*, Vol III, 2577-2592.
- Musa Yelwa Abubakar, S. S. (2016). Performance Measurement And Management in the Upstream Oil And Gas Sector. Mohammed Abdulazeez, Volume 18, Issue 8 .Ver. IV, PP 26-33.
- NimaHeirati, A. O. (2015). Do professional service firms benefit from customer and supplier collaborations in competitive, turbulent environments? *Industrial Marketing Management*, 311-320.
- Panahifar, F. H. (2015). A framework for collaborative planning, forecasting and replenishment (CPFR) state of the art. *Journal of Enterprise Information Management*, , Vol. 28 No. 6, pp. 838-871.
- Park, Y. H. (2010). *Asian Journal on Quality*. A study of risk management and performance measures on new product development , 39-48.
- Paulraj, A. &. (2007). Strategic buyer-supplier relationships, information technology. *The Journal of Supply Chain Management*,, 43(2), 2-14. .
- PongpakBanchuen, I. S. (2017). Supply chain collaboration aligns order-winning strategy with business outcomes. *Indian Institute of Management Bangalore*, 1-13.
- Ryan, G. E. (2009). Distinguishing high-performing European executives: the role of emotional, social and cognitive competencies. *Journal of Management Development*, 859-875.
- Stan-Maduka, E. (2010). the Impact of risk management practice on the development of African business. *World Journal of Entrepreneurship, Management and Sustainable Development*,, 213-219.
- Taiwen Feng, Y. J. (2020). The dual-process between green supplier collaboration and firm performance: A behavioral perspective . *Journal of Cleaner Production*, 260-277.
- Valdir Antonio Vitorino Filho, R. G. (2018). RBV in a context of supply chain management. *Gestão&Produção*, 27(4), 1-20.
- Walker, H. C. (2015). Theoretical perspectives in operations management: an analysis of the literature. I. *International Journal of Operations & Production Management*,, 35(8), 1182-1206.
- Were, M. K. (2017). ROLE OF SUPPLIER COLLABORATION ON ORGANIZATION PERFORMANCE: A CASE OF KENYA URBAN ROADS AUTHORITY. *International Journal of Social Sciences and Information Technology*, Vol III Issue X, December 2577- 2592.
- Xu, D. H. (2014). Relationships between intra-organizational resources, supply chain integration and business performance: an extended resource-based view. *Industrial Management & Data Systems*,, 114(8), 1186-1206.
- Yang, J. (2013). Harnessing value in knowledge management for performance in buyer-supplier collaboration. *International Journal of Production Research*, Vol. 51, No. 7, 1984-1991.
- Yao “Henry” Jin, S. A. (2019). Collaborative capability and organizational performance: Assessing strategic choice and purity. *International Journal of Production Economics*, Volume 214, Pages 139-150.
- YevgenBogodistov, V. W. (2017). Enterprise risk management: a capability-based perspective. *The Journal of Risk Finance*.
- Ying Zhang, L. W. (2015). Supplier collaboration and speed-to-market of new products:the mediating and moderating effects. *Journal of Intell Manufacturing*, 314-329.

Impact of supplier collaboration and firms' Risk management capabilities on the Organizational Performance in Oil Marketing and LPG Marketing Companies Sector Companies of Pakistan

- Yongyi Shou, W. H. (2018). Risk management and firm performance: the moderating role of supplier integration . *Industrial Management & Data Systems*, Vol. 118 No. 7, pp. 1327- 1344.