

**EMPLOYEE PERCEPTION ON LEAN PRACTICES IN  
THE INTERNAL SUPPLY CHAIN PERFORMANCE**

**FONG SOON OON**

**DOCTOR OF BUSINESS ADMINISTRATION  
UNIVERSITI UTARA MALAYSIA**

**May 2013**

**EMPLOYEE PERCEPTION ON LEAN PRACTICES IN THE INTERNAL  
SUPPLY CHAIN PERFORMANCE**

**By**

**FONG SOON OON**

**Dissertation Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
Universiti Utara Malaysia,  
in Partial Fulfillment of the Requirement for the Degree of  
Doctor of Business Administration**

OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS  
Universiti Utara Malaysia



**PERAKUAN KERJA TESIS / DISERTASI**  
(Certification of thesis / dissertation)

Kami, yang bertandatangan, memperakukan bahawa  
(We, the undersigned, certify that)

**FONG SOON OON**

calon untuk Ijazah DOCTOR OF BUSINESS ADMINISTRATION  
(candidate for the degree of)

telah mengemukakan tesis / disertasi yang bertajuk:  
(has presented his/her thesis / dissertation of the following title):

**EMPLOYEE PERCEPTION ON LEAN PRACTICES IN THE INTERNAL SUPPLY CHAIN PERFORMANCE**

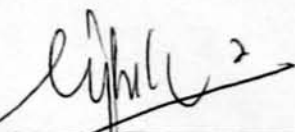
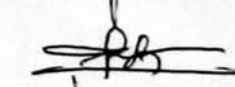
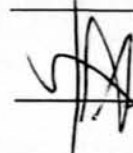
seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi.  
(as it appears on the title page and front cover of the thesis / dissertation).

Bahawa tesis/disertasi tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan, sebagaimana yang ditunjukkan oleh calon dalam ujian lisan yang diadakan pada :

**19 Februari 2013.**

*That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on:*

**19 February 2013.**

Pengerusi Viva (Chairman for Viva)	: Assoc. Prof. Dr. Shahizan bin Hassan	Tandatangan (Signature)	
Pemeriksa Luar (External Examiner)	: Assoc. Prof. Dr. Zafir Khan bin Mohamed Makhbul	Tandatangan (Signature)	
Pemeriksa Dalam (Internal Examiner)	: Dr. Norlena binti Hasnan	Tandatangan (Signature)	

Nama Pelajar  
(Name of Student) : Fong Soon Oon

Tajuk Tesis/Dissertation  
(Title of the Thesis/ Dissertation) : Employee Perception on Lean Practices in the Internal Supply Chain Performance

Program Pengajian  
(Programme of Study) : Doctor of Business Administration

Nama Penyelia/Penyelia-penyelia  
(Name of Supervisor/Supervisors) : Assoc. Prof. Dr. Zulkifli bin Mohamed Udin

  
Tandatangan  
(Signature)

## PERMISSION TO USE

In presenting this dissertation in partial fulfillment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the University Library make a freely available for inspection. I further agree that permission for copying of this dissertation in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor(s) or, in their absence by the Dean of Othman Yeop Abdullah Graduate School of Business. It is understood that any copying or publication or use of this dissertation or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my dissertation.

Request for permission to copy or make other use of materials in this dissertation, in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business  
Universiti Utara Malaysia  
06010 UUM Sintok  
Kedah Darul Aman

## ABSTRACT

In today's highly competitive world where most businesses focus on cost and quality, organizations with efficient and effective supply chains are able to stand out with inherent competitive advantages. To achieve this many organizations adopt lean practices which fundamentally stress on the elimination of non-value added tasks (such as unwanted transportation, extra processing, excess motion, repairs on defects, over production, excess inventory and incidents of waiting or delays). Nevertheless, the introduction of lean practices in any organization is often accompanied by changes in the working environment. These changes influence the people working there. This dissertation looks into the perceptions of the workers, in a case study site (a Japanese Multi-National Corporation situated in Penang, Malaysia producing semi-conductor devices), on the lean practices implemented in the internal supply chains. The study compared the perceptions using a self-administered questionnaire. Perceptions of those highly exposed to lean practices were compared against the perceptions of those with low exposure. A Significant difference, in the perceptions of those who had high exposures to lean practices as compared to those with low exposures pertaining to the internal supply chain performances, was found. The perceptions obtained proved useful as empirical studies showed negative implications such as the deteriorations in employee emotions, attitudes, behaviors, commitments and turnovers. Moreover, the perceptions of the employees and the employers also did not match. Observations and interviews carried out are displayed in the paper to support and explain the findings. The body of knowledge from the empirical data collected in this study and its interpretation should prove useful for both academics exploring similar fields or leverages and practitioners keen on implementing lean practices or planning to learn from others. Actual cases of how lean practices affect the internal supply chains are quoted. These cases complement the many academic articles discussed throughout the dissertation. Useful recommendations have been put forth which could be used for improving the internal supply chain performances of other organizations. The recommendations encompass areas such as resource allocations, mind-set changes, trainings, personnel and lean practice implementation strategies.

**Keywords:** Lean Practices, Internal Supply Chain Performance, Lean Manufacturing

## ABSTRAK

Dalam dunia kompetitif hari ini, kebanyakan perniagaan memberikan tumpuan kepada kos dan kualiti. Di samping itu, organisasi dapat menonjolkan daya saing yang tinggi apabila mempunyai rantaian bekalan yang cekap dan berkesan. Untuk mencapai matlamat ini, kebanyakan organisasi mengamalkan amalan berhemat. Secara dasarnya matlamat ini boleh dicapai apabila organisasi menumpukan kepada beberapa tindakan penghapusan yang tidak bernilai seperti pengangkutan yang tidak perlu, pemprosesan tambahan, gerakan yang berlebihan, kerja membaiki-pulih kerosakan, pengeluaran yang berlebihan, inventori yang terlalu tinggi dan kelewatan. Walau bagaimanapun, pelaksanaan amalan berhemat dalam setiap organisasi biasanya disertai oleh perubahan dalam persekitaran kerja. Perubahan ini akan mempengaruhi pekerja-pekerja di kawasan tersebut. Disertasi ini mengkaji persepsi individu yang bekerja di sebuah tapak kajian kes iaitu sebuah kilang Jepun Perbadanan Multi-Nasional yang mengeluarkan peranti semi-konduktor di Pulau Pinang, Malaysia. Tesis ini mengkaji amalan berhemat yang dilaksanakan dalam rantaian bekalan dalaman. Kajian ini melibatkan perbandingan persepsi yang diukur dengan menggunakan borang soal selidik. Soal selidik meneliti persepsi mereka yang mempunyai pendedahan yang luas kepada amalan berhemat jika dibandingkan dengan persepsi mereka yang mempunyai pendedahan yang kurang. Hasil kajian mendapati bahawa terdapat perbezaan yang signifikan dalam persepsi mereka yang mempunyai pendedahan yang luas kepada amalan berhemat berbanding dengan mereka yang mempunyai pendedahan yang kurang berkaitan dengan prestasi rantaian bekalan dalaman. Hal ini adalah penting untuk mendapatkan persepsi kerana kajian empirikal telah menunjukkan implikasi negatif seperti kemerosotan emosi pekerja, sikap, tingkah laku, komitmen dan perolehan apabila persepsi di antara pekerja dan majikan tidak sepadan. Pemerhatian dan temu bual telah dijalankan dan dinyatakan dalam kajian ini untuk menyokong dan menjelaskan penemuan-penemuannya. Kajian ini menambah kepada pengetahuan berdasarkan data empirikal yang dikumpul dan tafsirannya. Oleh itu, kajian ini berguna untuk pihak ahli akademik (yang ingin meneroka ke dalam bidang yang sama atau memanfaatkan penemuan ini) dan pengamal (yang berminat untuk melaksanakan amalan berhemat dan ingin belajar daripada yang lain). Dalam disertasi ini kes-kes sebenar seperti cara pelaksanaan amalan berhemat yang memberi kesan kepada rantaian bekalan dalaman dikemukakan. Ini selaras dengan pandangan dalam banyak artikel akademik yang telah pun dibincangkan dalam kajian ini. Beberapa cadangan berguna telah dikemukakan bagi meningkatkan prestasi rantaian bekalan dalaman di organisasi yang lain. Saranan-saranan ini merangkumi bidang-bidang seperti peruntukan sumber, perubahan pemikiran, latihan, kakitangan dan strategi pelaksanaan amalan berhemat.

**Kata kunci:** Amalan Berhemat, Prestasi Rantaian Bekalan Dalaman, Pembuatan Berhemat

## ACKNOWLEDGEMENT

Having come thus far I have learned that life's achievements are seldom attained by doing things alone. Without the help of God and others I would not have come thus far and it is only right to acknowledge with thankfulness the contributions of those who have been with me in this academic journey.

Foremost I would like to express my gratitude to my supervisor Associate Professor Dr Zulkifli bin Mohamed Udin who have all these years patiently guided and corrected my work through its various stages. Thank you for your advises.

For my superior in Renesas Semiconductor (M) Sdn Bhd, I would like to register my gratitude to Mr Sivanganam a/l Rajaretnam who have encouraged and cheered me along the way. With him is Mr Hideaki Uchida who has imparted knowledge on lean that is both practical and in-depth.

Particularly I would like to mention my eldest brother Professor Fong Soon Fook (USM) for whom I am thankful for his encouragement not only in words but in deeds from the onset of this academic journey till now. He is a great example of a brother. I am grateful to Dr Chew Cheng Meng (USM) who has been a great teacher to me particularly in the area of statistical analysis using SPSS.

Back home my dear wife H'ng Kooi Lee has been a steadfast supporter through these years. Surely I am bless to have her.

My daughter Christyna Fong has been an inspiration along the way and while the time I started this academic journey she was still in school, at the moment she has entered the work force in Malaysia. How time flies.

Lastly and definitely not least my gratitude goes to my mother (Gooi Cheng Bee) and late father (Fong Teik Seng) who have sacrificed so much for their children.



## TABLE OF CONTENTS

	<b>Page</b>
TITLE PAGE	i
CERTIFICATE OF DISSERTATION WORK	ii
PERMISSION TO USE	iv
ABSTRACT	v
ABSTRAK	vi
ACKNOWLEDGEMENT	vii
TABLE OF CONTENTS	viii
LIST OF TABLES	xii
LIST OF FIGURES	xiv
LIST OF ABBREVIATION	xv
LIST OF APPENDICES	xvii

### **CHAPTER ONE: INTRODUCTION**

1.1 Background of Study	1
1.1.1 Internal Supply Chain	3
1.1.2 Lean Practices	8
1.2 Problem Statement	12
1.3 Research Objectives	15
1.4 Research Questions	17
1.5 Hypotheses	18
1.6 Operational Definition	20
1.7 Scope of Study	22
1.8 Significance of the Study	24
1.8.1 Literature Contribution	24
1.8.2 Practical Contribution	25
1.9 Organization of the Dissertation	25

### **CHAPTER TWO: LITERATURE REVIEW**

2.1 Introduction	27
2.2 Scenario of Supply Chain	27
2.2.1 The Relationship of Internal and External Supply Chain	33
2.2.2 External Supply Chain	34
2.2.3 Internal Supply Chain	36
2.3 Internal Supply Chain Performance	38

2.3.1	Supply Chain Flexibility	41
2.3.2	Supply Chain Integration	44
2.3.3	Customer Responsiveness	47
2.4	Lean Manufacturing	49
2.4.1	Philosophy	51
2.4.2	Outcome in Implementing Lean	57
2.4.3	Lean Practices	60
2.4.3.1	Cellular Layout	61
2.4.3.2	5S	63
2.4.3.3	Visual Management	65
2.4.3.4	Teams	67
2.4.3.5	Lean Organizational Structure	72
2.4.4	Challenges in Implementing Lean Practices	76
2.5	Theoretical Underpinning	78
2.5.1	Contingency Theory	78
2.5.2	Theory of Constraint	79
2.6	Case Study Site	81
2.6.1	History	81
2.6.2	Organizational Structure	82
2.6.3	Manufacturing Information	84
2.6.4	Internal Supply Chain Scenario	86
2.6.5	Lean Initiative Background	88
2.7	Research Framework	94
2.8	Summary	94
<b>CHAPTER THREE: METHODOLOGY</b>		
3.1	Research Design	96
3.2	Population and Respondents	99
3.2.1	Population	99
3.2.2	Respondents	100
3.3	Data Collection and Instrument Used	101
3.4	Method of Measurement	102
3.5	Data Analysis Technique	103

3.6 Pilot Test	104
3.7 Reliability and Validity	106
3.8 Summary	111

## **CHAPTER FOUR: RESULTS AND DISCUSSION**

4.1 Introduction	112
4.2 Results	112
4.2.1 Demographics of Study	112
4.2.2 Hypotheses Testing	114
4.2.3 Pearson Correlation	122
4.2.4 Comparison of Perception by Gender	123
4.2.5 Comparison of Perception by Job Function	124
4.2.6 Comparison of Perception by Length of Service	126
4.2.7 Comparison of Perception by Sections	126
4.2.8 Comparison of Perception by Race	128
4.2.9 Comparison of Perception by Level of Education	129
4.2.10 Summary of Hypotheses	130
4.3 Discussion	131
4.3.1 Does Lean Practices have a Significant Effect on Employees' Perceptions of Internal Supply Chain Performance?	131
4.3.2 Does the Implementation of Cellular Layout have a Significant Effect on Employees' Perception of Internal Supply Chain Performance?	151
4.3.3 Does the Practice of 5S have a Significant Effect on Employees' Perception of Internal Supply Chain Performance?	154
4.3.4 Does the Use of Visual Management have a Significant Effect on Employees' Perception of Internal Supply Chain Performance?	157
4.3.5 Does Teams have a Significant Effect on Employees' Perception of Internal Supply Chain Performance?	160
4.3.6 Does Lean Organizational Structure Practiced have a Significant Effect on Employees' Perception of Internal Supply Chain Performance?	163

4.3.7 Is there a Significant Correlation between Lean Practices and Internal Supply Chain Performance?	165
4.3.8 Is there a Significant Difference in Employees' Perception of Internal Supply Chain Performance in Terms of Gender, Job Function, Age, Length of Service, Sections, Race and Level of Education?	165
4.4 Summary	166
<b>CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS</b>	
5.1 Summary of the Study	167
5.2 Limitation of the Study	167
5.3 Future Direction of the Study	168
5.4 Contribution of the Study	170
5.4.1 Academic Contributions	170
5.4.2 Practical Contributions	171
5.5 Recommendations	173
5.6 Conclusion	176
<b>REFERENCES</b>	178
<b>APPENDICES</b>	217

## LIST OF TABLES

<b>Table</b>	<b>Page</b>
Table 1.1 Count of Lean Practices Discussed in Shah & Ward (2003)	14
Table 2.1 List of Literatures to Help Develop Dependant Variable	40
Table 2.2 Worldwide Revenue Ranking for the Top-25 Semiconductor Suppliers	85
Table 3.1 Population in Case Study Site	100
Table 3.2 Respondents in the Case Study Site	101
Table 3.3 Reliability Test – Cronbach’s Alpha	107
Table 3.4 Reliability Test – Cronbach’s Alpha (By Each Variable)	107
Table 3.5 Content Validity (By Experts Opinion)	109
Table 4.1 Demographic Characteristic	113
Table 4.2 Group Statistics for Perception of Lean Practices	115
Table 4.3 Independent Sample T-test Result for Those with High Exposure to Lean Practices and Those with Low (H <sub>1</sub> 1)	116
Table 4.4 Independent Sample T-test Result for Those with High Exposure to Lean Practices and Those with Low Based on Dimension of Cellular Layout (H <sub>1</sub> 1 <sub>a</sub> )	117
Table 4.5 Independent Sample T-test Result for Those with High Exposure to Lean Practices and Those with Low Based on Dimension of 5S (H <sub>1</sub> 1 <sub>b</sub> )	118
Table 4.6 Independent Sample T-test Result for Those with High exposure to Lean Practices and Those with Low Based on Dimension of Visual Management (H <sub>1</sub> 1 <sub>c</sub> )	119
Table 4.7 Independent Sample T-test Result for Those with High exposure to Lean Practices and Those with Low Based on Dimension of Teams (H <sub>1</sub> 1 <sub>d</sub> )	120
Table 4.8 Independent Sample T-test Result for Those with High exposure to Lean Practices and Those with Low Based on Dimension of Organizational Structure (H <sub>1</sub> 1 <sub>e</sub> )	121

<b>Table</b>	<b>Page</b>
Table 4.9 Pearson Correlation for Lean Practices and Internal Supply Chain Performance (H <sub>1 2</sub> )	122
Table 4.10 Group Statistics for Respondents by Gender	123
Table 4.11 Independent Sample T-test Result for Respondents Based on Gender	124
Table 4.12 Test of Homogeneity of Variances for Respondents by Job Function	125
Table 4.13 ANOVA for Respondents by Job Function	125
Table 4.14 Test of Homogeneity of Variances for Respondents by Length of Service	126
Table 4.15 ANOVA for Respondents by Length of Service	126
Table 4.16 Group Statistics for Respondents by Sections	127
Table 4.17 Independent Sample T-test Result for Respondents Based on Sections	127
Table 4.18 Test of Homogeneity of Variances for Respondents by Race	128
Table 4.19 ANOVA for Respondents by Race	128
Table 4.20 Group Statistics for Respondents by Educational Level	129
Table 4.21 Independent Sample T-test Result for Respondents Based on Education Level	129
Table 4.22 Summary of Hypotheses	130
Table 4.23 Summary of LSPS Lean Project	137
Table 4.24 Summary of LFPAK Lean Project	140
Table 4.25 Summary of PwTrs Lean Project	144
Table 4.26 Summary of COMBO Lean Project	148

## LIST OF FIGURES

<b>Figure</b>	<b>Page</b>
Figure 2.1 Theoretical Framework	94
Figure 3.1 Normal Q-Q Plot of Mean of Internal Supply Chain Performance	104
Figure 4.1 LSPS Lead Time or TAT	137
Figure 4.2 LFPAK Lead Time or TAT	140
Figure 4.3 COMBO Lead Time or TAT	148

## LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
CEO	Chief Executive Officer
CFM	Cut Mark Form
df	Degree of Freedom
EMP	Electronic Marketplaces
EOL	End of Line
ERP	Enterprise Resources Planning
FIFO	First in First out
FVI	Final Visual Inspection
FOL	Front of Line
ICT	Information and Communication Technology
iPS	Innovative Production System
ISO 9000	International System Organization 9000
IT	Information Technology
JIT	Just in Time
KIT	Kaizen Innovative Team
KPI	Key Performance Indicator
LCD	Liquid Crystal Display
LSPS	Low Stage Power Supply
MD	Managing Director
MES	Manufacturing Execution System
MIDA	Malaysian Industrial Development Authority
MOL	Middle of Line
MNC	Multi National Corporation
MTBC	Mean Time Between Chokotei (“Chokotei”-Japanese word for Reset)
NVA	Non-value adding
NNVA	Necessary but non-value adding
n	Sample Size
OEE	Overall Equipment Efficiency
OTRS	Operation Time Research Software
p	Probability
PJ	Project



PwTRS	Power Transistor
QCC	Quality Control Circle
RENESAS	Renaissance Semiconductor for Advanced Solutions
RFID	Radio Frequency Identification
ROE	Return on Equity
ROI	Return on Investment
RSM	Renesas Semiconductor Malaysia
SCC	Supply Chain Council
SCM	Supply Chain Management
SCT	Supply Chain Technology
SCOR	Supply-Chain Operations References
SGA	Small Group Activities
SME	Small and medium enterprises
SMED	Single Minute Exchange of Die
SPSS	Statistical Packages for the Social Sciences
ST	Standard Time
TAT	Turn around Time
TPM	Total Preventive Maintenance
TPS	Toyota Production System
UOM	Unit of Measurement
UK	United Kingdom
USA	United States of America
VA	Value Added
VSM	Value Stream Mapping
WIP	Work in Process
ZD	Zero Defects

## LIST OF APPENDICES

<b>Appendix</b>	<b>Title</b>	<b>Page</b>
1a	Cover Letter for Questionnaire	217
1b	Questionnaire	218
2	Weekly Report showing inventory level	225
3	LSPS Lean Project	226
4	LFPK Lean Project	240
5	PwTrs Lean Project	248
6	COMBO Lean Project	255
7	Examples of Layout Improvement	261
8	SMED Activity	262
9	Interviews (Verbatim)	265
10	5S	268
11	Layout of machines	272
12	KPI Displays	273
13	Kanban	274
14	First-in-first-out	275
15	Partition Removal	276
16	Kaizen Innovative Team	279

## CHAPTER ONE: INTRODUCTION

### 1.1 Background of the Study

In today's level of unprecedented global competition, companies must stay competitive through improved manufacturing operations. To do so, the organizations need use its resources (such as human, machines etc) efficiently and effectively, which in literature is commonly known as lean manufacturing. Apart from this the organization need to not only use existing resources more efficiently, but creatively (Ahmed, 2009). Lean manufacturing (applying lean practices) has been used to improve the operational performance through eliminating waste or "muda" (in Japanese) where waste is anything other than the minimum amount of equipment, material, parts and working time, which are absolutely vital to production. The focal point of lean manufacturing is cost reduction through the elimination of waste, thereby improving profitability (Lynch, 2005). Despite wide knowledge and resources, many companies are struggling to become or stay lean (Taj & Morosan, 2011). As such companies need to evaluate or assess their current state of operations to see if the mutual beliefs, perceptions and informal obligations between the stakeholders are aligned or otherwise (Kickul, Scott & Belgio, 2004). Being aligned will give the organization a significant source of competitive advantage (Clutterbuck, 2005) in contrast to the negative effect of not being aligned. In fact empirical studies have shown the downward adjustments in various employee emotions, attitudes and behaviours, including organizational commitment (Lester, Turnley, Bloodgood & Bolino, 2002), increased turnover (Maertz & Griffeth, 2004), and increased deviant behaviors (Kickul, 2001) when there is misalignment.

The contents of  
the thesis is for  
internal user  
only

## REFERENCES

- Achanga P., Shehab E., Roy R. & Nelder G. (2006). Critical success factors for lean implementation within SMEs, *Journal of Manufacturing Technology Management*, 17(4). 460-471.
- Adenso-Diaz, Carlos, B., Mena, García-Carbajal, S. & Liechty, M. (2012). "The impact of supply network characteristics on reliability", *Supply Chain Management: An International Journal*, 17 (3). 263 – 276.
- Adler, P. (1993). "Time and motion study regained", *Harvard Business Review*, 71 (1). 97-198.
- Aggarwal, S. (1997). Flexibility management: the ultimate strategy. *Industrial Management*, 39(1). 26-31.
- Agus, A. & Hajinoor, M.S. (2012). "Lean production supply chain management as driver towards enhancing product quality and business performance: Case study of manufacturing companies in Malaysia", *International Journal of Quality & Reliability Management*, 29 (1). 92-121.
- Ahls, B. (2001). Advanced memory and lean change, *IIE Solutions*, 33 (1) 40-42.
- Ahmed, A. M. (2009). "Staff suggestion scheme (3Ss). within the UAE context: Implementation and critical success factors", *Education, Business and Society: Contemporary Middle Eastern Issues*, 2 (2) 153 – 167.
- Alavi, S. (2003). Leaning the right way. *Manufacturing Engineer*, 82 (3). 32-35.
- Alberto B., Alejandro B. & Javier M. (2010). 5S use in manufacturing plants: contextual factors and impact on operating performance, *International Journal of Quality & Reliability Management*, 27 (2). 217 – 230.

- Alfnes, E. & Strandhagen, J. (2000). "Enterprise design for mass customization: the control model methodology", *International Journal of logistics: Research and Applications*, 3(2). 111-125.
- Andersson, R., Eriksson, H. & Torstensson, H. (2006). "Similarities and differences between TQM, Six Sigma and lean", *The TQM Magazine*, 18(3) 282-96.
- Angelis J., Conti R., Cooper C. & Gill, C. (2011). "Building a high-commitment lean culture", *Journal of Manufacturing Technology Management*, 22(5) 569- 586.
- Anthony J., Kumar M. & Madu C. N. (2005). Six Sigma in small and medium sized UK manufacturing enterprises : Some empirical observations, *International Journal of Quality and Reliability Management*, 22(8) 860-874.
- Aquilano, N.J., Chase, R.B. & Davis, M.M. (1995). *Fundamentals of Operations Management*, Irwin, Chicago, IL.
- Arnheiter, E.D. & Maleyeff, J. (2005). "The integration of lean management and Six Sigma", *The TQM Magazine*, 17 (1) 5-18.
- Aryee, G., Naim, M.M. & Lalwani, C. (2008). "Supply chain integration using a maturity scale", *Journal of Manufacturing Technology Management*, 19 (5) 559-575.
- Aslanertik, B. E. (2005). "Model-supported supply chains for cost-efficient intelligent enterprises", *Journal of Manufacturing Technology Management*, 16 (1) 75-86.
- Attaran, M. (2007). RFID: an enabler of supply chain operations, *Supply Chain Management: An International Journal*, 12 (4) 249–257.
- Awad, H.A.H. & Nassar, M. O. (2010). Supply Chain Integration, *Definition and Challenges. Proceedings of the International MultiConference of Engineers and Computer Scientists*, 1.

- Banomyong R. & Supatn N. (2011). Developing a supply chain performance tool for SMEs in Thailand, *Supply Chain Management: An International Journal*, 16 (1) 20-31.
- Barker, J. R., & Cheney, G. (1994). The concept and the practices of discipline in contemporary organizational life. *Communication Monographs*, 61, 19-43.
- Barratt, M., (2004). "Understanding the meaning of collaboration in the supply chain", *Supply Chain Management: An International Journal*, 9 (1) 30 – 42.
- Basnet, C., Corner, J., Wisner, J. & Tan, K.C. (2003). "Benchmarking supply chain management practice in New Zealand", *Supply Chain Management: An International Journal*, 8 (1) 57-64.
- Beamon, B.M. (1998). Supply chain design and analysis: Models and methods. *International Journal of Production Economics*, 55 (3) 281-294.
- Beamon, B.M. (1999). Measuring supply chain performance. *International Journal of Operations and Production Management*, 19 (3) 275–292.
- Bechtel, C. & Jayaram, J. (1997) "Supply chain management: a strategic perspective", *The International Journal of Logistics Management*, 8(1) 15-34.
- Beckett R., (2003). Communication ethics: Principle and practice, *Journal of Communication Management*, 8 (1) 41 – 52.
- Benjamin, R.I., Rockart, J.F., Scott M., M.S., & Wyman, J. (1984). Information Technology: *A Strategic Opportunity. Sloan Management Review*, spring, 3-10.
- Bhagwat, R. & Sharma, M.K. (2007). "Performance measurement of supply chain management: a balanced scorecard approach", *Computers & Industrial Engineering*, 53(1) 43-62.
- Bhupathiraju, S. (2008). Application of self directed work teams for lean production. M.S. dissertation, Wayne State University, United States -- Michigan. Retrieved

September 17, 2009, from Dissertations & Theses: Full Text.(Publication No. AAT 1460213).

- Bhutta, M.K.S., Rana, A.I. & Asad, U. (2007). "SCM practices and the health of the SMEs in Pakistan", *Supply Chain Management: An International Journal*, 12 (6) 412-22.
- Bicheno, J. (1991). Implementing Just-in-Time, IFS, Kempston, Bedford
- Boon-itt S. & Wong C. Y.(2010). The moderating effects of technological and demand uncertainties on the relationship between supply chain integration and customer delivery performance, 41(3) 253-276.
- Borade,A.B. & Bansod, S.V., (2010)."Study of vendor-managed inventory practices in Indian industries", *Journal of Manufacturing Technology Management*, 21 (8) 1013 – 1038.
- Boubekri N., (2001). Technology enablers for supply chain management, *Integrated Manufacturing Systems*. 12(6) 394-399.
- Boutellier R., Ullman F., Schreiber J. & Naef R., (2008). Impact of office layout on communication in a science-driven business, *R&D Management* 38(4) 372–391.
- Bower, J.L. & Hout, T.M. (1988). "Fast-cycle capability for competitive power", *Harvard Business Review*, 66 (6) 110-18.
- Boyer K. (1996). An assessment of managerial commitment to lean production, *International Journal of Operations & Production Management*, 16 (9) 48-59.
- Boyle T., (2006). "Towards best management practices for implementing manufacturing flexibility", *Journal of Manufacturing Technology Management*, 171 (1) 6 – 21.



- Boyle T. A. & Rathje M. S., (2009). An empirical examination of the best practices to ensure manufacturing flexibility: Lean alignment, *Journal of Manufacturing Technology Management*; 20 ( 3) 348-366.
- Brandyberry, A., Rai, A., & White, G. P. (1999). Intermediate performance impacts of advanced manufacturing technology systems: *An empirical investigation. Decision Sciences*, 30 (4) 993-1020.
- Brandt, D. (2007). Case study, solutions in practice; a healthy dose of kaizen. *Industrial Engineer*, 52-53.
- Brewer, P.C. & Speh, T.W. (2000). "Using the balanced scorecard to measure supply chain performance", *Journal of Business Logistics*, 21 (1) 75-92.
- Burgess K., Singh P. J. & Koroglu R., (2006). Supply chain management: a structured literature review and implications for future research, *International Journal of Operations & Production Management*, 26 (7) 703-729.
- Burnes B., (2000). *Managing Change. A Strategic Approach to Organizational Dynamics*, Prentice Hall.
- Burns T. & Stalker G.M. (1961). *The Management of Innovation*. Tavistock: London
- Butner, K., (2010). "The smarter supply chain of the future", *Strategy & Leadership*, 38 (1) 22 – 31.
- Byrd, T. A., & Davidson N. W. (2003). Examining possible antecedents of IT impact on the supply chain & its effect on firm performance. *Information and Management*, 41 (2) 243-255.
- Cagliano R., Caniato F. & Gianluca S. (2006). The linkage between supply chain integration and manufacturing improvement programmes, *Internatinal Journal of Operations and Production Management*, 26 (3) 282-299.

- Carmignani, G. (2009). "Supply chain and quality management: the definition of a standard to implement a process management system in a supply chain", *Business Process Management Journal*, 15 (3) 395-407.
- Carr, A.S. & Smeltzer, L.R. (1999). "The relationship of strategic purchasing to supply chain management", *European Journal of Purchasing & Supply Management*, 5 43-51.
- Cesar M-O, (2004). A virtual manufacturing execution information system for the fabless semiconductor virtual enterprise e-supply chain. Ph.D. dissertation, Arizona State University, United States—Arizona. Retrieved December 5, 2009, from ABI/INFORM Global.(Publication No. AAT 3123606).
- Chan, F.T.S., Humphreys, P. & Lu, T.H. (2001). "Order release mechanisms in supply chain management: a simulation approach", *International Journal of Physical Distribution & Logistics Management*, 31 (2) 124-39.
- Chan, J.S., Samson, D.A. & Sohal, A.S., (1990). An integrative model of Japanese manufacturing techniques. *International Journal of Operations and Production Management* 10 (9) 37–56.
- Chandler, A.D. (1962), *Strategy and Structure: Chapters in the History of the Industrial Enterprise*, MIT Press, Cambridge, MA.
- Chase, R.B., Aquilano, N.J. & Jacobs, R.F. (2001). *Operations Management for a Competitive Advantage*, Irwin, Chicago, IL, pp. 30-45.
- Chase, R.B. & Jacobs, R.F. (2007). *Operations and Supply Management: The Core*, McGraw-Hill, New York, NY, pp. 190-192, 271.
- Chiarini A., (2011). "Integrating lean thinking into ISO 9001: a first guideline", *International Journal of Lean Six Sigma*, 2 (2) 96 – 117.

- Chen I.J. & Paulraj A., (2004a). Understanding supply chain management: critical research and a theoretical framework. *International Journal of Production Research*. 42 (1) 131-163.
- Chen, I.J. & Paulraj, A. (2004b). Towards a theory of supply chain management: the constructs and measurements. *Journal of Operations Management*, 22 (2) 19-50.
- Childhouse P & Towill DR., (2003). Simplified material flow holds the key to supplychain integration. *OMEGA* 31 (1) 17-27.
- Chin K.S., Tummala V.M.R., Leung J.P.F. & Tang X.Q., (2004). A study on supply chain management practices: The Hong Kong manufacturing perspective, *International Journal of Physical Distribution & Logistics Management*, 34 (6) 505-524.
- Chopra, S., & Meindl, P. (2001). *Supply Chain Management: Strategy, Planning, & Operation*. NJ: Prentice-Hall, Inc.
- Chopra, S., & Meindl, P. (2004). *Supply Chain Management*. 2 ed. Upper Saddle River: Pearson Prentice Hall.
- Christopher, M. (1992). *Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service*, Pitman, London.
- Christopher, M. & Peck, H. (2004). "Building the resilient supply chain", *The International Journal of Logistics Management*, . 15 (2) 1-13.
- Christopher, M., & Towill, D. R. (2000). Supply chain migration from lean & functional to agile & customized. *Supply Chain Management: An International Journal*, 5 (4) 206-213.

- Christopher, M., Peck, H. & Towill, D. (2006). "A taxonomy for selecting global supply chain strategies", *International Journal of Logistics Management*, 17 (2) 277-87.
- Christopher, M. (1998). *Logistics and supply chain management: strategies for reducing cost and improving service* (2nd ed.). London: Financial Times Pitman.
- Clampitt P.G. & Downs C.W, (1993). Employee Perceptions of the Relationship Between Communication and Productivity: *A Field Study*, *Journal of Business Communication*, 30 (1) 5-28.
- Clutterbuck, D., (2005). Communication and the psychological contract, *Journal of Communication Management*, 9 (4) 359 – 364.
- Coakes, S.J., Steed, L. & Ong, C. (2010). *SPSS version 17.0 for Windows, Analysis without Anguish*, John Wiley & Sons Australian Ltd.
- Coffey D. & Thornley C. (2006). Automation, motivation and lean production reconsidered, *Assembly Automation*, 26 (2) 98-103.
- Cohan L., (1985). Good Housekeeping Makes Good Business Sense, *Handling and Shipping Management*. 26 (8) 54.
- Cohen, J. (1988). *Statistical Power Analysis for the Behavioral Sciences* (2nd ed.). Malwah N.J.: Erlbaum.
- Collins J., (2001). *Good to Great*, Harper Business
- Cooper, K., Keith, M. G., & Macro, K. L. (2007). *Lean printing: Pathway to success*. Pittsburgh: PIA/GATF Press.
- Cox, A., (1999). "Power, value and supply chain management", *Supply Chain Management: An International Journal*, 4 (4) 167 – 175.

- Cousins P.D., Lawson B. & Squire B., (2006). Supply chain management: theory and practice – the emergence of an academic discipline?, *International Journal of Operations & Production Management*, 26 (7) 697-702.
- Croom, S., Romano, P. & Giannakis, M. (2000). "Supply chain management: an analytical framework for critical literature review", *European Journal of Purchasing & Supply Management*, 6 (6) 67-83.
- Cudney E. & Elrod C. (2011). A comparative analysis of integrating lean concepts into supply chain management in manufacturing and service industries, 2 (1) 5-22.
- Cusumano, M.A. (1994). "The limits of 'lean'", *Sloan Management Review*, 35 (4) 27-35.
- Dale, B.G., Lascelles, D.M. & Lloyd, A. (1994). *Supply Chain Management and Development*, Prentice-Hall, New York, NY.
- Danese, P., (2006)."The extended VMI for coordinating the whole supply network", *Journal of Manufacturing Technology Management*, 17 (7) 888 – 907.
- Dang, A. (2012). Toyota resumes full car production in June. *Manufacturers' Monthly*, Retrieved from <http://eserv.uum.edu.my/docview/963494313?accountid=42599>
- Daugherty, P.J., Ellinger, A.E., & Rogers, D.S. (1995). Information accessibility: Customer responsiveness and enhanced performance. *International Journal of Physical Distribution and Logistics Management*, 25 (1) 4-17.
- David T. V., (2007). Researching and Analyzing the cost benefits of lean manufacturing within the medical device industry. M.S. dissertation, California State University, Dominguez Hills, United States – California. Retrieved August 22, 2009, from Dissertations & Theses: Full Text.
- Demers, C., (2007). *Organizational Change Theories: A Synthesis*. SAGE Publications. California.

- Devaraj, S., Krajewski, L. & Wei, J.C. (2007). "Impact of eBusiness technologies on operational performance: the role of production information integration in the supply chain", *Journal of Operations Management*, 25 (6) 1199-216.
- Diebold F.X., (2007). Elements of Forecasting, Thomson South-Western.
- Dittmann P., Stank T. & Autry C., (2011). "The New Supply Chain Agenda: A Synopsis and Directions for Future Research", *International Journal of Physical Distribution & Logistics Management*, 41(10).
- Domingo R., Alvarez R., Pena M. M. & Calvo R., (2007). Materials flow improvement in a lean assembly line: a case study, *Assembly Automation*, 27(2, 2007). , 141-147.
- Donaldson L., (2001). The Contingency Theory of Organizations. Thousand Oaks, London: Sage Publications.
- Duclos L., Vokurka R.J. & Lummus R.R., (2003)."A conceptual model of supply chain flexibility", *Industrial Management & Data Systems*, 103 (6) 446 – 456.
- Duhe C.S., (2008). Public Relations and the Path to Innovation: Are Complex Environments Good for Business?, *Public Relations Journal* 2 (3) Summer 2008.
- Ellinger, A.E., (2002). "Improving marketing/logistics cross-functional collaboration in the supply chain", *Industrial Marketing Management*, 25 85-96.
- Elmuti D., Minnis W. & Abebe M., (2008). Longitudinal assessment of an integrated industrial supply chain, *Supply Chain Management: An International Journal*, 13 (2) 151-159.
- Emiliani, M.L., (2006)."Origins of lean management in America: The role of Connecticut businesses", *Journal of Management History*, 12 (2) 167 – 184.

- Emiliani, M.L., (1998)." Lean behaviors", *Management Decision* 36 (9) 615–631.
- Engum, M..(2009). Implementing Lean Manufacturing into newspaper production operations. M.S. dissertation, Rochester Institute of Technology, United States -- New York. Retrieved August 22, 2009, from Dissertations & Theses: Full Text.(Publication No. AAT 1464583).
- Erik H. (2010). Linking corporate strategy and supply chain management. *International Journal of Physical Distribution & Logistics Management*, 40 (4) 256-276. Retrieved September 1, 2011, from ABI/INFORM Global. (Document ID: 2033897581).
- Eshbach, L. (2004). Application of lean manufacturing in a project management environment and the resulting cultural impact on work groups. Ph.D. dissertation, Wayne State University, United States -- Michigan. Retrieved August 9, 2009, from Dissertations & Theses: Full Text.(Publication No. AAT 3151780).
- Fawcett, S.E. & Magnan, G.M. (2002). "Supply Chain integration: rhetoric or reality?", *International Journal of Physical Distribution & Logistics Management*, 32 (1) 339-361.
- Field, A. (2009). *Discovering Statistics using SPSS, Third Edition*. SAGE Publications. California.
- Fiedler, F. E. (1964). A Contingency Model of Leadership Effectiveness. *Advances in Experimental Social Psychology* (Vol.1). 149-190. New York: Academic Press.
- Flynn, B.B., Schroeder, R.G. & Flynn, E.J., 1999. World class manufacturing: an investigation of Hayes and Wheelwright's Foundation. *Journal of Operations Management* 17 (2) 249–269.

- Frohlich, M.T., & Westbrook, R. (2001). Arcs of integration: an international study of supply chain strategies. *Journal of Operations Management*, 19 (2) 185-200.
- Fullerton R.R. & Wempe W. F.,(2009). Lean manufacturing, non-financial performance measures, and financial performance, *International Journal of Operations & Production Management*, 29 (3) 214-240.
- Fynes, B., De Burca, S. & Marshall, D. (2004). "Environmental uncertainty, supply chain relationship quality and performance", *Journal of Purchasing and Supply Management*, 10( 4/5). 179-90.
- Galbraith, J.R (1973). *Designing Complex Organizations*. Reading, MA : Addison-Wesley.
- Galbraith, J.R., (1977). *Organization Design*. Addison-Wesley, Philippines.
- Galsworth, G.D., (1997). *Visual Systems : Harnessing the power of visual workplace*. New York : American Management Association.
- Gapp R., Fisher R. & Kobayashi K. (2008). Implementing 5"S" within a Japanese context: an integrated management system. *Management Decision*, 46 (4) 565-579.
- Gay L.R. & Airasian, (2003). *Educational Research*. Prentice Hall, New Jersey.
- Gibbons, P. M., & Burgess, S. C. (2010). Introducing OEE as a measure of lean six sigma capability. *International Journal of Lean Six Sigma*, 1(2) 134-156.
- Ginn, D. & Finn, L. (2006). *Achieving Lean Success: A Pathway for implementation*. Retrieved March 31, 2009 at [www.statamatrix.com/docs/Lean\\_White\\_Paper.pdf](http://www.statamatrix.com/docs/Lean_White_Paper.pdf)
- Glatthorn A.A., (1998). *Writing the Winning Dissertation*. Corwin Press, California.
- Glosser S. & Golden L., (2004). The changing nature of hours and employment adjustment in US manufacturing: A contributing cause of the jobless recovery?, *Journal: International Journal of Manpower*, 25 (7) 618 – 642.
- Goldratt, E.M. (1990). *The Theory of Constraints*, North River Press, New York, NY.



- Goldratt, E.M. & Cox, J. (1992). *The Goal - A Process of Ongoing Improvement*. Second Rev. Ed., North River Press, Great Barrington, MA.
- Gowen, C.R. & Tallon, W.J. (2003). "Enhancing supply chain practices through human resource management", *Journal of Management Development*, 22 (1) 32-44.
- Gray R. & Robertson L., (2005). Effective Internal Communication starts at the Top, *Communication World*, 22 (4) 26-28.
- Guisinger A. & Ghorashi B., (2004). Agile manufacturing practices in the specialty chemical industry: An overview of the trends and results of a specific case study, *International Journal of Operations and Production Management*, 24 (6) 625-635.
- Gunasekaran, A., Patel, C., & Tirtiroglu, E. (2001). Performance measures and metrics in a supply chain environment. *International Journal of Operations and Production Management*, 21, (1-2). 71-87.
- Gunasekaran A & Ngai E.W.T., (2003). Information systems in supply chain integration and management, *European Journal of Operational Research*, 159, 269-295.
- Gupta, K. (1999). *A practical guide to needs assessment*. San Francisco: Pfeiffer.
- Hair J.F., Black W. C., Babin B.J., Anderson R.E., Tatham R.L., (2006). *Multivariate Data Analysis*, Pearson: Prentice Hall 6<sup>th</sup> Edition.
- Handfield, R.B., & Nichols Jr., E.L. (1999). *Introduction to Supply Chain Management*. Upper Saddle River, NJ: Prentice-Hall.
- Handfield, R.B. & Nichols, E.L. (2002). *Supply Chain Redesign: Transforming Supply Chains into Integrated Value Systems*, Prentice-Hall, Upper Saddle River, NJ.

- Harland C.M., (1996). Supply Chain Management: Relationships, Chains and Networks, *British Journal of Management*, 7 63-80.
- Harland C.M., (1997). Supply Chain Operational Performance Roles, *Integrated Manufacturing Systems*, 8 (2) 70-78.
- Hashim K., (2005). *Strategic Management*. Thomson Learning, Sydney.
- Hassini, E., (2008). "Building competitive enterprises through supply chain management", *Journal of Enterprise Information Management*, 21 (4) 341 – 344.
- Hay, E.J., (1988). *The Just-in-Time Breakthrough: Implementing the New Manufacturing Basics*. Wiley, New York.
- Heizer J. & Render B. (2001). *Operations Management*, 6<sup>th</sup> Edition, New Jersey: Prentice Hall.
- Herkness D.F. (2005). A study of transformational and transactional leadership and its relationship to successful lean manufacturing deployments. Ed.D. dissertation, Pepperdine University, United States -- California. Retrieved March 14, 2010, from Dissertations & Theses: Full Text.(Publication No. AAT 3213344).
- Hines P., Holweg M. & Rich N., (2004). "Learning to evolve: A review of contemporary lean thinking", *International Journal of Operations & Production Management*, 24 (10) 994 – 1011.
- Hines, P. & Rich, N. (1997). "The seven value stream mapping tools", *International Journal of Operations & Production Management*, 17 (1) 46 – 64.
- Hines, P. (1996). "Network Sourcing In Japan", *The International Journal of Logistics Management*, 7 (1) 13 – 28.
- Hirano, H., (1995). *5 Pillars of the Visual Workplace*, New York: Productivity Press.

- Hitt, M.A., Keats, B.W. & DeMarie, S.M. (1998). "Navigating in the new competitive landscape: building strategic flexibility and competitive advantage in the 21st century", *Academy of Management Executive*, 12 22-42.
- Holmberg S., (2000). A systems perspective on supply chain measurements, *International Journal of Physical Distribution & Logistics Management*, 30 (10) 847 – 868.
- Holweg M.S., (2007). The genealogy of Lean Production, *Journal of Operations Management* 25, 420–437.
- Holt, D. & Ghobadian, A. (2009). "An empirical study of green supply chain management practices amongst UK manufacturers", *Journal of Manufacturing Technology Management*, 20 (7) 933-56.
- Hong, P. & Jeong, J. (2006). "Supply chain management practices of SMEs: from a business growth perspective", *Journal of Enterprise Information Management*, 19 (3) 292-302.
- Hoole, R. (2005)."Five ways to simplify your supply chain", *Supply Chain Management: An International Journal*, 10 (1) 3 – 6.
- Horngren C.T., Sundem G.L. & Stratton W.O., (2002). *Introduction to Management Accounting*, 12<sup>th</sup> Edition, Pearson Education, New Jersey.
- Huang, S.H., Uppal, M., & Shi, J. (2002). A product driven approach to manufacturing supply chain selection. *Supply Chain Management: An International Journal*, 7( 2). 189-199.
- Huin, S.F. , Luong, L.H.S. & Abhary K., (2002)."Internal supply chain planning determinants in small and medium-sized manufacturers", *International Journal of Physical Distribution & Logistics Management*, 32 (9) 771 – 782.
- IHS, (2011). Final Worldwide Revenue Ranking for the Top-25 Semiconductor Suppliers in 2010. Retrieved April 11, 2012, from

<http://www.electroiq.com/articles/sst/2012/04/2011-semiconductor-sales-rankings.html>

- Imai M., (1986). *Kaizen: The key to Japan's Competitive Success*, McGraw-Hill, New York.
- Imai M., (2001). *Gemba Kaizen. A commonsense, Low-Cost Approach to Management*, McGraw-Hill, New York.
- Inocencia M.M. & Jose A. M., (2011). "The influence of organizational structure on organizational learning", *International Journal of Manpower*, 32 (5/6). 537 – 566.
- Jeffers P.I., Muhanna, W.A. & Nault, B.R. (2008). "Information Technology and Process Performance: *An Empirical Investigation of the Interaction Between IT and Non-IT Resources*", *Decision Sciences*, 39 (4) 703-735.
- Jenkins, M. (2002). Getting Lean. Boeing Frontiers Online 1 (4). Retrieved November 2, 2009, from [www.boeing.com](http://www.boeing.com)
- Jong, J., Hartog, D. & Den, (2007). How leaders influence employees' innovative behaviour, *European Journal of Innovation Management*, 10 (1) 41-64.
- Juste V. B. & Fierro J.J.C., (2009). Managing supply chain in the context of SMEs: a collaborative and customized partnership with the suppliers as the key for success, *Supply Chain Management: An International Journal* 14 (5) 393–402
- Juttner, U. & Maklan, S., (2011). Supply chain resilience in the global financial crisis: an empirical study *Supply Chain Management: An International Journal* 16 (4) 246–259.
- Kaipia R., (2009). Coordinating Material and Information flows with supply chain planning, *The International Journal of Logistics Management*, 20 (1) 144-162.

- Karlsson C., Ahlstrom P., (1996). Assessing changes towards lean production, *International Journal of Operations & Production Management*, 16 (2) 24-41.
- Kerlinger, F. N. (1973). Foundations of behavioral research (2nd ed.). New York: Holt, Rhinehart, and Winston.
- Khanna, V.K. & Shankar, R., (2008). "Journey to implement Toyota production system - a case study", *Journal of Advances in Management Research*, 5 (1) 80 – 88.
- Kickul, J. (2001). "When organizations break their promises: employee reactions to unfair processes and treatment", *Journal of Business Ethics*, 29 289-307.
- Kickul, J., Scott, W. L., & Belgio, E. (2004). Attitudinal and behavioral outcomes of psychological contract breach: A cross cultural comparison of the United States and Hong Kong Chinese. *International Journal of Cross Cultural Management : CCM*, 4 (2) 229-252.
- Kiefer, A. W., & Novack, R. A. (1999). An empirical analysis of warehouse measurement systems in the context of supply chain implementation. *Transportation Journal*, 38 (3) 18-27.
- Kim, S.W. (2006a). "The effect of supply chain integration on the alignment between corporate competitive capability and supply chain operational capability", *International Journal of Operations & Production Management*, 26 (10) 1084-107.
- Kim, S.W. (2006b). "Effects of supply chain management practices, integration and competition capability on performance", *Supply Chain Management: An International Journal*, 11 (3) 241-8.
- Kim, D., Cavusgil, T.S., & Calantone, R.J. (2006). Information systems innovations and supply chain management: Channel relationships and firm performance. *Journal of Academy of Marketing Science*, 34(1) 40-54.

- Kurihara, M., & Kono, E. (2011). Renesas factory rehab key to car production. McClatchy - Tribune Business News. Retrieved from <http://eserv.uum.edu.my/docview/861414928?accountid=42599>
- Kocakulah, M.C., Austill, A.D. & Schenk, D.E., (2011). Lean Production Practices: Crandon Production System, a case study, *Cost Management*, 25 (4) 38.
- Koh, S.C.L., Demirbag, M., Bayraktar, E., Tatoglu, E. and Zaim, S. (2007). "The impact of supply chain management practices on performance of SMEs", *Industrial Management & Data Systems*, 107 (1). 103-24.
- Kotler P. & Armstrong G., (2001), Principles of Marketing, 9th Edition, Prentice Hall
- Koufteros, X.A., Vonderembse, M.A. & Doll, W.J., (1998). Developing measures of time based manufacturing. *Journal of Operations Management* 16 (1) 21-41.
- Koumanakos D. P., (2008). The effect of inventory management on firm performance, *International Journal of Productivity and Performance Management*, 57 (5) 355-369.
- Krafcik, J.F. (1988). "Triumph of the lean production system", *Sloan Management Review*, 30 (1) 41-52.
- Krause, D.R., Handfield, R.B. & Scannell, T.V. (1998). "An empirical investigation of supplier development: reactive and strategic processes", *Journal of Operations Management*, 17 (1) 39-58.
- Krejcie, R.V. & Morgan D.W. (1970). "Determining Sample Size for Research Activities", *Educational and Psychological Measurement*, 30 (3) , 607-610.
- Krumwiede, D., Tokle, J., Vokurka, R. & Hackert, A. (2009). Internal and external influences on global manufacturers The Free Library. Retrieved March 19, 2010 from [http://www.thefreelibrary.com/Internal and external influences on global manufacturers.-a0197233640](http://www.thefreelibrary.com/Internal+and+external+influences+on+global+manufacturers.-a0197233640)

- Kumar, V., Fantazy, K., Kumar, U., & Boyle, T. A. (2006). Implementation and management framework for supply chain flexibility. *Journal of Enterprise Information Management*, 19 (3) 303-319.
- Kumar, V. & Kumar, U. (1988). "Five years into measuring manufacturing flexibility", paper presented at APORS'88 Meeting, Seoul.
- Kundu, G. K., Manohar, B.M. & Bairi, J., (2011)."A comparison of lean and CMMI for services (CMMI-SVC v1.2). best practices", *Asian Journal on Quality*, 12 (2) 144 – 166.
- Lambert, D.M., Cooper, M.C. & Pagh, J.D. (1998). "Supply chain management: implementation issues and research opportunities", *International Journal of Logistics Management*, 9 (2) 1-19.
- Lapide, L. (2000). What about measuring supply chain performance? *Achieving Supply Chain Excellence Through Technolog*, 2 287-297.
- Lathin, D., & Mitchell, R. (2001). Learning from mistakes. *Quality progress*, 34 (6) 39-45.
- Lawrence, P.R. & Lorsch, J.W. (1967). *Organizations and Environment: Managing Differentiation and Integration*. Cambridge, MA. : Harvard University Press
- Lau, R.S.M. (1996). "Strategic Flexibility: a new reality for world-class manufacturing", *S.A.M. Advanced Management Journal*, 61 (2) 11-15
- Lay Y.F. & Khoo C.H.,(2009). *Pengenalan Kepada Analisis Data Komputer dengan SPSS 16.0 for windows*, Venton.
- Lee H., & Billington, C. (1992). Managing Supply Chain Inventories: Pitfalls and Opportunities. *Sloan Management Review*. 33 (3) 65-73.
- Lee, C.W., Kwon, I.G., Severance, D., (2007)."Relationship between supply chain performance and degree of linkage among supplier, internal integration, and

- customer", *Supply Chain Management: An International Journal*, 12 (6) 444 – 452.
- Lee W.L. & Allwood J.M., (2003). Lean Manufacturing in temperature dependant processes with interruptions. *International Journal of Operations and Production Management*, 23 (11) 1377-1400.
- Lee, H.L. (2000). Creating value through supply chain integration. *Supply Chain Management Review*, 14 (4) 30-36.
- Lee Y.-C., Chu P.-Y. & Tseng H.-L., (2011). Corporate Performance of ICT-enabled business process re-engineering. 111 (5) 735-754.
- Lencioni P., (2002). *The Five Dysfunctions of a Team*, Jossey-Bass.
- Leng, F., & Zailani, S.. (2012). Effects of Information, Material and Financial Flows on Supply Chain Performance: A Study of Manufacturing Companies in Malaysia. *International Journal of Management*, 29 (1) 293-313.
- Lester, S.W., Turnley, W.H., Bloodgood, J.M. & Bolino, M.C. (2002). "Not seeing the eye to eye: differences in supervisor and subordinate perceptions of and attributions for psychological contract breach", *Journal of Organizational Behavior*, 23 (1) 39-56.
- Li, G., Lin, Y., Wang, S. & Yan, H. (2006). "Enhancing agility by timely sharing of supply information", *Supply Chain Management: An International Journal*, 11 (5) 425-35.
- Li, G., Yang, H.J., Sun, L.Y. & Sohal, A.S. (2008). The impact of IT implementation on supply chain integration and performance. *International Journal of Production Economics*, 120 (1) 125-38.



- Li, S.H. , Nathan, B. R., Nathan, T.S. R. & Rao, S. S., (2004). The impact of supply chain management practices on competitive advantage and organizational performance, *The International Journal of Management Science*, 34, 107 – 124.
- Li S.H. (2002). An integrated model for supply chain management practice, performance and competitive advantage. Ph.D. dissertation, The University of Toledo, United States -- Ohio. Retrieved August 6, 2012, from Dissertations & Theses: Full Text.(Publication No. AAT 3058919).
- Li, Y.. (2008). Demand information in supply chain management. Ph.D. dissertation, Hong Kong University of Science and Technology (Hong Kong). Hong Kong. Retrieved December 5, 2009, from Dissertations & Theses: Full Text.(Publication No. AAT 3358682).
- Li, Z.P., Kumar, A., Lim, Y.G., (2002). Supply chain modelling – a co-ordination approach, *Integrated Manufacturing Systems*, 13 (8) 551 – 561.
- Liao, K. & Tu, Q. (2008). “Leveraging automation and integration to improve manufacturing performance under uncertainty”, *Journal of Manufacturing Technology Management*, 19 (1) 38-51.
- Liker, J.L. (1997). *Becoming Lean – Inside Stories of US Manufacturers*, Productivity Press, Portland, OR.
- Liker, J.L. (2004). *The Toyota Way: 14 Management Principles from the World’s Greatest Manufacturer*. New York : McGraw-Hill.
- Liker, J.L. & Franz J.K. (2011). *The Toyota Way to Continuous Improvement*. New York : McGraw-Hill.

- Liker, J.L. & Convis, G.L., (2012). *The Toyota Way to Lean Leadership: Achieving and Sustaining Excellence through Leadership Development*. New York : McGraw-Hill.
- Linke, A. & Zerfass, A., (2011). "Internal communication and innovation culture: developing a change framework", *Journal of Communication Management*, 15 (4) 332 – 348.
- Lockamy, A. I. & McCormack, K. (2004). Linking SCOR planning practices to supply chain performance: An exploratory study, *International Journal of Operations & Production Management*, 24 (12) 192 – 1218.
- Lovell, M.C., (2003). "Optimal lot size, inventories, prices and JIT under monopolistic competition," *International Journal of Production Economics, Elsevier*, 81 (1) 59-66.
- Lummus, R.R. & Vokurka, R.J. (1999). "Defining supply chain management: a historical perspective and practical guidelines", *Industrial Management & Data Systems*, 99 (1) 11-17.
- Lynch, L. L. (2005). *The relationship of lean manufacturing 5S principles to quality, productivity, and cycle time*. Walden University. ProQuest Dissertations and Theses, 143-143p. Retrieved from <http://eserv.uum.edu.my/docview/305397669?accountid=42599>. (305397669).
- Maertz, C.P. & Griffeth, R.P. (2004). "Eight motivational forces and voluntary turnover: a theoretical synthesis with implications for research", *Journal of Management*, 30 667-83.
- Mann, D. (2005). *Creating a Lean Culture: Tools to Sustain Lean Conversions*, Productivity Press, New York, NY.
- Manrodt, K.B., Thompson, R.H., Vitasek, K., (2009). Lean practices in the supply chain, *Logistics Management*. Retrieved November 7, 2012, from

<http://www.joneslanglasalle.com/Documents/JLL->

[LeanPracticesInSupplyChain.pdf](#)

- Manuel F. S. & Juan R., (2012). "An exploratory study of 5S: a multiple case study of multinational organizations in Mexico", *Asian Journal on Quality*, 13 (1) 77 – 99.
- Markus B., (2005). "Selecting internal and external supply chain functionality: The case of ERP systems versus electronic marketplaces", *Journal of Enterprise Information Management*, 18 (4) 441 – 457.
- Mathaisel D.F.X., (2005). A lean architecture for transforming the aerospace maintenance, repair and overhaul (MRO). enterprise, *International Journal of Productivity and Performance Management*, 54 (8) 623-644.
- Mehta, S.N. (2001). "Cisco fractures its own fairy tale", *Fortune*, May, 104.
- Mentzer, J.T. (2001): Defining Supply Chain Management, *Journal of Business Logistics*, 22 (2) 2001, 1–25.
- Mentzer, J.T., DeWitt, W., Keebler, J.S., Min, S., Nix, N.W., Smith, C.D. & Zacharia, Z.G. (2001). "Defining supply chain management", *Journal of Business Logistics*, 22 (2).
- Meysam, S., M., Reza, H.H., Shahryar, S., (2012). Critical success practices (CSP). toward implementing lean production among international companies in Malaysia, *African Journal of Business Management*. 6 (27).
- MIDA (Malaysian Industrial Development Authority). report, (2010). Industries in Malaysia. Retrieved Aug 13, 2011, from <http://www.mida.gov.my/env3/index.php?page=ee>

- Milgate, M. (2001). "Supply chain complexity and delivery performance: an international exploratory study", *Supply Chain Management: An International Journal*, 6 (3) 106-18.
- Mintzberg, H. (1981). Organization Design: Fashion or fit? *Harvard Business Review*, 59 (1) 103-116.
- Mishra, E.K. (2007). Internal communication: Building trust, commitment, and a positive reputation through relationship management with employees. Ph.D. dissertation, The University of North Carolina at Chapel Hill, United States -- North Carolina. Retrieved September 21, 2009, from Dissertations & Theses: Full Text.(Publication No. AAT 3257559).
- Moberg, C.R., Cutler, B.D., Gross, A. & Speh, T.W. (2002). "Identifying antecedents of information exchange within supply chains", *International Journal of Physical Distribution & Logistics Management*, 32 (9) 755-70.
- Mohamad E., Abdullah R., Wan M.W.H., (2008). Communication Gap Analysis at Aerospace Manufacturing Company, *Journal of Human Capital Development*, 1 (1) 21-27.
- Monden, Y. (1998). Toyota Production System, An Integrated Approach to Just-In-Time, 3rd ed., Engineering & Management Press, Norcross, GA. 1-13.
- Monden, Y. (1993). The Toyota Management System, Productivity Press, Portland, OR.
- Monckza, R.M. & Morgan, J. (2000). "Competitive supply strategies for the 21st century", *Purchasing*, 128 (1) 48-59.
- Morgan C., (2004). Structure, speed and salience: performance measurement in the supply chain, *Business Process Management Journal*, 10 (5) 522 – 536.
- Mortimer A.L., (2006). A lean route to manufacturing survival, *Assembly Automation*, 26 (4) 265-272.

- Mortimer A.L., (2008). A continuing lean journey: an electronic manufacturer's adopting of Kanban, 28 (2) 103-112.
- Narasimhan, R., & Jayaram, J. (1998). Causal linkages in supply chain management: an exploratory study of north american manufacturing firms. *Decision Sciences*, 29 (3) 579-605.
- Näslund, D., Hulthen, H. (2012)."Supply chain management integration: a critical analysis", *Benchmarking: An International Journal*, 19 (4) 481 – 501.
- Ndubisi, N.O., Jantan, M., Hing, L.C. and Ayub, M.S. (2005). "Supplier selection and selection strategies and manufacturing flexibility", *Journal of Enterprise Information Management*, 18 (3) 330-49.
- New, S.J. (1997). "The scope of supply chain management research", *Supply Chain Management*, 2 (1) 15-22.
- Nicholas, J. (1998). Competitive manufacturing management. United States of America: Irwin/McGraw-Hill.
- Ohno, T. (1988). The Toyota Production System: Beyond Large-scale Production, Productivity Press, Portland, OR.
- Olivella, J., Cuatrecasas L. & Gavilan N., (2008)."Work organisation practices for lean production", *Journal of Manufacturing Technology Management*, 19 (7) 798 – 811.
- Oliver N., (2008). Rational choice or leap of faith? The creation and defence of a management orthodoxy. *The Learning Organization*, 15 (5).
- Oliver, N., Delbridge, R. & Lowe, J. (1993). World Class Manufacturing: Further Evidence from the Lean Production Debate, Blackwell, Oxford.

- Oliver, R.K. & Webber, M.D. (1982). "Supply-chain management: logistics catches up with strategy", in Christopher, M. (Ed.). *Logistics: The Strategic Issues*, Chapman & Hall, London.
- Owens, G., & Richmond, B. (1995). Best Practices in Retailing: How to Reinvent Your Supply Chain: What Works, What doesn't. *Chain Store Age*, 71 (11) 96-98.
- Pallant, J. (2001). *SPSS survival manual: A step by step guide to data analysis using SPSS for windows (Version 10)*. Chicago: Allen & Unwin.
- Pagell, M. (2004). "Understanding the factors that enable and inhibit the integration of operations, purchasing and logistics", *Journal of Operations Management*, 22 (5) 459-87.
- Patrickson, M., (1994)."Workplace Management Strategies for a New Millenium", *International Journal of Career Management*, 6 (2) 25 – 32.
- Pehrsson, A., (2011)."Firms' customer responsiveness: relationships with competition, market growth, and performance", *Journal of Strategy and Management*, 4 (4) 347 – 364.
- Peteraf, M. & Reed, R. (2007). "Managerial discretion and internal alignment under regulatory constraints and change", *Strategic Management Journal*, 28 (11) 1089-112.
- Pettersen, J. (2009). "Defining lean production", *The TQM Journal*, 21 (2) 127-42.
- Pham D.T., Pham P.T.N. & Thomas A., (2008). Integrated production machines and systems – beyond lean manufacturing. *Journal of Manufacturing Technology Management*, 9 (6) 695-711.
- Piercy N. & Rich N., (2009). Lean transformation in the pure service environment: the case of the call service centre, *International Journal of Operations & Production Management*, 29 (1) 54-76.

- Pinheiro, R. E. (2010). Organizational change and employee empowerment---a grounded theory study in lean manufacturing integration into a traditional factory environment. Capella University). ProQuest Dissertations and Theses,159. Retrieved November 4, 2012 from <http://eserv.uum.edu.my/docview/578504997?accountid=42599>. (578504997).
- Piper, C.J., McLachlin, R.D. (1990). Just-in-time production: eleven achievable dimensions. *Operations Management Review* 7 (3/4) 1–8.
- Ponomarov, S.Y., Holcomb, M.C., (2009) "Understanding the concept of supply chain resilience", *International Journal of Logistics Management*, 20 (1) 124 – 143.
- Porter, M. E. & Millar, V. E. (1985). How information gives you a competitive advantage. *Harvard Business Review*, 63 (4) 149-160.
- Potoradi, J., Winz, G. & Kam, L.W. (1999). Determining optimal lot-size for a semiconductor back-end factory. In: *Proceedings of the Winter Simulation Conference*, 720–726 .
- Power, D., (2005)."Supply chain management integration and implementation: a literature review", *Supply Chain Management: An International Journal*, 10 (4) 252 – 263.
- Power, D.J., Sohal, A. & Rahman, S.U. (2001). "Critical success factors in agile supply chain management: an empirical study", *International Journal of Physical Distribution&Logistics Management*, 31 (4) 247-65.
- Pranckevicius D., Deisell M. D. & Howard G., (2008). "A lean six sigma case study: an application of the "5s" techniques", *Journal of Advances in Management Research*, 5 (1) 63 – 79.

- Prater, E., Biehl, M. & Smith, M.A., (2001). "International supply chain agility – Tradeoffs between flexibility and uncertainty", *International Journal of Operations & Production Management*, 21 (5) 823 – 839.
- Pujawan N.I., (2004). Assessing supply chain flexibility: a conceptual framework and case study. *International Journal Integrated Supply Management*, 1 (1) 79-97.
- Puvanasvaran P.I, Megat H., Hong T.S., Razali M., (2009). The roles of communication process for an effective lean manufacturing implementation. *Journal of Industrial Engineering and Management*, 2 (1) 128-152.
- Qrunfleh, S.. (2010). Alignment of information systems with supply chains: Impacts on supply chain performance and organizational performance. Ph.D. dissertation, The University of Toledo, United States -- Ohio. Retrieved April 10, 2011, from Dissertations & Theses: Full Text.(Publication No. AAT 3417063).
- Quah, H.S. (2010). Relationship of Value Chain Flexibility and Supply Chain Capability towards Supply Chain Performance. Malaysia: Universiti Utara Malaysia
- Quah, H.S. & Udin, Z.M., (2011). Supply Chain Management from the perspective of value chain flexibility: an exploratory study. *Journal of Manufacturing Technology Management*, 22 (4) 506-526.
- Quesada, G., Rachamadugu, R., Gonzalez, M., Martinez, J.L., 2008. Linking order winning and external supply chain integration strategies. *Supply Chain Management: An International Journal* 13 (4), 296–303.
- Rai, A. (2006). "Firm performance impacts of digitally enabled supply chain integration capabilities", *MIS Quarterly*. 30 (2) 225-46.



- Rajagopal, P., Zailani,S., Sulaiman,M., (2009)."Benchmarking on supply chain partnering effectiveness in two semiconductor companies: A case study approach", *Benchmarking: An International Journal*, 16 (5) 671 – 701.
- Ranky, P.G., (2007). Eighteen “monozukuri-focused” assembly line design and isual factory management principles with DENSO industrial examples, *Assembly Automation*, 27 (1) 12–16.
- Rawabdeh I. & Tahboub K., (2006). A new heuristic approach for a computer-aided facility layout, *Journal of Manufacturing Technology Management*, 17 (7) 962 – 986.
- Richey, R.G., Chen, H., Upreti, R., Fawcett, S.E. & Adams, F.G., (2009). The moderating role of barriers on the relationship between drivers to supply chain integration and firm performance, *International Journal of Physical Distribution & Logistics Management*, 39 (10) 826 – 840.
- Robbins, S. (2001). *Organizational Behavior*, Upper Saddle River, New Jersey: Prentice Hall.
- Rodney, G. & Larry, R., (2005). Effective Internal Communication starts at the top, *Communication World*, 22 (4) 26-28.
- Rother, M., & Shook, J. (1999). *Learning to See Value Stream Mapping to Create Value and Eliminate Muda*. Brookline, Massachusetts: The Lean Enterprise Institute.
- Russell, D.M. & Hoag, M.A., (2004). “People and Information Technology in the supply chain social and organizational influences on adoption”, *International Journal of Physical Distribution and Logistics Management*, 34 (2) 102-122.

- Ryan, P. (2001). "Suppliers' perspectives of lean operation and business-to-business relations from the periphery of an industrial market", *Irish Marketing Review*, 14 (1) 5-14.
- Sakakibara, S., Flynn, B.B., Schroeder, R.G., Morris, W.T., (1997). The impact of just-in-time manufacturing and its infrastructure on manufacturing performance. *Management Science* 43 (9) 1246–1257.
- Salamon, M., (2000). *Industrial Relations Theory and Practice* (4th Ed). Prentice Hall
- Sanchez, R., (1995)."Strategic Flexibility in product Competition". *Strategic Management Journal*, 16 (5) 135-159.
- Sari, K., (2007)."Exploring the benefits of vendor managed inventory", *International Journal of Physical Distribution & Logistics Management*, 37 (7) 529 – 545.
- Saunders, M., Lewis, P. & Thornhill, A., (2003). *Research Methods for Business Students*. Prentice Hall.
- Sayer, N.J., Williams, B. . (2007). *Lean for Dummies*. Indianapolis : Wiley Publishing, Inc.
- Schlegelmilch, B.B. & Ambos, B. (2004). "Multi-utility: strategic option in deregulated markets? An empirical assessment using conjoint analysis", *Journal of Strategic Marketing*. 12 57-68.
- Schonberger, R. & Knod, E. (1997). *Operations Management: Customer-Focused Principles*. Irwin/MacGraw Hill, Boston, MA.
- Schonberger, R. (2007). "Japanese production management", *Journal of Operations Management*, 25 403-19.
- Sethi, A.K. & Sethi, S.P. (1990). "Flexibility in manufacturing: a survey", *The International Journal of Flexible Manufacturing Systems*, 2 (4) 289-328.

- Sezen, B. (2008). "Relative effects of design, integration and information sharing on supply chain performance", *Supply Chain Management: An International Journal*, 13 (3) 233-40.
- Shah, R. & Ward, P.T. (2003). "Lean manufacturing: context, practice bundles, and performance", *Journal of Operations Management*, 21, 129-149.
- Shah, R. & Ward, P.T. (2007). "Defining and developing measures of lean production", *Journal of Operations Management*, 25, 785-805.
- Sharma, R. (2010). *The Leader who had no title*, Simon and Schuster, Sydney
- Shingo, S. (1981). *Study of the Toyota Production Systems*, Japan Management Association, Tokyo.
- Shingo, S. (1985). "A revolution in manufacturing: the SMED system", Productivity Press.
- Shingo, S. (1989). "A Study of the Toyota Production System from an Industrial Engineering Viewpoint", Productivity Press, Cambridge, MA.
- Simon, J., (1969). *Basic Research Methods in Social Science : The Art of Empirical Investigation*, Random House, New York.
- Simons & Zokaei, (2005). Application of lean paradigm in red meat processing, *British Food Journal*, 107 (4) 192-211.
- Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2003). *Designing and Managing the Supply Chain: Concepts, Strategies, and Case studies*. Boston: Irwin/McGraw-Hill.
- Singh, B. & Sharma, S.K., (2009). Value stream mapping as a versatile tool for lean implementation: an Indian case study of a manufacturing firm, *Measuring Business Excellence*, 13 (3) 58-68.

- Singh, B., Garg, S.K. Sharma & S.K., Chandandeep, G. (2010). Lean implementation and its benefits to production industry, *International Journal of Lean Six Sigma*, 1( 2). 157-168.
- Smeds, R., (1994). Managing Change towards Lean Enterprises. *International Journal of Operations & Production Management*, 14 (3) 66-82.
- Sofokleous, C., (2007) Implementation of lean manufacturing improvement methodologies in a small agricultural business. M.S. dissertation, Southern Illinois University at Carbondale, United States -- Illinois. Retrieved August 22, 2009, from Dissertations & Theses: Full Text.(Publication No. AAT 1444472).
- Soni, G. & Kodali, R., (2010)."Internal benchmarking for assessment of supply chain performance", *Benchmarking: An International Journal*, 17 (1) 44 – 76.
- Spekman, R.E., Kamauff, J.W. & Myhr, N., (1998)."An empirical investigation into supply chain management: A perspective on partnerships", *International Journal of Physical Distribution & Logistics Management*, 28 (8) 630 – 650.
- Stalk, G. (1988). "Time: the next source of competitive advantage", *Harvard Business Review*, 66 (4) 41-51.
- Stevens, G. C. (1990). Successful supply-chain management. *Management Decision*, 28 (8) 25-30.
- Stevenson, J.W. (2007). Operations Management, 9th ed., McGraw-Hill/Irwin, New York, NY.
- Stock, G.N., Greis, N.P. & Kasarda, J.D. (2000). Enterprise logistics and supply chain structure: the role of fit. *Journal of Operations Management*, 18 (5) 531-47.

- Stock, G.N.; Greis, N.P. & Kasarda, J.D. (1998). Logistics, strategy and structure: A conceptual framework. *International Journal of Operations and Production Management*, 18 (1) 37-52.
- Storey, J., Emberson, C., Godsell, J. & Harrison, A. (2006). *International Journal of Operations & Production Management*, 26 (7) 754-774.
- Suarez, F.F., Cusumano, M.A. & Fine, C.H. (1991). "Flexibility and performance: a literature critique and strategic framework", working paper, Sloan School of Management, MIT, Cambridge, MA pp. 50-91.
- Summers, G. J. & Scherpereel C.M., (2008). Decision making in product development: are you outside-in or inside-out?, *Management Decision*, 46 (9) 1299-1312.
- Sun, H. & Ni, W., (2012). "The impact of upstream supply and downstream demand integration on quality management and quality performance", *International Journal of Quality & Reliability Management*, 29 (8) 872 – 890.
- Sundram, V.P.K., Ibrahim, A.B. & Govindaraju, C., (2011)."Supply chain management practices in the electronics industry in Malaysia: Consequences for supply chain performance", *Benchmarking: An International Journal*, 18 (6) 834 – 855.
- Suzaki, K. (1987). *The New Manufacturing Challenge: Techniques for Continuous Improvement*, The Free Press, New York, NY.
- Stewart, G. (1995), "Supply chain performance benchmarking study reveals keys to supply chain excellence", *Logistics Information Management* , 8 38-44.
- Swamidass, P. & Newell, W. (1987). "Manufacturing strategy, environmental uncertainty, and performance: a path analytic model", *Management Science*, 33 (4) 509-24.

- Swinehart, K.D. & Smith, A.E., (2005). Internal Supply Chain Performance Measurement, *International Journal of Health Care*, 8 (7) 533-542.
- Swink, M., Narasimhan, R. & Wang, C. (2007). "Managing beyond the factory walls: effects of four types of strategic integration on manufacturing plant performance", *Journal of Operations Management*, 25 (1) 148-64.
- Taj, S. & Morosan, M., (2011). The impact of lean operations on the Chinese manufacturing performance, *Journal of Manufacturing Technology Management* 22 (2) 223-240.
- Taj, S. (2008). Lean Manufacturing performance in China: assessment of 65 manufacturing plants, *Journal of Manufacturing Technology Management* 19 (2) 217-234.
- Taj, S. & Berro, L., (2006)."Application of constrained management and lean manufacturing in developing best practices for productivity improvement in an auto-assembly plant", *International Journal of Productivity and Performance Management*, 55 (3) 332 – 345.
- Takeishi, A. (2001). "Bridging inter- and intra-firm boundaries: management of supplier involvement in automobile product development", *Strategic Management Journal*, 22.
- Tan, K.C., Kannan, V.R., Handfield, R.B. & Ghosh, S. (1999). "Supply chain management: an empirical study of its impact on performance", *International Journal of Operations & Production Management*, 19 (10) 1034-52.
- Tanskanen K., Holmström, J., Elfving J. & Talvitie U., (2009). "Vendor-managed-inventory (VMI). in construction", *International Journal of Productivity and Performance Management*, 58 (1) 29 – 40.

- Tan, K.C., Kannan, V.R., Hsu, C.C. & Leong, G.K. (2010). "Supply chain information and relational alignments: mediators of EDI on firm performance", *International Journal of Physical Distribution & Logistics Management*, 40 (5) 377-94.
- Thoo, A.C., Huam, H.T., Md, Y. R. & Rasli, A., (2010). A Proposed Conceptual Model of Determinants of Supply Chain Performance in the Malaysian Electronic Manufacturing Services (EMS). Industry, *International Journal of Business and Social Science*, 1 (1) 137-144.
- Towill, D.R.,(2010)."Industrial engineering the Toyota Production System", *Journal of Management History*, 16 (3) 327 – 345.
- Trkman, P. & Groznik, A., (2006). "Measurement of Supply Chain Integration Benefits", *Interdisciplinary Journal of Information, Knowledge and Management*. 1.
- Tunc, E.A., & Gupta, J.N.D. (1993). Is time a competitive weapon among manufacturing firms? *International Journal of Operations and Production Management*, 13 (3) 4-12.
- Turner, J.R. (1993). Integrated supply chain management: what's wrong with this picture? *Industrial Engineering*, 25 (12) 52-55.
- Umble, M., Umble, E. & Murakami, S. (2006). "Implementing Theory of Constraints in a Traditional Japanese Manufacturing Environment: The Case of Hitachi Tool Engineering", *International Journal of Production Research*, 44 (10) 1863-1880.
- Upadhye N., Deshmukh S.G. & Garg S., (2010). Lean Manufacturing for Sustainable Development, *Global Business and Management Research: An International Journal*, 2 (1) 125-137.

- Vickery, S.K., Drogea, C., Setiab, P. & Sambamurthya, V. (2010). Supply chain information technologies and organisational initiatives: complementary versus independent effects on agility and firm performance, *International Journal of Production Research*, 18 (1) 1-18.
- Vickery, S. K., Jayaram, J., Droge, C., & Calantone, R. (2003). The effects of an integrative supply chain strategy on customer service and financial performance: an analysis of direct versus indirect relationships. *Journal of Operations Management*, 21( 5). 523-539.
- Vickery, S., Calantone, R., & Droge, C. (1999). Supply chain flexibility: an empirical study. *Journal of Supply Chain Management*, 35 (3)16-24.
- Vitasek, K., Manrodt, K. B., & Abbott, J., (2005).What makes a lean supply chain? *Supply Chain Management Review*, 9 (7) 39-45.
- Vonderembse, M. A., Uppal, M., Huang, S. H., & Dismukes, J. P. (2006). Designing supply chains: Towards theory development. *International Journal of Production Economics*, 100( 2). 223-238.
- Wagner, H.M. (2002). "And then there were none", *Operations Research*, 50 (1) 217-26.
- Wang, G., Huang, S. H., & Dismukes, J. P. (2004). Product-driven supply chain selection using integrated multi-criteria decision-making methodology. *International Journal of Production Economics*, 91 (1) 1-15.
- Ward, J.M. (1987). Integrating information systems into business strategies. *Long Range Planning*, 20 (3) 19-29.



- Watson, R. (2010). An analysis of international lean plant manufacturing practices and performance. Masters Research thesis , Department of Management and Marketing, Faculty of Business and Economics, The University of Melbourne.
- Warnecke, H.J. & Huser M., (1995). Lean Production, *International Journal of Production Economics*. , 41, 37-43.
- Wee, H.M. & Wu, S., (2009). Lean supply chain and its effect on product cost and quality: a case study on Ford Motor Company Supply Chain Management: *An International Journal* 14 (5) 335–341.
- White, R.E., Pearson, J.N. & Wilson, J.R., 1999. JIT Manufacturing: a survey of implementation in small and large US manufacturers. *Management Science* 45 (1) 1–15.
- Wickens, P. (1987). *The Road to Nissan*, Macmillan, London.
- Williams, L.R., (1994). “Understanding distribution channels: an interorganizational study of EDI adoption”. *Journal of Business Logistics*, 15 (2) 173-203.
- Womack, J. P. & Jones, D. T. (2005). *Lean Solutions*, New York, Free Press.
- Womack, J. P., & Jones, D. T. (1996). Beyond Toyota: How to root out waste and pursue perfection. *Harvard Business Review*. 74 (5) 140-151.
- Womack, J.P., Jones, D.T. & Roos, D. (1990). *The Machine That Changed the World*, Rawson Associates, New York, NY.
- Wong, Y.C., Wong, K.Y. & Ali, A., (2009). A Study on Lean Manufacturing Implementation in the Malaysian Electrical and Electronics Industry, *European Journal of Scientific Research*, 38 (4) 521-535.
- Worley, J.M. & Doolen, T.L., (2006). The role of communication and management support in a lean manufacturing implementation, *Management Decision*, 44 (2) 228-245.

- Worley, J.M., (2004). "The role of sociocultural factors in a lean manufacturing implementation", Oregon State University, Corvallis, OH, unpublished Master's thesis.
- Yamamoto, Y. & Bellgran, M., (2010)."Fundamental mindset that drives improvements towards lean production", *Assembly Automation*, 30 (2) 124 – 130.
- Yang, T.-M. & Su, C.-T., (2007). Application of hoshin kanri for productivity improvement in a semiconductor manufacturing company, *Journal of Manufacturing Technology Management*, 18 (6) 761 – 775.
- Yeomans, L., (2007). Effective Internal Communication, *Journal of Communication Management*, 11 (1) 90-91.
- Yin, R.K., (2003). Case Study Research: Design and Methods. Third Edition. SAGE Publications. California.
- Zairi, M., & Al-Mashari, M. (2005). The role of benchmarking in best practice management and knowledge sharing [Electronic version]. *The Journal of Computer Information Systems*, 45( 4). 14.
- Zhang, X., Donk, D. P. & Vaart, T., (2011). Does ICT influence supply chain management and performance? *International Journal of Operations & Production Management* 31 (11) 1215-1247.
- Zhang, Q., Vonderembse, M.A. & Lim, J.S. (2003). "Manufacturing flexibility: defining and analyzing relationships among competence, capability, and customer satisfaction", *Journal of Operations Management*, 21 (2) 173-91.
- Zikmund, W.G., (2003). Business Research Methods, Thomson South-Western.

Zolait, A.H., Ibrahim, A.R., Chandran, V.G.R. & Sundram, V. P. K., (2010). Supply Chain Intergration : an empirical study on manufacturing industry in *Malaysia*, *Journal of Systems and Information Technology*. 12 (3) 210-221.