



The impact of supply chain management strategies on enhancing organisational potential in chinese enterprises: the mediating roles of customer satisfaction and employee engagement

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Abstract

Chinese businesses are using supply chain management tactics to get an edge in the market and reach their maximum potential. This research examines the complex relationship between scm methodologies and organisational success, paying special attention to the moderating effects of customer satisfaction and staff engagement. A variety of medium- to large-sized businesses in china's various sectors were surveyed using a mixed-methods approach. Strong scm strategies, including demand forecasting, supplier relationship management, logistics optimisation, and technology integration, positively affect organisational effectiveness, according to both quantitative analysis using structural equation modelling (sem) and qualitative interviews with supply chain managers. This research found that the relationship between scm efficiency and organisational success is greatly mediated by customer satisfaction. This is due to the fact that simplified supply chains enhance responsiveness, delivery speed, and service quality. A more effective supply chain is the result of employees who are enthusiastic about their work, who work together effectively, and who feel more intrinsically motivated to do a good job. The two sides of the coin that is scm are its effects on company culture and operational performance. Companies in china who want to be successful on a global scale should implement integrated supply chain management strategies and create a workplace that values employees and customers equally, according to the study's conclusions. In response to the evolving business environment in china, scholars have built upon prior work to develop an all-encompassing model connecting scm techniques to both internal and external factors that affect performance. Practitioners and policymakers may benefit from this data.

Keywords: *supply chain, employee, enterprises, customer, management.*

Introduction

Within the realm of business in the present day, the integration and management of supply chains have emerged as some of the most significant activities that need to be completed. The amount of potential that an organisation has, as well as its competitive advantage, productivity, and overall potential, are all directly influenced by the activities that are being performed. Scm is an approach that aims to provide value to stakeholders and consumers via the design, planning, execution, control, and monitoring of activities located throughout the supply chain. Scm is an approach that specialises in delivering value to customers and stakeholders. The use of this approach is largely responsible for the fact that businesses are able to effectively manage their resources, successfully satisfy the requirements of the market, and successfully adjust to an environment that is always undergoing change. By virtue of the fact that it is the largest industrial city in the world and the second-largest economy in the world, china offers a particularly intriguing backdrop for the study of supply chain management techniques (aslam et al., 2022). This is because china is the largest industrial hub in the world. Because of the nation's quick industrialisation, economic development, and entry into the global market, companies have been confronted with a substantial quantity of opportunities as well as major challenges. This is because of the nation's rapid industrialisation. In order for chinese businesses to realise their full organisational potential as they go through the process of growing, acquiring market impact, and becoming more sophisticated, it is essential for them to



be able to streamline and simplify their supply chains. The reason for this is because it is crucial for them to be able to make the most of the potential that their business has. There is a rising number of chinese businesses who are starting to recognise the relevance of supply chain management to the accomplishment of their business objectives. Traditional supply chain strategies, such as cost reduction and just-in-time inventory management, are being augmented by more nuanced approaches, such digitisation, automation, and the use of ai and big data, in an effort to enhance the effectiveness of supply chains, decision-making, and forecasting. These strategies have been implemented in order to improve supply chain efficiency. The implementation of these tactics was done with the intention of enhancing the efficiency of the supply chain. Businesses are able to be more successful in meeting the expectations of their customers, lowering their costs, increasing their operational efficiency, and enhancing the quality of their goods when they use these strategies. Even though significant improvements have been achieved, the full degree of the influence that supply chain management techniques have on the development of organisational potential in the setting of chinese enterprises is still not completely known. This is because the effects of these strategies are still being studied. This research aims to attempt is to look into the ways in which the techniques of supply chain management have an effect on significant outcomes, such as the degree to which workers are engaged in their work, the degree to which customers are satisfied with the service they get, and the growth of a company (bindi et al., 2021).

Background of the study

Many businesses in today's fast-paced, globally-connected market are beginning to see the value of scm, particularly those in emerging and dynamic economies such as china's. Many factors, including technological advancement, shifting customer tastes, the proliferation of online shopping, and china's position as a global manufacturing and trading powerhouse, have contributed to a dramatic shift in the way chinese firms handle supply chain management in the last few decades. There is tremendous demand on chinese enterprises to increase efficiency, output, and customer happiness if they want to maintain or increase their market share (dadeliene et al., 2020). This study delves at the impact of supply chain management tactics on various company outcomes, such as employee engagement and consumer happiness. The focus is on the potential of chinese firms. Everyone seems to agree that scm has the ability to greatly affect a business's future success. Studying how strategic supply chain tactics affect the entire performance of chinese organisations is the goal of this research, which aims to fill in the gaps in the researcher's current understanding. Nowadays, being good stewards of the earth and one another is highly valued. In an attempt to lessen or eliminate any detrimental effect on the economy, businesses are pursuing management strategies. Commercial operations such as resource exploitation, burning fossil fuels, inappropriate waste disposal, and excessive power consumption are generally seen to be the main culprits responsible for climate change and global warming. Biogas, solar electricity, and hybrid cars are just a few of the eco-friendly options that have been proposed in response to the pressing need for sustainable practices. At its core, scm strategy is based on eco-friendly and productive company practices. In the spirit of unity as part of the researcher's ongoing effort to address pressing environmental issues, the researcher's strategy aims to integrate sustainability into operational procedures. Ever since the industrial revolution, there has been a growing need to monitor and eradicate pollution from companies (tao et al., 2025). The efficient functioning of the supply chain depends on each and every one of its links, which include producers, manufacturers, retailers, distributors, and consumers. The system allows for the upstream and downstream movement of commodities and services via monetary transactions, information exchange, and physical storage. The rapid evolution of supply chains has given birth to a new method of scm that considers ethical and environmental aspects. Because scm provides incentives and possible



rewards to managers interested in green practices, it is being used by more and more firms. Cooperation between manufacturers, suppliers, and consumers is essential for enhancing strategic positioning and enacting eco-friendly policies that are both cost-effective and beneficial to the environment. By using scm, a company may enhance its competitiveness and long-term sustainability in the supply chain ecosystem, all while making a positive impact on ethical and environmental goals. Modern businesses must quickly address environmental management, the primary objective of which is to ensure the long-term viability of their manufacturing processes. Establishing criteria for evaluating supply chain management approaches and metrics is the main goal. Sustainable practices may be more easily integrated into supplier agreements if the researcher all pitch in to protect the environment. For example, how can suppliers produce renewable commodities and successfully incorporate environmental principles into systems? Many concerns remain unanswered. Partnerships between sellers and buyers are crucial for supply chain management to advance, according to studies (wang et al., 2024).

Purpose of the study

The goal of this study is to look at how scm techniques and the process of optimising organisational potential in chinese businesses are related, and how customer satisfaction and staff engagement play a mediating role in that connection. In order to stay afloat in today's cutthroat and constantly evolving chinese market, businesses must use efficient and adaptable supply chain management practices. Via this study, the researcher want to get a better understanding of the role of supply chain management in influencing a company's bottom line via factors such as supplier collaboration, logistical optimisation, and technology integration. In addition, it explores the interdependence of internal and external stakeholders in achieving strategic goals, as well as the mediating roles played by worker engagement and consumer pleasure in this interaction. This research seeks to provide practical insights to chinese company executives and regulators so that they may improve customer experiences, increase staff engagement and productivity, and better align supply chain operations with overall organisational goals. This will be accomplished by looking at the criteria that were already given.

Literature review

The scm function has become an essential strategic role for quickly emerging countries like china, with the goal of enhancing productivity and effectiveness of organisations. The concept of scm has evolved over time to become more than simply an operational chore for firms; it is now seen as an essential component of continuous development, efficiency, and competitive advantage. Improved customer service, quicker delivery, cheaper pricing, and closer connections with suppliers are all outcomes that may be achieved via effective supply chain management methods. These activities include optimising logistics, integrating technology, and improving demand projections. It is common knowledge that these can be achieved. These strategies aim to connect corporate processes with market expectations, in addition to simplifying operations, which serves as their primary objective (ning & yao, 2023). The impact of supply chain management on the success of a firm is indirect, but it is definitely not any less substantial. How these two variables interact with one another is being significantly impacted by a variety of factors, including the level of satisfaction experienced by customers and the level of engagement shown by employees. A supply chain that is well-structured results in increased customer loyalty and repeat business. This is because it improves the overall customer experience, increases product availability, and reduces delivery delays. For the



purpose of creating customer loyalty, each of these elements is equally important. On the other hand, when workers are actively engaged in their work and are aware of how they contribute to the smooth functioning of the supply chain, they are more likely to be motivated, to collaborate with one another, and to be in agreement with the aims of the organisation. These characteristics have only been investigated in a limited number of studies in chinese companies, which are subject to cultural, economic, and legal variances in their respective operating settings. The fact that these characteristics have been the subject of substantial research in western or global contexts does not change the fact that this is the case anymore. In order to fill that knowledge vacuum, the purpose of this research is to investigate how supply chain management strategies might assist chinese organisations in realising their full potential. The examination of the synergistic impacts of satisfied customers and passionate staff is the means by which this is accomplished (jiang et al., 2023).

1. Research questions

- ✓ What is the effect of supply chain management strategies on optimising organisational potential in chinese firms through employee engagement?
- ✓ What is the impact of supply chain management strategies on customer satisfaction?

2. Methodology

▪ Research design:

The quantitative data analysis used spss version 25. The odds ratio and 95% confidence interval were used to evaluate the strength and direction of the statistical association. The researchers established a statistically significant threshold of $p < 0.05$. A descriptive analysis was conducted to ascertain the principal features of the data. Quantitative approaches are often used to evaluate data collected by surveys, polls, and questionnaires, as well as data analysed using statistical computational techniques.

▪ Sampling

A straightforward sampling method was utilised for the investigation. The study utilised questionnaires to collect data. The rao-soft program calculated a sample size of 320. A total of 560 questionnaires were distributed; 486 were returned, and 77 were rejected due to incompleteness. A total of 409 questionnaires were utilised in the investigation.

▪ Data and measurement

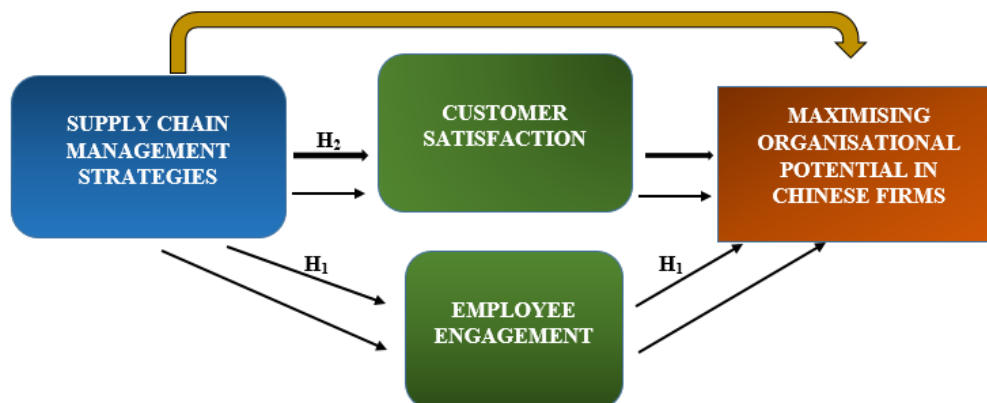
The primary instrument for data collection in this research was a questionnaire. Part a of the survey solicited fundamental demographic information, while part b used a 5-point likert scale to gather answers about attributes associated with online and offline channels. A multitude of sources, particularly internet databases, supplied the secondary data.

Statistical software: the statistical analysis was done using spss 25 and ms-excel.

- **Statistical tools:** descriptive analysis was done to grasp the core character of the data. The researcher must analyse the data utilising anova.



Conceptual framework



Result

• Factor analysis

A prevalent use of factor analysis (fa) is to reveal hidden variables within visible data. In the absence of definite visual or diagnostic signs, it is standard practice to use regression coefficients for evaluations. In fa, models are essential for success. The aims of modelling are to detect faults, intrusions, and identifiable connections. The kaiser-meyer-olkin (kmo) test is a technique for assessing datasets produced by multiple regression studies. The model and sample variables have been validated as representative. The data demonstrates redundancy, as shown by the statistics. Decreasing the proportions improves the data's clarity. The kmo output varies from zero to one. A kmo value between 0.8 and 1 indicates an adequate sample size. These specify the permissible boundaries, according to kaiser: the additional admittance criteria set out by kaiser are as follows:

A pitiful 0.050 to 0.059, below average 0.60 to 0.69

Middle grades often range from 0.70 to 0.79.

exhibiting a quality point score between 0.80 and 0.89.

they are astonished by the range of 0.90 to 1.00.

table 1: kmo and bartlett's test assessment of kmo and bartlett's sampling adequacy evaluated by kaiser-meyer-olkin: .894

the outcomes of bartlett's test of sphericity are as follows: approximately chi-square

Degrees of freedom = 190

Significance = 0.000

This validates the assertions stated just for sampling purposes. Researchers used bartlett's test of sphericity to evaluate the relevance of the correlation matrices. The kaiser-meyer-olkin metric demonstrates that a score of 0.894 shows sample adequacy. The p-value obtained from bartlett's sphericity test is 0.00. A favourable result from bartlett's sphericity test indicates that the correlation matrix is not an identity matrix.



Table: KMO and Bartlett's

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.894
Bartlett's Test of Sphericity	Approx. Chi-Square	3252.968
	df	190
	Sig.	.000

The bartlett test of sphericity confirmed the general significance of the correlation matrices. The kaiser-meyer-olkin metric of sampling adequacy is 0.894. Researchers calculated a p-value of 0.00 using bartlett's sphericity test. The researcher recognises the correlation matrix's invalidity, since bartlett's sphericity test yielded a significant result.

❖ Independent variable

• supply chain management strategies

An increase in total value is the ultimate aim of scm. The supply chain's profitability is the key indicator of value. When a business's supply-chain expenses are lower than its income, it is said to be profitable. The core principle of supply chain management is the coordination of the creation, transfer, and utilisation of products and services. Maximising revenues via the transmission of commodities and information across different stages of the supply chain is the ultimate objective of logistics and supply chain management. Sourcing raw materials, developing products, advertising, selling, managing operations, keeping track of inventories, accounting, and providing customer support are the main responsibilities of supply chain management. Consumption is the central node in any supply chain. An increase in total value is the ultimate aim of supply chain management (scm). The supply chain's profitability is the key indicator of value. One way to get the roi is to divide all of the supply chain expenses by the total consumer revenue. Choosing how the supply chain will be organised and what each link will be responsible for considering the building's requirements and selecting a site identifying the goods to be manufactured and the storage space required for them planning the logistics, which involves finding the most efficient places and ways to gather data. To succeed in today's complicated global business environment, one must master the art of supply chain management. Many businesses experienced setbacks as a result of changes in consumer demand and raw material shortages both during and after the epidemic, making a robust supply chain strategy essential. Problems persist; a 2023 poll indicated that 44% of businesses made adjustments the previous year because they were concerned about their supply chain footprint, and 49% said that chain interruptions made planning difficult. Everything should go well, however, if the researcher plan beforehand and set priorities. Many different approaches to supply chain management are helping businesses succeed (haq, 2021).

❖ Mediating variable

• Customer satisfaction



One classic sign of a good marketing effort is when customers are happy. Consequently, it reveals the extent to which a business's offerings fulfil or exceed client expectations. The happiness of a client is described as "the number of customers, or percentage of total customers, whose reported experience with a firm, its products, or its services (ratings) exceeds specified satisfaction goals." in order to strike a better balance between consumers' opinions before and after they buy, businesses should put their customers' pleasure and loyalty first. When it comes to assessing consumer happiness, expectation disconfirmation theory is still the gold standard. The researcher employ a wide range of theories—including equity, attribution, comparison, assimilation, and many more—to shed light on customer happiness. Conventional methods of gauging consumer happiness via surveys may be skewed due to a number of factors, including respondents' emotional states, memory limitations, availability heuristics, and the ever-changing character of the whole customer experience. As a component of its continuing common language in marketing project, the marketing accountability standards board has authorised the goals, measurements, and definitions included in marketing measurements. A customer satisfaction indicator is a great tool for monitoring and managing, according to the majority of senior marketing managers (71 out of 200). One of the kpis of a balanced scorecard is the level of customer happiness. Companies in today's fiercely competitive market place see happy customers as a key differentiator and an essential component of their overall strategy (fu et al., 2022).

- **Employee engagement**

Day in and day out, employees that really care about the company's success and its purpose demonstrate it through their work and attitude. An engaged workforce is what this is known as. When trying to quantify or qualitatively characterise the nature of the relationship between a firm and its people, the notion of employee engagement is vital. A really "engaged employee" is one that is invested in their company's success and isn't afraid to go the additional mile to make it happen. The way a person acts on the job says a lot about their dedication to the company and the ideals it stands for. On the other side, a disengaged worker can be doing nothing (a practice called "coasting") or even intentional harm to the company's image and productivity. Companies with "high" engagement levels are more likely to have productive employees than those with "low" engagement levels. Employee engagement is still a contentious issue, despite its longevity as a management theory and practice (since the 1990s). Academics may have a point, but human resource and internal communications management have been using employee engagement strategies for a long time. The words "employee satisfaction" and "employee experience" have started to sound similar, despite the fact that pleasure is a distinct idea. Unlike "engagement," which describes an employee's degree of internal drive to do their job well, "satisfaction" describes their general feelings about their job (zhou, 2021).

- ❖ **Dependent variable**

- **Maximising organisational potential in chinese firms**

Organisational potential, including development, innovation, and competitiveness, may be maximised by chinese firms via the use of internal resources and external methodologies. Companies cannot reach their maximum potential in today's technologically sophisticated and internationally networked chinese economy using conventional measures of operational efficiency. Investment in digital transformation, a growth mind-set, and cutting-edge supply chain management practices all fall under this category. Improving responsiveness and service quality may be achieved by aligning corporate procedures with customer expectations and



market trends. Employee participation is essential since workers' innovation and production skyrocket when they are inspired, given responsibility, and believed in the mission of the organisation. Companies in china are putting a premium on agility in the face of shifting rules, unpredictable market conditions, and intense international competition. In order to access new markets, resources, and technology, companies are developing strategic alliances on a worldwide and regional scale. As a strategy to entice and keep creative and gifted workers, companies are increasingly increasing their investments in organisational learning and leadership development. However, there may be obstacles such as bureaucratic processes, talent retention issues, and uneven policy settings. A well-organised and coordinated use of resources, including people, technology, and reliable supply chain networks, is necessary to overcome obstacles. By balancing internal operations with market needs, chinese companies may become world leaders in the contemporary economy (cui et al., 2023).

❖ Relationship between supply chain management strategies and optimising organisational potential in chinese firms through employee engagement

Employee involvement is essential facilitator in the interaction between scm methods and organisational potential in chinese enterprises. Staff are able to make greater contributions to operational objectives when scm strategies are well-communicated and matched with their responsibilities. When workers are enthusiastic about what they do, they are more likely to contribute to cross-departmental collaboration, solve supply chain problems, and accept responsibility for their work. For instance, a proactive, adaptable, and inventive staff is ideal for implementing lean or agile supply chain techniques. Furthermore, staff morale and dedication are boosted when they see a clear correlation between their work and the success of the supply chain. In the end, this involvement improves supply chain operations by increasing efficiency, decreasing mistake rates, and shortening reaction times. Businesses in china are better able to adapt and compete if they include employee involvement into their supply chain management plans. This is because the country's fast economic development and technology innovation are pushing change. Consequently, supply chain management techniques that take employee feedback into account and work to increase participation not only boost logistics and production results, but also help organisations reach their maximum potential via encouraging a spirit of personal responsibility, new ideas, and constant development (liu et al., 2022).

Following the aforementioned argument, the researcher posited the further hypothesis to examine the relationship between supply chain management strategies and optimising organisational potential in chinese firms through employee engagement.

“h₀₁: there is no significant relationship between supply chain management strategies and maximizing organisational potential in chinese firms through employee engagement.”

“h₁: there is a significant relationship between supply chain management strategies and maximizing organisational potential in chinese firms through employee engagement.”



Table 2: H₁ ANOVA Test

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39588.620	165	5638.517	1054.125	.000
Within Groups	492.770	243	5.349		
Total	40081.390	408			

This investigation will provide substantial outcomes. The f value is 1054.125, indicating statistical significance with a p-value of .000, which is below the .05 alpha threshold. The hypothesis posits: “h₁: a significant relationship exists between supply chain management strategies and the optimisation of organisational potential in chinese firms via employee engagement.” The alternative hypothesis is accepted, whereas the null hypothesis is rejected.

❖ Relationship between supply chain management strategies and customer satisfaction

The link between scm methods and the level of pleasure experienced by customers is one that is both direct and notable. By ensuring that items are accessible when and where consumers want them, effective scm works to improve overall customer satisfaction. It is possible to increase both dependability and trust via the implementation of strategies such as agile and responsive supply chains, which allow for speedier delivery and improved responsiveness to the needs of customers. Lean operations and effective inventory management both contribute to cost reduction, which in turn enables businesses to provide competitive pricing, which is a significant element in determining the level of customer satisfaction. In addition, quality assurance across the supply chain helps to reduce the number of faults and guarantees that the product quality remains constant, which in turn boosts consumer trust. Transparency and the overall quality of the service experience are both improved by real-time communication technologies and order tracking. On top of that, customisation techniques and flexible manufacturing make it possible for businesses to cater to the individual requirements of their customers, which further boosts customer satisfaction. Last but not least, environmentally concerned customers are more likely to be aligned with sustainable and ethical supply chain processes, which result in increased brand loyalty and reputation. When it comes to fulfilling and surpassing the expectations of customers, well executed supply chain management techniques play a key role (bi et al., 2022).

Following the aforementioned argument, the researcher posited the further hypothesis to examine the relationship between supply chain management strategies and customer satisfaction.

“h₀₂: there is no significant relationship between supply chain management strategies and customer satisfaction”

“h₂: there is a significant relationship between supply chain management strategies and customer satisfaction”



Table 3: H₁ ANOVA Test

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39588.620	183	5385.517	1002.516	.000
Within Groups	492.770	225	5.372		
Total	40081.390	408			

This inquiry will provide significant results. The f value is 1002.516, signifying statistical significance with a p-value of .000, which is under the .05 alpha level. The hypothesis asserts: ***“h₂: there is a significant relationship between supply chain management strategies and customer satisfaction”*** “the alternative hypothesis is affirmed, whereas the null hypothesis is dismissed.

Discussion

According to this study, scm strategies are closely related to achieving organisational potential maximisation in chinese enterprises. Supply chain management has grown in importance as china's economy has shifted from manufacturing to a focus on innovation, quality, and speed. Improving performance and staying competitive requires businesses to utilise effective supply chain management approaches. These strategies allow them to improve the responsiveness, affordability, and quality of their systems. It is critical to realise that scm cannot function alone. When combined with other factors, such as happy customers and invested staff, its influence on a company's potential becomes clear. In order to reduce mistakes and increase delivery times, businesses may, for instance, simplify their supplier links and logistics. Customers are more likely to trust and remain loyal as a result. It is possible to boost morale and output by instituting transparent and effective supply chain procedures. All of these things work together to improve the company's standing and internal operations, which is crucial for its future success. The conversation also implies that chinese companies can better adapt to change and deal with uncertainty if they engage in digital transformation. This includes things like cloud-based supply systems and ai-driven inventory management. Still, outside forces such as trade restrictions, unequal supply chain standards, and a recalcitrant staff could create problems. In order to outdo those, businesses must adopt a supply chain management strategy that is both all-encompassing and adaptable, bringing together technology, employees, and the customer experience. Supply chain efficiency, customer value, and employee involvement in innovation and continuous development should take precedence over resource optimisation if organisations are to realise their maximum potential.

Conclusion

In conclusion, the findings of this research provide compelling evidence that efficient supply chain management methods are one of the most important factors for organisations to achieve their maximum potential. It is possible for businesses to enhance their performance, become more competitive, and assure their long-term sustainability via the use of supply chain management strategies. These strategies encourage employee engagement and increase customer satisfaction. In order for businesses to flourish in the turbulent market of today, they need to embrace supply chain management strategies that are customer-centric and also



prioritise the happiness and financial security of their employees. Nevertheless, further research is necessary to fully comprehend the impact of evolving technologies, to compare and contrast various civilisations and to find characteristics that are special to certain industries. The ramifications of the research extend well beyond the scope of specific organisations; they have an impact on academics, politicians, and society in general. Specifically, it provides solutions that may be put into action to promote environmentally responsible corporate practices and to enhance the effectiveness of supply chain management strategies.

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