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Evaluating The Influencing Supply Chain Management Practices Act On Organizational Performance. The Employee Job Satisfaction's Mediating Impact

Dodo Khan Alias Khalid Malokani[1], Danial Hussain Shaikh[2], Dr. Tahal Kumar[3], Dr. Noreen Hassan[4], Dr. Naira Qazi[5], Dr. Seema N. Mumtaz[6], Mudasar Malokani[7]

Abstract:

The study examines influence of SCMP on OP, while simultaneously evaluating the mediating function of job satisfaction (JS). Using data from health sector, the research utilizes quantitative approach, employing survey data from 240 employees, using SPSS (Version 25) and Amos (Version 23), and Hayes Process macro for mediating variables. Findings reveal that SCMP significantly and positively influenced OP, highlighting the importance of effective SCM strategies in enhancing operational efficiency and competitive advantage. Furthermore, the study confirms that JS directly improves OP, emphasizing the critical role of employee satisfaction in achieving organizational goals. Notably, JS found partially mediating association between SCMP and OP, suggesting that positive effects of SCMP on OP are amplified when employees are[1] satisfied. This mediation underscores the necessity for organizations to integrate HR initiatives that foster job satisfaction with their SCM strategies. Practical implications include the recommendation for firms to adopt comprehensive SCM practices and to invest in creating a supportive work environment that enhances employee satisfaction. Future research should expand to other sectors and regions for broader validation. The study further enriches existing literature by clarifying complex relationship among SCMP, OP, and JS. Also, provides valuable insights for both researchers and practitioners.

Keywords: *Supply chain management practices, Job satisfaction, Organizational performance, Hayes Process, Health sector.*

Introduction

In today's era of globalized supply chains, dispersion of companies, suppliers, and customers across diverse regions has significantly heightened complexity of both forward and reverse

[1]Assistant Professor, Department Of Business Administration, Government College University, Hyderabad, Sindh, Pakistan, (Corresponding Author), Alias.Khalid@Gcuh.Edu.Pk, ORCID: Https://Orcid.Org/ 0009-0009-3439-4822.
[2] Lecturer In Business Administration, Iqra University North Campus, Karachi, Sindh, Pakistan.
[3]Assistant Professor, Department Of Business Administration, Sindh University Laar Campus Badin, Pakistan.
[4]Assistant Professor And Chairperson, Department Of Business Administration, Federal Urdu University Of Arts, Science And Technology. Gulshan Campus, Karachi.
[5]Assistant Professor, Department Of Management Sciences, Isra University, Hyderabad, Pakistan.
[6]Chair Dept. Of Community Medicine -Karachi Institute Of Medical Sciences, National University Of Medical Sciences, Malir Cantt. Karachi, Pakistan.
[7] Ex-Management Trainee Officer At AGI Pvt Ltd. DENIM Karachi, Sindh, Pakistan.

supply chain processes. As digital advancements continue, integrating advanced technologies has become a significant driver for enhancing supply chain management, thereby substantially impacting organizational performance. The challenges intensify as supply chains strive to consistently monitor sustainable practices and require improved visibility. In current competitive environment, adept supply chain management imperative for business excellence (Dahinine et al., 2023).

SCM has been extensively studied and discussed by academicians, consultants, and business managers. Many organizations are recognizing the value of SCM in optimizing their operations (Qureshi et al., 2020). SCM aims to enhance the performance of individuals along with the organizations as well as the overall network, emphasizing the tactical coordination among trading partners. A primary objective for businesses is to enhance their operational and organizational performance by analyzing their supply chain processes. Numerous prior studies have utilized SCM practices to improve organizational performance (Ali & Gossaye, 2023). However, further research is necessary to draw definitive conclusions on link among SCM practices and, organizational performance, as some studies have primarily focused on the financial impacts of these practices (Dekkers et al., 2020).

A research report by Khaddam et al., (2020) highlights major obstacles to achieving competitive advantage through SCM, like disconnected systems and supply chain partners isolation etc. The study identifies key gaps in existing literature like needed addressing in digital age, such as low employee satisfaction and diminished organizational performance. This study aims to fill this knowledge gap. Additionally, existing research on job satisfaction role as mediator among SCM practices and organizational performance is under-exploration.

Through addressing these research areas, this study aims to contribute significantly to several critical aspects. First, it explores the multifaceted relationship between SCM practices, job satisfaction, and organizational performance. Earlier research lacked a formal model to integrate these activities at both upstream and downstream levels and to connect these activities to organizational performance and competitive advantage. This study proposes that understanding SCM practices from both perspectives can help practitioners and researchers gain a deeper insight into their scope and actions. Second, this approach not only enhances understanding but also allows researchers to explore implications of SCM practices. Moreover, it is expected that study will provide valuable imminent for implementing and studying SCM practices within firms, thereby offering a valid model for examination. Third, the empirical findings of this model should illuminate how SCM practices affect organizational performance and competitive advantage. Lastly, the study equips SCM managers with tools to evaluate the comprehensiveness of current practices, including a multidimensional measure of SCM practices and an assessment of their overall effectiveness in enhancing organizational performance and competitive advantage.

Literature Review

Supply Chain Management Practices (SCMP)

Gera et al. (2022) states SCMPs are set of internal initiatives aimed at improving supply chain efficiency. Different SCMP are used by some researchers. As an example, Sudan et al. (2023) lists outsourcing, supplier partnerships, cycle time density, and information sharing. The six components of SCMP were also described by Ali et al. (2024) and include integration, information exchange, customer service, supply chain abilities, and timely capability. Also some characteristics like cross-functional teams, long-range connection, and supplier engagement were defined as metrics for evaluating relationship among suppliers and buyers.

Three components that constitute SCMP were defined by (Waiyawuththanapoom et al., 2023) purchasing, customer relationships, and quality. Hence, SCMP is portrayed in literature from a variety of angles, but ultimately, there is a common goal such that to improve OP (Almutairi et al., 2020).

Organizational performance (OP)

Organizational performance (OP) refers rate at which a company achieves its objectives. There has been some research on OP in the past, but no agreed-upon definition has allowed for its measurement. In order to quantify OP, some of the studies look to financial performance. However, this approach has its limitations, as financial indicators alone may not fully capture the broader spectrum of organizational effectiveness and performance. Ultimately, the financial performance remains crucial aspect of OP assessment, it is imperative to adopt broader perspective that encompasses both financial and non-financial dimensions, aligning with evolving expectations of stakeholders and increasing emphasis on sustainability and corporate social responsibility. By embracing more OP measurement holistic approach, organizations could better navigate challenges, capitalize on opportunities, and sustain long-term success in ever-changing global landscape (Harini et al., 2020; Malokani et al., 2022).

Job satisfaction (JS)

Job satisfaction defined as employee's affective reply to job, resulting from their evaluation of job characteristics, work environment, and their own expectations and needs (Purwanto et al., 2021; Mumtaz et al., 2024). It involves a complex interplay of intrinsic and extrinsic factors that influence an individual's psychological and emotional well-being in the workplace. Factors contributing to job satisfaction include, but are not limited to, job design, compensation, career development opportunities, leadership style, workplace relationships, and organizational culture. In essence, job satisfaction is result of delicate balance between various factors that shape employee experience. Organizations that prioritize creating positive work environment, fostering meaningful work, and investing in employee development are more likely to cultivate satisfied and engaged employees that contribute to their success (Almutairi et al., 2020).

SCMP and OP

Prior studies has exposed significant success implementing effective supply chain management practices in various sectors, like retail, health, manufacturing, etc. (Moshood et al., 2021). However, the collaborative partnerships with suppliers and logistics providers have enabled retailers to better meet consumer demand and improve organizational performance. By utilizing advanced technology and data analytics, retailers have been able towards inventory levels optimization, reduce times, and boost overall operational competence. As the industry continues to embrace digital solutions, organizations have been improved visibility, traceability, and compliance in supply chain. Additionally, the use of technology in SCMP allows for time tracking and monitoring of inventory levels. The adoption of digital solutions in supply chain management is paving way for more effective and sustainable health industry (Ali & Gossaye, 2023).

As, SCMP would improve the retailer performance to attract more consumers to new fashion, products, via adopting new trends, respectively SCMP could accommodate retailer in timely manner with better quality products. Moreover, many researchers studied SCMP and organizational performance (Moshood et al., 2021). On the other hand only few empirical studies addressed SCMP significance in retail industries. Furthermore, the majority of few

studies conducted in South-Asian region discussed the SCMP influence via organizational performance. Therefore, existing studies proposed that:

H1: SCMP has a positive and direct effect on OP.

JS and OP

The impact of job satisfaction on performance within organizations cannot be overstated (Lai-Bennejean & Beitelspacher, 2021). It serves as a cornerstone for organizational success and growth. When employees are satisfied and motivated, they are more likely to achieve exceptional results and contribute positively to the attainment of targets. This correlation between job satisfaction and performance underscores its significance in enhancing productivity and elevating quality of organization work. Moreover, job satisfaction has a direct influence on employee productivity, which subsequently affects firm profitability. This reciprocal relationship highlights pivotal role of employee satisfaction in driving organizational performance. Additionally, firm profitability reciprocally influences employee satisfaction (Purwanto et al., 2021), further emphasizing the interconnectedness between the two factors. Ultimately, the satisfaction of employees plays a pivotal role in bolstering firm profitability and enhancing operational performance, thereby improving the quality of goods and services offered. It is evident that without a satisfied workforce, organizations cannot aspire to achieve the levels of quality and profitability necessary for success. Hence, the hypothesis is given such that:

H2: JS has positively direct relation towards OP.

JS, SCMP and OP

Job satisfaction plays a pivotal role in mediating relationship among SCMP and organizational performance. Effective SCMP is vital for ensuring seamless operations, optimizing resource utilization, and meeting customer demands efficiently (Soufi et al., 2023). However, the success of SCM initiatives heavily relies on the motivation, commitment, and engagement of employees involved in the supply chain processes.

When employees have of job satisfaction, they more likely be motivated, engaged, and committed to their roles within the supply chain. This heightened sense of satisfaction fosters a positive work environment, encourages collaboration, and promotes innovation within the SCMP framework. Satisfied employees tend to exhibit greater initiative, problem-solving abilities, and willingness to go above and beyond their regular duties to contribute to SCMP performance enhancement. Moreover, job satisfaction positively influences employee retention rates, reducing turnover and ensuring continuity in SCMP operations. This stability within the workforce allows organizations to build and maintain strong relationships with suppliers, partners, and customers, thereby enhancing the efficiency and effectiveness of the supply chain. The impact of job satisfaction on SCMP cascades to overall organizational performance (Er Kara et al., 2021; Junejo et al., 2023). A well-functioning supply chain, driven by satisfied and motivated employees, leads to improving operational efficiency, cost reduction, faster delivery times, and enhanced customer satisfaction. These factors, in turn, contribute to increased profitability, market competitiveness, and sustainable growth for organizations. Therefore, organizations must prioritize strategies aimed at enhancing employee job satisfaction to optimize the relationship between SCMP and organizational performance. Investing in employee development, providing recognition and rewards, fostering a supportive work

culture, and promoting work-life balance are essential steps in maximizing the synergistic effects between job satisfaction, SCM performance, and overall organizational success.

H3: JS has mediating impact on SCMP and OP.

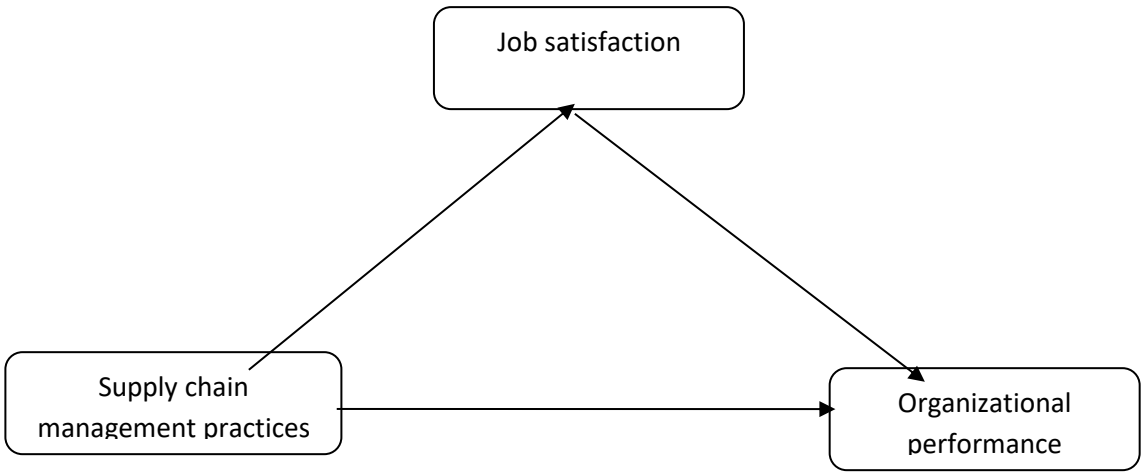

Figure1. Conceptual framework

Research Methodology

The research process begins with establishing study framework and continues through to the conclusion. This quantitative study utilized scientific methods to evaluate data to address research questions. The population consisted of nursing personnel employed in health sector. This sector was chosen because organizations within it must continuously adapt to new technological advancements and competitive market dynamics through innovative ideas to remain viable. The final sample size was 240 participants, determined using Yamane (1967) formula.

Measurement and Sampling Procedure of Instruments

All measures utilizing were adapted from prior studies. Also, measured on seven-points Likert scales ranging 1-strongly disagree to 7-strongly agree. However, SCMP was measured with four (4) items (Zhu & Sarkis, 2007). JS was measured with four-items scale (Williams & Anderson, 1991). OP was measured by 5- items scale adopted (Banerjee & Mishra, 2017). Control variables included gender, age, education, and experience. Participants completed a questionnaire on the research variables to provide responses and address any potential issues.

Demographic Information

The researcher distributed a total of 325 questionnaires, of which 255 returned. After excluding 15 questionnaires due to missing data, the final sample size for the study was 240 respondents, resulting in an overall response rate of 73.85%. Among sample, 68.75% were male and 31.25% were female. Age distribution was as follows: 24.58% were between 16-23 years old, 34.17% were in the 24-30 age group, 22.5% were aged 30-36, and 18.75% were 37 years and older.

Regarding academic qualifications, 17.6% of the respondents held an intermediate degree, 48.7% has bachelor's degree, 26.9% has master's degree, and 6.8% has M.Phil. In terms of work experience, 38.33% of respondents had 1-2 years experience, 29.58% had 3-5 years experience, 16.67% had 6-10 years experience, and 15.42% had 10 < years experience (Table 1).

Table 1 Demographics

Attributes	Category	Frequency	Percent
Gender	Male	165	68.75
	Female	75	31.25
Age	16-23	59	24.58
	24-30	82	34.17
	30-36	54	22.5
	37 and above	45	18.75
Academic qualification	Intermediate	44	18.33
	Graduate	112	46.67
	Master	62	25.83
	M.Phil.	22	9.17
Experience	1-2	92	38.33
	3-5	71	29.58
	6-10	40	16.67
	Above 10 years	37	15.42

Data Collection

Data collection was conducted using a modified survey-style questionnaire. Nursing personnel employed in the healthcare industry in Karachi, Lahore, Peshawar, and Islamabad, were administered a questionnaire in their respective work settings and instructed to complete it. The data was analyzed using SPSS (Version 25) and Amos (Version 23) to calculate model fit indices. AMOS-SEM (23) was employed to test hypotheses, and mediating investigation was evaluated via Hayes Process macro. During the primary analytic phase, inferential statistics were employed. The comprehensive and up-to-date study examined all ethical aspects, while keeping information about companies and personnel anonymous. In addition, the participants in this study were extensively informed and provided with sufficient time to carefully read, comprehend, and impartially answer each question.

Assessment of Measurement Model

The measuring methodology was designed to examine scales' convergent & discriminant validity. Convergent validity assesses items measure same idea. It includes AVE and CR. However, Hair et al. (2017), CR > 0.70,& AVE > 0.5 are acceptable. Concurrently, the discriminant validity also checks by Fornell-Larcker criterion. The structural measurement model was designed to check hypotheses. This section presents the study's analysis results. The study hypotheses were assessed using AMOS-SEM (23) and maximum-likelihood approach. Initially, it was implied that Amos would use CFA to assess fitness of measurement model. To further investigate study variables, analyzed their normalcy and reliability outliers. CR values are > 0.7, which is acceptable, and AVE values are > 0.5. To meet convergent validity criteria, the AVE should be greater than 0.5. However, to judge discriminant validity criteria, MSV

should smaller from AVE. Hence, the AVE value of discriminant validity has been fulfilled. Similarly, Table 2 includes Cronbach's alpha, CR, AVE, discriminant validity, and MSV. Cronbach's alpha values for all study items ranged from 0.85 to 0.90, as does CR values for each variable. As a result, all internal consistency levels meet the conventional 0.70 requirement. Hence, Fornell and Larcker (1981), a value of AVE greater than 0.5 is good and acceptable. However, CR is deemed more relevant incase greater than 0.6. The results of item loadings of study variables (i.e., SCMP, JS, and OP) are within desirable range, i.e., value should be greater than 0.5; and excluded several items with lower loading to improve results. Table 3 displays results for item standardized regression weights, construct validity evaluation, and goodness of model fit as determined by CFA.

Table 2

Validity & Reliability

Construct	A	CR	(AVE)	MSV	Discriminant Validity
SCMP	0.94	0.90	0.56	0.027	0.74*
OP	0.89	0.89	0.64	0.002	0.80*
JS	0.88	0.85	0.62	0.027	0.76*

Table 3
Factor loadings

	Individual Item	Estimate
SCMP	SCMP-1	0.74
	SCMP-2	0.72
	SCMP-3	0.75
	SCMP-4	0.74
OP	OP-1	0.78
	OP-2	0.69
	OP3-3	0.79
	OP-4	0.67
	OP-5	0.91
JS	JS-1	0.73
	JS-2	0.88
	JS-3	.0.87
	JS-4	.81

Model Fit Assessment

Confirmatory Factor Analysis (CFA) was employed to evaluate the overall fit of the model. The fit indices for the study variables—SCMP, Job Satisfaction (JS), and OP—indicated an excellent fit, with values as follows: CMIN/DF = 1.62, CFI = 0.94, RFI = 0.93, NFI = 0.94, IFI = 0.98, TLI = 0.97, and RMSEA = 0.033. Table 5 presents the results of the tested hypotheses. The analysis shows a significant positive relationship between SCMP and OP (β = .34, S.E. =

0.068, T value = 4.830). Additionally, JS significantly influences OP (β = .14, S.E. = 0.054, T value = 2.072).

Mediation analysis

To investigate the mediating role of Job Satisfaction (JS) in the relationship between SCMP and Organizational Performance (OP), the guidelines provided by Preacher et al. (2010) were followed. The mediation analysis was conducted using the PROCESS macro (Version 4.0) developed by Hayes (2017). Hayes' Process Model 1, which includes an independent variable, a dependent variable, and a mediating variable, was utilized to test the hypothesis. As presented in Table 4, the results indicate that JS partially mediates the relationship between SCMP and OP (β = .174, Boot LLCI = .099, Boot ULCI = .263).

Table 4

Hypotheses testing outcomes

Variables	B	Error	t-value	Significant	Results
SCMP-OP	0.34	0.068	4.830	***	H1-Accepted
JS-OP	0.14	0.054	2.072	***	H2-Accepted
Mediation Test					
SCMP-JS-OP	Indirect Effect	Boot LLCI	Boot ULCI	Result	
	0.174	0.099	0.263	Partial mediation	

Discussion

The findings of this study reveal significant insights into the relationship between supply chain management practices (SCMP), job satisfaction (JS), and organizational performance (OP). This discussion will explore the implications of these findings, highlighting the critical role of job satisfaction as a mediator between SCMP and OP.

Our results support the hypothesis (H1) that SCMP positively and directly affects OP. Effective SCM practices, such as integration, information sharing, and strategic supplier partnerships, enhance operational efficiency, reduce costs, and improve overall organizational effectiveness. These practices enable organizations to respond more swiftly and accurately to market demands, thereby gaining a competitive advantage. The integration of advanced technologies further strengthens this impact by providing real-time data and analytics, which optimize decision-making processes and resource allocation. This aligns with previous studies indicating that robust SCM practices are integral in the achievement superior organizational performance (Ali & Gossaye, 2023; Nguyen et al., 2020).

The second hypothesis (H2) posits that job satisfaction has a positive and direct effect on OP, a finding that our study corroborates. Employees who are satisfied with their jobs exhibit higher levels of motivation, engagement, and productivity, which are essential for achieving organizational goals. Satisfied employees are more likely to remain with the organization, reducing turnover rates and associated costs. This stability is crucial for maintaining continuous operations and fostering a cohesive work environment. Additionally, high job satisfaction contributes to better customer service and product quality, further enhancing organizational performance. These results align with literature, which underscores the importance of employee satisfaction in driving organizational success (Yamin et al., 1999).

One of the most significant contributions of this study is the confirmation of the third hypothesis (H3), which suggests that job satisfaction mediates the relationship between SCMP and OP. This finding indicates that the benefits of effective SCMP are amplified when employees are satisfied with their jobs. In other words, job satisfaction acts as a catalyst that enhances the positive impact of SCMP on OP. When employees are content and motivated, they are more likely to support and efficiently execute SCM initiatives, leading to better performance outcomes. This mediation effect underscores the necessity for organizations to invest in employee satisfaction initiatives as part of their SCM strategy.

The mediation analysis demonstrates that job satisfaction partially mediates the relationship between SCMP and OP, suggesting that while SCMP directly improves OP, the enhancement is more pronounced when job satisfaction is high. This implies that organizational strategies should not solely focus on SCM practices but also on creating a work environment that fosters employee satisfaction. Practices such as recognizing employee contributions, providing career development opportunities, and ensuring a positive work-life balance can significantly enhance job satisfaction.

Practical Implications

The findings of this study have several practical implications for managers and policymakers. Firstly, organizations should adopt comprehensive SCM practices that encompass both upstream and downstream activities. Secondly, to maximize the effectiveness of these practices, it is crucial to cultivate a work environment that promotes job satisfaction. This can be achieved through various HR initiatives such as competitive compensation, recognition programs, and opportunities for professional growth.

Furthermore, the study highlights the importance of leveraging technology in SCM to enhance visibility and traceability, which not only improves operational efficiency but also contributes to employee satisfaction by reducing work-related stress and uncertainty.

Limitations and Future Research

While this study provides valuable insights, it is not without limitations. The research was conducted within nursing personnel employed in health sector in Pakistan, which may limit the generalizability of the findings to other industries or geographical contexts. Future research could expand the scope to include different sectors and regions to validate the findings further. Additionally, qualitative studies could provide deeper insights into how specific SCM practices influence job satisfaction and organizational performance.

Conclusion

In conclusion, this study underscores the critical interplay between supply chain management practices, job satisfaction, and organizational performance. Effective SCM practices are essential for organizational success, but their impact is significantly enhanced when employees are satisfied and engaged. Therefore, organizations should adopt a holistic approach that integrates robust SCM practices with strategies aimed at improving job satisfaction to achieve optimal performance outcomes.

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