2023

The Relationship Between Customers' Satisfaction and Trust in the Global Supply Chain and Profitability

Azeal Gilham
Walden University

Walden University

College of Management and Technology

This is to certify that the doctoral study by

Azeal Gilham

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee
Dr. Betsy Macht, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Annie Brown, Committee Member, Doctor of Business Administration Faculty

Dr. Jodine Burchell, University Reviewer, Doctor of Business Administration Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2023

Abstract

The Relationship Between Customers' Satisfaction and Trust in the Global Supply Chain and Profitability

by

Azeal Gilham

MS, The National Graduate School, 2006

BS, University of Phoenix, 2005

Portfolio Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

March 2023

Abstract

The inability to meet customer demands and expectations impacts an organization's profitability. Understanding and meeting customer needs are critical for the financial success of business owners. Grounded in the theory of constraints, the purpose of this quantitative ex post facto study was to examine the relationships between customers' satisfaction and trust in the supply chain and profitability. Secondary data (n = 121) were collected from the Elsevier Research Database using archival data collected from an automotive factory. Data were analyzed using multiple linear regression, and the results were statistically significant, F (2, 118) = 264.347, p < .001, R^2 = .90. In the final model, both predictor variables were significant, *customers' satisfaction*: mean wait time (t = 22.991, p < .001, β = 16.23); and *customers' trust*: minimum stock level (t = 7.306, p < .001, β = .118). A key recommendation is for business leaders to satisfy customers and gain their trust by creating sufficient inventory stocking levels and improving replenishment timeframes that meet customers' supply chain demands. The implications for positive social change include the opportunity for supply chain managers to develop an effective supply chain that may contribute to the quality of service that promotes success in regional markets, sustain growth, and allows for social development among the local community workforces.

The Relationship Between Customers' Satisfaction and Trust in the Global Supply Chain and Profitability

by

Azeal Gilham

MS, The National Graduate School, 2006

BS, University of Phoenix, 2005

Portfolio Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

March 2023

Dedication

I want to dedicate this doctoral study to my parents, Robert and Ella, who always wanted me to excel to my fullest potential. Their love and support motivated me to keep moving forward to complete a long-awaited goal. They would be extremely proud of this lifelong achievement if they were here today. For that, I dedicate this study to them.

Acknowledgments

Thanks to God, and through faith has given me the opportunity and determination to reach this academic milestone. Without Him in my life, none of this would be possible. I am grateful for my wonderful wife, Joell, who has been by my side and encouraged me every step of this journey. I am also grateful to my son Myles, who showed me unconditional love and understanding during these challenging times. Special thanks to my mother-in-law, Patricia, who gave me plenty of encouragement and compassion during this phase. Thanks to my brothers, Willie, Torenzo, and Cedric, for their support and inspiration. Special thanks to family members and friends who have helped me accomplish this career goal.

Additionally, I am grateful for my fantastic faculty. Thank you to my Chair, Dr. Betsy Macht, for your extraordinary support and guidance during this process. Thank you, Dr. Annie Brown, second committee member, and Dr. Gail Miles, program director, for your assistance and advice, which guided me alone on this academic journey.

Also, I would like to thank all the loved ones who gave me emotional strength and support to help me achieve this significant lifelong accomplishment. I am grateful to have people in my life that provide the necessary encouragement to achieve my educational goals.

Table of Contents

List of Tables

List of Figures

Section 1: Background and Content

The lack of effective supply chain management (SCM) has significantly impacted businesses' opportunities to reduce costs, increase sustainability, and maintain a competitive edge. With the increasing need for firms to improve their bottom line through resilience, quality, and efficiencies, leaders must influence good relationships and develop business practices that address the threat of global competition (Ozdemir et al., 2022). Leaders must employ transformational tactics that improve global supply chain functions, enhance operational performance, and establish a competitive advantage. Moreover, leaders must also understand how positive changes drive performance improvements to optimize the global supply chain and increase profitability. Supply chain managers should develop good relationships and incorporate an effective strategy that links performance objectives to desired outcomes (Park & Mithas, 2020). As leaders strive to evaluate and improve the global supply chain, there must be a good understanding of potential challenges, dilemmas, disruptions, and uncertainties that may impact the performance and drive-up costs. Additionally, incorporating a well-balanced strategy established in a supply chain integrated framework for limiting the uncertainties, disruptions, and reducing the global supply chain's performance risks (Flynn et al., 2016).

Historical Background

With the rapidly changing economy and the challenges of a complex market environment, businesses must develop effective strategies, streamline processes, and increase profitable opportunities. The absence of an effective supply chain is one

contributing factor presented in underperforming businesses (Madhani, 2016). Many businesses lack an effective strategy, innovation, and the necessary resources to influence success and achieve their performance objectives (Jajja et al., 2017). Incorporating innovation in SCM and developing trust among customers reduces costs and risks associated with internal collaboration (Delbufalo, 2017).

Companies can suffer from lacking a robust supply chain and an effective business strategy, preventing them from having a competitive edge in the marketplace. Implementing an effective SCM strategy enables businesses to improve performance, operational efficiency, innovation, growth, and customer satisfaction to maximize profits (Kumar et al., 2015). With the threat of emerging competitors in the global marketplace, leaders must understand the benefits of aligning the business strategy with the supply chain's purpose and objectives. To maintain a competitive edge in the dynamic market environment, companies must deliver high-demand products and render unique products or services that provide customer satisfaction (Dyer et al., 2016).

Organizational Context

The emergence of a robust supply chain may depend on strategic planning and alignment with organizational objectives. An adequate supply chain consists of the activities and events that allow managers to maintain products and services at the desired level to meet the demands of customers and stakeholders (Richey et al., 2022). A practical supply chain involves embracing relationships from suppliers to end-users and the process in which material and information flow to meet the customers' needs and improve profitability (Ammar et al., 2021). Even with organizations having enormous

resources for managing their supply chain and obtaining traceability, limited visibility of their supply chain remains a challenging factor among suppliers. The global automotive industry must be able to respond to customers' demands and instinctively change the global SCM practice to improve the organization by perpetuating cost reduction, optimizing processes, and delivering quality and satisfaction throughout. The general success parameter for achieving profitability is having an effective model that yields customer trust and satisfaction.

The secondary data set I used for this study consisted of data derived from an automotive parts supplier organization and the factory it supports. The organization manages inventories and forecasting allowances for ensuring accountability and maintaining required wholesale and retail stocking levels to upkeep the factory demands in various locations. The parts supplier manages wholesale and retail inventory for customers ensuring necessary items are available for purchasing. Additionally, the suppliers are responsible for the warehousing, receiving, staging, and shipping of material and parts globally to support customers and stakeholders.

The secondary data represented information on the supplier inventory levels, wait time and daily costs associated with ordering, manufacturing, holding products, and having a backlog of orders (i.e., shortage). The organization manages the daily costs for all stakeholders as well as monitors the wait times for customers. The data set contains variation plots for mean waiting time and daily costs with maximum and minimum stock levels for all customers to understand the variation's magnitude and improve business practices. The data set reflects information captured from stock points to potentially

eliminate inefficiencies of the conventional automotive supply chains, establish transparency, optimize processes, and improve the network while meeting the expectations of stakeholders and customers.

Problem Statement

Profits and revenue growth of businesses are tightly linked to customer satisfaction and trust in the global supply chain (Choudhary et al., 2018). Ford Motor Company lost $12.6 billion in profits due to low customer satisfaction and insufficient supply chain practice (Krykavskyy & Mashchak, 2017). Ineffective supply chains in the automotive industry caused failures in extended suppliers' deliveries and increased disruptive risks, which reduced customers' trust and satisfaction (Inman & Bhaskaran, 2019). The general business problem was that customers' satisfaction and trust in the global supply chain negatively impacts profitability. The specific business problem was that some business managers do not know the relationship between customers' satisfaction and trust in the global supply chain and profitability.

Purpose Statement

The purpose of this quantitative ex post facto study was to examine the relationship between customers' satisfaction and trust in the global supply chain and profitability. The independent variables were customers' satisfaction and trust in the global supply chain. The dependent variable was profitability. The target population included business managers of major auto manufacturers in the northeast United States. Critical auto manufacturers' suppliers with disruptive supply chains are mapped to this area (Simchi-Levi et al., 2015). The implications for social change include potentially

improving business profitability, adding jobs, and contributing to the local economy. This study may benefit business managers and leaders in the SCM field who seek to improve customer relationships and increase profitability.

Target Audience

The purpose of identifying the target audience for this study was to ensure that the research was relevant and beneficial to the specified groups. When planning research for an ex post facto study, it is vital to understand the expected audience and how outcomes will meet their expectations and allow informed decision-making (van de Groep et al., 2022). Researchers should effectively plan and design their studies to fulfill the target audience's expectations. Researchers must also be able to determine the target audience, so they capture the right data to ensure the best possible study results. Aligning research to the project goals and objectives produces analysis that delivers reliable and positive results to the target audience, which increases opportunities to resolve the phenomenon. Bronnikova et al. (2020) argued that the target audience is defined by the tasks and objectives researchers strive to solve. Leaders must apply viable research results to produce organizational gains and develop an opportunistic approach to improve the business practice. Correctly identifying the target audience for a research study enable leaders to adapt to the business problem and apply findings (Bronnikova et al., 2020).

The target audience for this study consists of professional stakeholders, business managers, and leaders in the global supply chain spectrum that seek to understand how relationships between customers' satisfaction and trust in the global supply chain and profitability. Global supply chain managers have the responsibility to make continuous

business improvements to reduce cost, increase productivity, and sustain agility across the enterprise (Agrawal & Narain, 2018).

To ensure this study addressed the needs of the target audience, I ensured proper alignment of research outcomes to the audience, so managers may leverage the study data for potential opportunities to improve profitability. The audience served as the basis for collecting the secondary, quantitative supply chain information required for this study. In addition, knowing the target audience helped me narrow the project focus and produce the determination and findings necessary to meet the research objectives and desired outcomes.

To reduce ethical concerns, this study was developed in an unbiased manner and will be made available to the target audience in an open and approved environment. Researchers must be capable of delivering consistent and reliable information necessary to answer the business problem (Azeez & Genty, 2018). The findings from this study build upon those of previous research and provide the audience with credible information that may serve as a means to understand the phenomenon and customer behavior required to improve supply chain efficiency and profitability. Furthermore, managers and leaders will potentially be able to use this study to effectively communicate to all interested stakeholders. The outcomes of this study may provide valuable data that potentially allow leaders to embrace culture change, analyze business gaps, and deliver transformation, which could improve the global supply chain. This study will not only be marketed in ways that meet audience expectations but also structured in a manner that provides value to society. Professional researchers must deliver findings in a capacity that meets the

needs of the public (Gyenge et al., 2021). In addition, the target audience may utilize this research for business improvement, which is required for understanding the current challenges of the global supply chain and producing a business strategy for mitigating business gaps and promoting situations for maintaining a competitive advantage.

Research Question and Hypotheses

The following research question and hypothesis guided this study:

Research Question: What is the relationship between customers' satisfaction and trust in the global supply chain (i.e., the independent variables) and profitability (i.e., the dependent variable)?

H_0: There is no statistically significant relationship between customers' satisfaction and trust in the global supply chain and profitability.

H_1: There is a statistically significant relationship between customers' satisfaction and trust in the global supply chain and profitability.

Significance

Organizational leaders are confronted with the need to improve business performance and maximize profitability. Supply chain leaders who are incapable of meeting customers' expectations, improving performance, and meeting desired satisfaction in a consistent manner (Jajja et al., 2017). This study is significant to business leaders who seek a customer-focused supply chain model to help build the relationships needed to improve customers' satisfaction with the global supply chain. The lack of an adequate supply chain is a contributing factor presented in underperforming businesses (Chang et al., 2015). A significant predictive model can help supply chain leaders

identify the impact of dissatisfied customers and the interventions needed to improve customers' satisfaction and trust in the global supply chain.

Contribution to Improvement of Business Practice

Companies' profitability is tied to having an effective supply chain, understanding of their relationships with partners, and efficient business processes as well as innovation that enables a competitive edge in the marketplace. In the current business environment, companies face the global threats of an ineffective supply chain that affects their ability to increase performance that yields customers' satisfaction and adds organizational value. The results of this study are crucial for business managers to understand their competition and the value they provide to their customers. The study findings may provide useful data that supply chain managers can use to enhance their relationships with customers and develop measures to improve performance and increase profitability.

Implications for Social Change

Understanding relationships within and influencing positive changes to supply chain functions present not only opportunities for the improvement of performance and profitability but also for positive social change among customers, stakeholders, and employees. Improvements in the supply chain add quality jobs, increase businesses' performances, and create more income to invest back into the local communities. Furthermore, examining the business problem to improve the global supply chain could potentially result in the development of a sustainable economy, environmental improvement, and increased social development for various communities (Luke & Chu, 2013). Establishing an effective supply chain also develops the quality and quantity of

products that promote success in the regional markets (Luke & Chu, 2013). Moreover, improvements to the supply chain allow communities to access greater energy-related products, advance green initiatives, and put forth measures to protect the environment (Luke & Chu, 2013).

Theoretical Framework

I used the theory of constraints (TOC) as the theoretical framework for this study. Goldratt introduced the TOC in 1984 in the novel *The Goal* (Thürer & Stevenson, 2018). The TOC framework consists of a drum-buffer-rope (DBR) methodology used to optimize business processes, increase efficiencies, remove systemic bottlenecks identified in workflows, and bring necessary changes that significantly improve business performance (Costas et al., 2015). Naor and Coman (2017) identified the TOC as a significant framework for improving customer service and gaining consumer satisfaction. Moreover, the TOC enables the evaluation of relationships and is a predictor for determining customers' satisfaction and trust in the supply chain (Naor & Coman, 2017). The TOC framework is geared for supply chain collaboration and improving performance measures by evaluating the bullwhip effect and demand-pull replenishment approach to examine the inventory management processes and adjustment of system demands (Costas et al., 2015).

I adopted the TOC framework to effectively engage with the target population to retrieve the necessary quantitative data required to establish practical research analyses, examine system constraints that hinder the implementation of SCM. Cox and Boyd (2020) found that implementing the TOC framework provided a situational view for

identifying and addressing systematic problems, which delivered significant improvements to system performance. The TOC can be used to deliver optimization that significantly improves business performance, which establishes a high level of customers' (a) satisfaction and (b) trust in the supply chain (Puche et al., 2016). The TOC framework enables a business manager to identify and eliminate constraints embedded in SCM functions and improves performance measures that aid profitability and establishing a competitive advantage (Puche et al, 2016).

Literature Review

I conducted this quantitative study to determine the relationship between customers' satisfaction and trust in the global supply chain and auto manufacturers' profitability in the northeast United States. In this literature review, I synthesized peer-reviewed articles comprising professional insight on the topic under study. An in-depth assessment of professional journals is required to identify and synthesize relevant literature for evaluating the business problem and providing insight into existing research gaps (Snyder, 2019). A professional literature review provides a good foundation for validating scholarly articles and uncovering research inconsistencies associated with analyzing the performance of the global supply chain. Building this study based on previous research enabled an empirical examination of the research problem and the collection of additional evidence to contribute to closing the business gap related to the lack of understanding of customers' satisfaction and trust in the global supply chain.

This literature review is comprised of a thorough evaluation of articles relating to customers' satisfaction and trust in the supply chain and the impact these factors have on

businesses and their profitability. I assessed current peer-reviewed articles to determine outcomes, theoretical gaps, and contributions required for future study. The TOC framework can be used to address how the relationship between customers' satisfaction and trust in the global supply chain and profitability aids leaders in implementing positive changes that optimize business functions. In this review, I examined how using the TOC framework increases performance and efficiencies by removing systemic bottlenecks in the supply chain. The TOC framework enables the integration of supply chain components to determine improvements and obtain information required to meet customers' expectations. Furthermore, the TOC provides a strategic approach to reducing waste in the supply chain, which delivers efficiencies and effectiveness for increasing profitability. This academic literature review also includes empirical studies that business leaders applied to improve productivity, influence relationships, increase innovative practices, and implement technology, providing a practical approach for managing organizational flaws (see Rodríguez-Ferradas & Alfaro-Tanco, 2016).

Literature Review Opening Narrative

In this study, I examined the relationships that successful business leaders established with customers, which influenced the optimal level of satisfaction and trust in the global supply chain. Influencing positive customer behaviors provide opportunities for increasing productivity and achieving profitability (Dam & Dam, 2021). In this literature review, I evaluated companies in the manufacturing, supermarket, and banking industries; all companies posited their business strategies toward improving the global supply chain by focusing on building effective relationships with customers. Developing

a positive relationship with customers is vital to improving supply chain service quality, maintaining loyal buyers, and establishing a competitive advantage (Soltani et al., 2018). Auto manufacturers lost over $12 billion in profits due to ineffective customer relationships and the inability to maintain a responsive global supply chain (Krykavskyy & Mashchak, 2017). With the challenge of a competitive dynamic market, companies must structure their global supply chain to meet customers' expectations and produce the desired level of satisfaction.

In this literature review, I focused on academic topics that provided relevant data for examining the relationships between firms and customers and determining how consumers' behavior and responses impact profitability. Understanding customers' behavior and their reactions helps businesses develop a strategic approach for meeting buyers' expectations. To locate literature for this review, I used the following Chrome search engines and databases: Google Scholar, Pro-Quest Central, EBSCO, and Emerald. I used the following keyword search terms: *profits lost due to dissatisfaction with the global supply chain, low customer satisfaction with the global supply chain*, *customer-focused supply chain*, *and supply chain theory of constraints*. In addition to the previously mentioned sources, I also reviewed professional journals, books, total quality management (TQM) articles, manuals, and government publications that were compliant with Walden University guidelines. I used Zotero to organize and tag all articles to complete my literature review summary. I examined 220 professional articles, 97% of which were peer-reviewed from the business sector and 84% of which were published in

the 5 years of my expected graduation of January 2023. Table 1 depicts a summary of the professional and academic literature that I used in this study.

Table 1

Literature Review Source Summary

Type	Older	2017	2018	2019	2020	2021	Total
Peer reviewed	33	53	47	48	31	1	213
Government	2				1		3
Educational		2					2
Other			1	1			2
Total	35	55	48	49	32	1	220

In the following sections, I provide an empirical review of how leaders must understand the relationship between customers' satisfaction and trust in the global supply chain and profitability. Previous studies addressed how improving customers' relationships, satisfaction, and trust enhance efficiency and profitability (Nobar, & Rostamzadeh, 2018); however, a current gap remains in the literature related to understanding how customers' behaviors concerning the global supply chain's performance impact profitability. An adequate supply chain has proven to impact business success and profitability (Gharaei et al., 2017). Strategically, businesses should focus on establishing effective relationships to improve opportunities for maintaining satisfaction and quality. A dedicated business strategy aligned with customers' needs promotes business productivity, increases performance, and boosts profits (Baashar et al., 2020). In this study, I aimed to close the gap in meeting customers' demands and expectations to improve the global supply chain, leading to measurable profits and improved performance. In this literature review, I also addressed how establishing a good

supply chain in a global environment reduces the negative impact of customers' satisfaction and trust and underscores measures for improving business performance and profitability.

Embracing Change for Customers' Satisfaction

Researchers have proclaimed that good customer satisfaction contributes to maintaining a high level of business performance. Customer satisfaction with a product is measured to determine the level of fulfillment achieved (Cuevas-Vargas et al., 2022). Developing a supply chain aligned with customer expectations has proven to be a mechanism for establishing loyalty, improving relationships, and increasing profits (Otto et al., 2020). Business leaders must optimize their supply chain to receive products and services at the right time and right place and meet customers' expectations (Gharaei et al., 2017). With the threat of competitors in the current global market, suppliers must adopt culture changes and improve their relationships with consumers to enhance the supply chain and produce business success (Szozda, 2017). Business leaders who successfully implement culture changes that reflect organizational values and influence a better working environment, could prompt performance improvements, enabling better service to customers (Khan et al., 2020). In this literature review, I addressed how firms' cultures and strategic approaches should be guided by knowledge of customers' expectations to which increase productivity, induce optimal decision-making, and delivers success at all levels of the organization.

With the competitiveness of the global business environment, firms should develop an approach to improve customers' relationships and invest in technology to

remain profitable and achieve success. Companies' failures are due to the lack of an optimal business strategy and effective change, which lead to unsuccessful relationships with customers (Baashar et al., 2020). Good interaction with customers produces good relationships that ensure profitability, increase performance, and deliver a competitive advantage (Rahmani et al., 2017). Businesses must understand how effective strategic planning and optimization of core business functions can meet customers' expectations and improve profitability. Customer satisfaction drives the necessary changes required to improve productivity and deliver optimal performance (Rahmani et al., 2017). Firm managers should incorporate a business strategy that creates a positive environment for producing desired work behaviors, inspiring quality services, delivering positive change, improving processes, and enhancing product development (Afsar et al., 2020). An effective business strategy should include performance improvement elements, such as collaboration, innovation, team building, diversity, and resiliency (Sabahi & Parast, 2020). Business managers who implement an effective business strategy could deliver on customer demands creating a competitive advantage. Business leaders must focus on approaches that ensure effective knowledge sharing and interaction with customers for long-term success throughout the organization (Olson, 2018).

Furthermore, promoting a sustainable relationship with customers enhances opportunities for improving operational performance and establishes a competitive edge among rivals. Business managers should adopt a practical framework to guide innovation and technology and influence work behaviors that meet consumers' needs and enable a competitiveness edge (Afsar et al., 2020). Establishing positive engagement with

customers is vital for understanding their behaviors and determining expectations to apply within the organization. Organizational change is essential to delivering a high level of performance and sustaining an intrinsic culture for predicting customers' behaviors. Organization change enables transformation and provides the foundation for delivering flexibility and continuous improvements required for project success (Zaman et al., 2019). Companies that successfully engage with customers recognize relational behaviors to influence performance for obtaining desired goals or milestones.

Business Framework

Producing a good business framework facilitates the desired qualities that retain customers and sustain positive outcomes. An adequate framework links economic growth, performance, profitability, and an environment for competitive advantage (Abdelkader & Abed, 2016). Moreover, firms must create a sound business model and embrace positive change to shape their organization and produce better conditions for competing in the markets (Purkayastha & Sharma, 2016). Firms should use the antecedent of best practices and adopt a customer-driven approach to producing an environment for improving performance and delivering desired outcomes (Purkayastha & Sharma, 2016). Leaders of profitable businesses use an optimal business model that influences necessary organizational changes to enhance their operations by improving processes and services. Purkayastha and Sharma (2016) argued that a good business model influences positive changes that address business gaps, thus enabling the increase of revenue required to satisfy customers and provide a competitive advantage. An

effective business framework is central to increasing productivity and establishing a high level of performance for meeting customers' expectations.

Relevance of Business Theories

In the current business environment, managers must understand how applying relevant theories and ensuring the business strategy is in complete alignment to a practical framework to provide a sound environment for improving the global supply chain. However, one challenge that businesses face in a competitive market is the inability to select an adequate framework that delivers quality and a high level of customer service (Dam & Dam, 2021). Business leaders should sustain moderate operating expenses and maintain minimum investments while meeting the needs of the customers. Leaders that implement a sound theoretical framework establish conditions for balancing inductive and deductive research, producing outcomes that lead to business improvements (Shibin et al., 2020). A systematic approach combined with a theoretical framework is critical for optimizing a global supply chain, delivering positive outcomes, and improving business performance (Ikeziri et al., 2019). Goldratt's TOC is one systemic framework that has proven to boost supply chain performance by improving business efficiencies through integrated processes, incorporating measures to reduce bottlenecks, and linking quality factors to boost performance (Cox & Boyd, 2020). The TOC represents a relevant approach to enhancing the global supply chain–enabling businesses to maintain a competitive advantage. The TOC framework enables a business manager to collaborate with stakeholders and improve business practices that optimize SCM functions and improve production required for better supporting customers.

Product delivery is an important aspect of the supply chain and can be an indicator to measure the attainment of a high level of customer satisfaction. For supply chain managers to achieve successful product deliveries and maintain a seamless flow of goods and services, bottlenecks must be removed from processes. Chandra et al. (2019) used a quantitative approach to examine how the TOC could be applied to enhance the customer service level, increase efficiencies, and improve product delivery in a manufacturing roofing company. Chandra et al. (2019) examined the product line safety stock and instituted the TOC framework to improve inventory forecasting and minimize bottlenecks to meet customers' rapidly changing demands. Similarly, Modi et al. (2019) linked the TOC to inventory, distribution, and production performance because the distinctive approach helped India lock manufacturing companies significantly reduce raw materials, required stock, and nonessential goods at various supply chain levels. The authors saw a drastic reduction in the supply lead time, in which the availability of supplies increased to 100%, and inventory turns for distributors and retailers tripled in performance. After implementation of the TOC, the company sales tripled in 6 years, and profits doubled to an unprecedented level (Modi et al., 2019). Their efforts reduced inventory waste and improved stock reliability by removing bottlenecks and limiting disruption to each node in the global supply chain.

Previous researchers have used the TOC framework to evaluate businesses' global SCM practices, performance, and optimization efforts. A practical TOC framework improves performance while maintaining a moderate business operating cost, a strategy

that could be applied to correlating customers' relationships between their manufacturers' global supply chains and profitability.

With the growing influence of globalization, there is an increasing need to understand the relationship between suppliers, manufacturers, wholesalers, and retailers regarding managing raw materials to the end item. For example, businesses holding on to unnecessary inventory creates a funding backlog and excess inventory costs, burdening the supply chain. Chang et al. (2018) used the TOC, demand-pull replenishment, and buffer management strategy to enhance the semiconductor industry's inventory management processes and supply chain. This strategy allowed the authors to assess in-transit inventory, on-hand inventory, and stock-out to understand the relationship between demand-pull replenishment, inventory forecast, and buffer management to meet customers' demands. Moreover, their findings showed that the replenishment approach, integrated market demands, and demand-pull replenishment improved the inventory management effectiveness for wafer fabrication.

Bottlenecks in the supply chain can disrupt the transportation system and negatively impact the flow of ingredients, parts, and products, which impedes the ability of a business to compete in the global market. Businesses must strategically develop approaches that eliminate system constraints and increase responsiveness to customers' demands. Crawford (2017) implemented the TOC framework to enhance the distribution system of companies in the Brazilian North Corridor, significantly improved the business performance, maximized the delivery of quality products, and established control distribution management. Crawford incorporated a TOC approach to evaluate various

distribution systems and their supported logistics elements while enhancing supply chain performance. Additionally, Crawford used the TOC framework to streamline business functions and improve goods and inventory replenishment flow. The implementation of the TOC framework reduced the cost of inventory, improved the logistics transportation chain, and increased performance by eliminating constraints in the supply chain and increasing customer satisfaction for on-time freight deliveries.

Alternative Theories

As practitioners address the complexities of the global supply chain, there must be a keen understanding of applied theories that guide supply chain performance. A proven framework addresses business gaps and enables managers to develop measures to streamline the supply chain operations–leading to better performance, reduced operation cost, and increased revenue. To maintain a competitive business environment, leaders should incorporate theories and data-driven research to enhance their supply chain, implement business strategies for international sourcing, reduce cost, streamline shipping and receiving functions, and improve material flow to customers (Gunasekaran et al., 2017). With the emerging complex global market and the combination of customers growing demands, there is an increasing need to optimize logistics elements, practices, and processes. More businesses rely on adopting proven theories and sound business strategies to shape and refine their global SCM to enhance business performance, reduce risks, and establish a competitive advantage (Fan & Stevenson, 2018)). Leaders should implement proven theoretical frameworks to influence relationships and improve the financial state, social environment, and business performance (Kumar & Anbanandam,

2020). Practitioners should select a framework aligned to the business strategy, add value, and modernize their supply chain to produce high-performance levels and increase productivity. Leaders must understand how effective methods and applied frameworks aid the necessary changes and influence to achieve desired objectives of the supply chain (Um, 2017).

Although the TOC framework will ground this research, I also evaluated alternative theories to consider using in the study. Research scientists must ensure the proper selection of a practical theory to fulfill study completeness and provide desired outcomes. Each of the following theories was considered relevant as alternatives for this study of examining analyses to understand the relationship of customers' satisfaction and trust in the global supply chain to determine the influence of profitability:

Resource Dependence Theory

The resource dependence theory (RDT) has become a popular theory since its conception, a proven framework for enabling innovation and improving buyer-supplier relationships. Jajja et al. (2017) argued that firms rarely have the necessary resources to meet their strategic goals and that the RDT framework establishes conditions for controlling equities required to enhance innovation and improve performance. The RDT has been used in research to understand how the organization reduces environmental interdependencies and uncertainties, improves the relationship, and influences customers' trust (Fu et al., 2017). The RDT framework enables organizations to limit dependencies on outsourcing partners by enhancing outsourcing programs and reducing operational issues by improving consumer relationships and information sharing (Fu et al., 2017).

The RDT is structured around reducing environmental dependencies and interdependencies, allowing improved interactions among organizations, and linking organizational performance to resources. Additionally, the RDT helps managers understand interdependencies formed with the businesses to improve partners' relationships for attaining an effective supply chain (Esfahbodi et al., 2016). I considered the RDT framework as a possible approach because of the ability for decision-making and potential improvement to the supply chain for delivering better performance outcomes.

Transaction Cost Economics

Transaction cost economics (TCE) enables practitioners to build individual gains through honest and transparent transactions. Williamson formulated TCE in the 1970s, a framework grounded in rationality and opportunism to produce economic building blocks as an approach to improving performance (Pessali, 2006). The framework involves an approach that allows researchers to understand transactional costs and produce the necessary analytics relating to cost reduction for improving purchasing and transactions for global SCM (Ketokivi & Mahoney, 2020). TCE enables practitioners to build individual gains through honest and transparent transactions. TCE concept allows leaders to adopt core principles in which the organization is armed to solve complex transactional problems, reduce costs, and improve customers' trust (Eicher, 2018). TCE allows the researcher to shape the supply curve and enhance forecasting by producing the right product given specified market demands. With TCE, the focus is on supply chain agility that helps leaders link cost to customers' demands and understand how the organization

builds capability based on the market demands and technology the organization allows when not synchronized (Eicher, 2018).

Activity-Based Costing

Leaders should understand that supply chain quality and cost parameters are necessary to maintain a competitive market. The accuracy and timeliness of deliveries make orders more successful, creating a positive relationship between suppliers and customers to form a robust supply chain (Abdolazimi et al., 2020). I considered activity-based costing an alternative framework for improving the supply chain and delivering desired customer satisfaction. Jafarnejad et al. (2016) used activity-based costing (ABC) to evaluate the effectiveness of the proposed mathematical principles to improve the supply chain orders execution and increase profits. ABC framework enabled companies to meet customers' demands and deliver on supply priorities and objectives. Moreover, Jafarnejad et al. (2016) argued that the ABC framework provided statistical testing to compare profits and analyze performance at various levels of the supply chain. ABC is a proven framework for evaluating the flow of information, financial, and goods and material for enhancing relationships, increasing profits, and timely delivering products to customers. Jafarnejad et al. (2016) contended that each decision-making process of the supply chain requires reliable cost information for improving relationships between vendors and distributors to ensure performance expectations are met for the supply chain.

Successful leaders use theories coupled with robust business strategies to ensure an effective framework is adopted to guide the organization to a desired performance level of the supply chain operations. Additionally, managers need to identify theories that

align with the organization's goals and objectives, which enable high performing supply chain. Having a robust, innovative approach that integrates technology aids efficiency, builds a reputation for success, and improves the organization's financial performance (Camilleri, 2019).

Applying the Theory of Constraints

I used the TOC framework for this study. With the emergence of competition in the global market, many businesses have sought ways to streamline the supply chain to deliver efficiencies. Businesses grounded by the TOC framework are enabled to eliminate waste in their global supply chain and improve quality in processes that increase production and profitability (Lee & Rim, 2019). A systematic approach combined with global optimization has produced significant business performance improvement (Puche et al., 2016). The TOC is a model that has proven to enhance supply chain performance and enable collaboration methods, which improved efficiencies through refined processes and optimized performance measures (Puche et al., 2016). The TOC model enables business managers to collaborate and improve business practice that optimizes the supply chain and increase productivity (Puche et al., 2016). The TOC can be used in the supply chain to enhance efficiencies and improve product delivery, which meets the customer service level and increase profitability.

Non-valued steps in the supplier's shipping and receiving processes add cost, disruption, and risk to the supply chain. Manufacturers must understand the total supply chain cost and put measures in place to streamline processes. Inman and Bhaskaran (2019) found how disruptive inbound products negatively impacted automotive

manufacturers and their extended supply chain. Inman and Bhaskaran (2019) argued that extended suppliers' delivery disruption adversely affected the supply chain. Inman and Bhaskaran (2019) stressed that when the supply chain is disrupted by unexpected changes and challenges of inbound products–an increased risk for lost profits exists and prevents the company from meeting customers' demands. With emerging uncertainties in the supply chain and disruptive inbound products, supply chain performance risks have increased for many organizations (Inman & Bhaskaran, 2019). However, more businesses should rely on a global sourcing strategy to reduce performance risk and establish a competitive edge.

One challenge businesses face in their competitive market is the inability to deliver a high customer service level while sustaining moderate operating expenses and maintaining minimum investments. To maintain a competitive business environment, managers must embrace SCM in the business strategy and ensure proper alignment with an adequate framework (Puche et al., 2016). Puche et al. (2016) used a systematic approach combined with a theoretical framework for optimizing the global supply chain, significantly improving business performance. The TOC is one systemic framework for supply chain collaboration geared toward improving business efficiency through integrated processes and defined. Nkwabi (2019) used the TOC framework to examine several constraints that hindered the effective implementation of the supply chain for small and medium businesses in Tanzanian. Analyzing variables eliminated constraints and improved performance.

Improving Customers' Satisfaction for a Competitive Advantage

The absence of good customer relationships and the declining effort to ensure satisfaction is reached throughout the organization has put many companies at risk of obtaining a competitive edge. Firms have missed opportunities to obtain a high customer service level to improve performance, optimize business function, and enhance their supply chain to meet emerging consumer needs (Puche et al., 2016). Research has revealed that businesses face a considerable hurdle in sustaining a high level of service while maintaining low operating expenses and meeting profit expectations (Puche et al., 2016). A primary challenge for businesses is establishing a successful practice for attracting customers and sustaining a great satisfaction and loyalty level that increases organizational values and profitability (Rahmani et al., 2017). Refocusing the organization's strategy with an awareness of customers' expectations creates credibility and produces a sound approach to ensuring satisfaction.

To maximize customer satisfaction, companies must understand customer expectations and exercise opportunities to meet those expectations. Businesses should ensure a great relationship is established with customers to deliver satisfaction and improve production and performance desired for a competitive advantage (Dehghanpouri et al., 2020). With the increasing challenge to maintain a profitable edge in the marketplace, businesses must shift their awareness toward the customer and promote an environment that improves the working relationship and conditions that lead to long-term success. Business leaders must recognize the advantages of meeting customers' requirements and understand how fulfilling those objectives add organizational value

(Nobar & Rostamzadeh, 2018). The lack of quality service and business failures result in dissatisfied customers, often reducing production and profitability. Businesses should focus on recovery efforts to maintain a commitment to customers and balance the relationship with quality, which promotes service change for improving investments opportunity (Nobar & Rostamzadeh, 2018). Nobar and Rostamzadeh (2018) found that customer satisfaction positively relates to performance and significantly impacts the company's profitability. Businesses should rely on consumers' experience to achieve their performance and production goals and create a competitive edge among rivals. Nobar and Rostamzadeh (2018) argued that direct experience influenced perceived performance and depended on the customers' experience level. Organizations must adopt a model to ensure good customer management that creates loyal customers and improves their experience, supporting growth and influencing positive performance.

Acquiring Customers' Satisfaction

Many studies have been conducted on customer engagement, as it is important to understand expectations and the role of leaders in delivering customer satisfaction. Businesses must ensure processes are geared toward positive customer interaction to obtain desired goals or milestones (Tomic & Brkic, 2019). Successful customer engagement contributes to the firm's ability to embrace corporate social responsibility (CSR) and sustain a useful business model (Ertuna et al., 2019). Ertuna et al. (2019) examined CSR and sustainability practices in the hotel industry, which improved the engagement and trust with customers and produced collaborative efforts within the organization. Implementing good CSR and sustainability practices in the organization

enables leaders to improve relationships and collaboration among the workforce that satisfies customers (Barusman et al., 2020). Linking CSR practice with businesses' social performance ensures objectives are aligned with customers' needs.

Although previous studies have addressed how improving CSR and customer satisfaction improves efficiency, a research gap exists in understanding how to meet customers' demands and expectations and improve profitability. Additionally, CSR and sustainability promote a business strategy by reinforcing the standardization of practice and motivation (Ertuna et al., 2019). CSR practices consist of labor and operating procedures, understanding customer issues, human rights, community engagement, and establishing positive relationships (Ertuna et al., 2019). Business leaders should employ a balanced strategy with CSR and sustainability that provides advantages for the business and enables a positive cultural environment. Businesses must ensure that their environment and climate are suitable for sustaining high performance and meeting consumers' expectations. Additionally, leaders must be responsive to employees' needs and influence necessary changes to improve their culture and performance (Ertuna et al., 2019). Barusman et al. (2020) argued that customer experience reflects the organization's core value and how businesses must adapt to culture change to transform and improve performance. Leaders should focus on innovation and modernization of technology to ensure desired customer satisfaction and performance to complete organizational goals and objectives (Barusman et al., 2020). Business leaders must develop good relationships with customers to deliver sound quality and endure a high level of performance to establish a competitive edge.

Retaining Customers' Satisfaction

Firms' service quality is an indicator of performance and contributes to the success of satisfying customers. Businesses must apply strategies that hinge on producing quality to attract and retain customers and meet their emerging demands (Dehghanpouri et al., 2020). Fulfilling customer expectations allow companies to achieve their financial goals and obtain desired success. Dehghanpouri et al. (2020) found that the electronic customer relationship management (E-CRM) system–a model that facilitated good quality service, enhanced performance, and allowed firms to maintain desired customer satisfaction. Additionally, Dehghanpouri et al. (2020) explored how technology, E-CRM, communication, and consumer influence improve customer relationships and enable trust, efficacy, higher profits, and increased production. Rahmani et al. (2017) stressed how successful companies create positive relationships that cultivate quality service while keeping customers' core values. Strengthening the relationship with consumers enhances the opportunities to make internal and external business improvements (Rahmani et al., 2017). Adopting processes that are aligned to improve relationships with partners, stakeholders, and customers provides a balance between maintaining quality and meeting expectations.

Customers' satisfaction is significantly influenced by ERM and businesses' commitment to performance. Saeidi et al. (2019) analyzed organizations' ERM practices to understand how stakeholders' engagement and improving customer relationships reduced performance risk and influenced firms' ability to obtain and maintain a competitive advantage. Maintaining effective relationships with customers is vital to the

success of the business. Saeidi et al. found that institutions that successfully managed relationships and embraced customers' expectations were more capable of improving their performance. ERM is vital for maintaining customer relationships, managing risks, and establishing core principles–enabling meeting performance objectives and establishing a competitive advantage in the organization.

Applying Continuous Improvements for Satisfying Customers

With the shift of technology, businesses must understand the advantage of the virtual value chain. Innovative practices and the ability to implement modern technology are the critical drivers for producing success and reducing costs. Bashir and Verma (2017) disputed that incorporating a well-balanced business model and developing a cost-driven approach; is a concept change that puts customers at the center of the value chain to optimize performance and increase profitability (Bashir & Verma, 2017). Globalization and emerging competitors have resulted in the quest for quality products and information by customers' emerging demands and expectations. The practice of satisfying customers must go beyond the boundaries of selling products or delivering services. Business leaders should identify measures to understand consumers' needs and expectations to ensure their desires are incorporated into the development of products and services rendered. Leninkumar (2017) stated that customers' satisfaction is impacted by the products' performance and perceived consumer expectations. Conceivably, if a product is not delivered within the parameter of consumers' expectations, the buyers will be dissatisfied. The quality of products influences consumers' purchasing, which aids loyalty, and extends opportunities for boosting profitability (Nobar & Rostamzadeh,

2018). In an environment where the growing need to infuse quality has become paramount, businesses must embrace consumers' interactions and influence change to business functions that produce excellent outcomes and meet desired performance objectives (Bashir & Verma, 2017). Having reliable products and services contributes to good business practices and enables companies to maintain a high competitiveness level. Bashir and Verma (2017) argued that businesses that invested in innovation increased production, outpaced their rivals, and sustained competitive advantage by keeping in stride with technology shifts. The quality of service is essential for establishing business advantages among competitors and attaining customer satisfaction (Slack & Singh, 2020). The customers' acceptance of a positive relationship is fueled by exemplary performance and favorable outcomes. Barusman et al. (2020) found that improving customer relationship significantly impacts service quality by reducing operating costs and increasing revenue for organizations. Firms must understand the benefits of instituting a customer-centric organization that creates excellent quality service and produces good business value, which delivers consumers' expectations.

Additionally, businesses must effectively conduct internal audits to ensure measures are in place to take corrective actions to improve performance and service. Tomic and Brkic (2019) found that implementing ISO 9001 and conducting internal assessments influenced quality improvement and satisfied customers. Applying a continuous effort to improve quality, service, and relationships is essential for attracting customers, increasing profitability, and producing a competitive advantage.

Ensuring Customers' Trust for Business Success

Businesses must be aware of global markets' uncertainties, especially with the increasing numbers of competitors in the market environment. Companies must adopt a business strategy that focuses on global adaptability to obtain trust with their stakeholders, customers, and suppliers (Rahmani et al., 2017). Understanding the customers' attitudes and desires helps business leaders make informed decisions and improve procedures that influence trust and increase organizational value. Rahmani et al. (2017) argued that companies should focus on customer trust to promote loyalty and create a value of satisfaction for maintaining a competitive edge. Rahmani et al. (2017) examined the relationship between value creation and business performance to understand trust among stakeholders and customers. Customer value creation has a lasting impact on the company's reputation and obtaining and maintaining satisfaction. Slack and Singh (2020) found that companies that increased customer satisfaction also improved trust with consumers, which provided greater opportunities to retain customers and meet their performance objectives. For an organization to maintain a successful relationship with consumers, it must withstand the challenge of change and complexity to gain a high level of trust. Companies must satisfy the growing need for quality by reinforcing relationships with customers to enhance trust and loyalty (Rahmani et al., 2017). A dedicated approach to meeting customers' needs and following a commitment to deliver on promises are business practices for gaining trust.

Developing Relationships for Building Customers' Trust

In the era of global marketing and increasingly austere competition, firms need to develop a business approach focusing on customers and adopting process change to improve their relationships. Dimyati and Subagio (2018) examined relationships in the banking industries between companies and customers to determine the commitment to developing a healthy relationship for maximizing profits. Successful businesses establish and maintain the business practice; it is essential to have great leaders and managers who can influence customer-focused behavior and employees to understand the importance of meeting customers' needs. There is a shared responsibility among leaders and employees to ensure that the organization is shaped to learn customers' behaviors and expectations. Businesses that focus on retaining current customers rather than seeking new customers establish long-term relationships with their associates (Dimyati & Subagio, 2018). Furthermore, congealing relationships that surmount a higher level of customer trust increase economic value and quality, which exhibit more significant opportunities to reduce customer costs (Dimyati & Subagio, 2018). Dimyati and Subagio (2018) stressed that customers are more loyal to companies where quality is maintained. When a significant level of trust exists, consumers are more inclined to purchase products and services.

Additionally, having a profound relationship embedded with trust influences customers' retention–creates a condition of favorable outcomes, and stimulates positive behaviors. Good relationships encourage customer spending and produce an environment for profitability (Dimyati & Subagio, 2018). Businesses must develop a good rapport

with partners and customers to influence trust through quality products and services, which deliver value by fulfilling consumers' expectations (Loon & Chik, 2019). McMurrian and Matulich (2016) discovered that increasing customer value profit chain promoted business sustainability and long-term profitability. Businesses must establish a working environment that builds trust with customers, partners, and stakeholders to ensure expectations are met, produce financial stability, and deliver expected goals and objectives. Customer trust is derived from the organization's core values and represents a foundation for profits, long-term growth, and competitive advantage.

Improving Quality Service for Ensuring Trust

The global competitiveness in society has forced businesses to understand their working climate and relationships with stakeholders. Businesses must forge a relationship that embraces a germane level of trust with stakeholders to improve performance outcomes and profitability (Paparoidamis et al., 2019). Firms should focus on positive cultural change and effective processes to deliver the best products and services to meet customers' expectations. Producing quality products aid firms in lowering their costs and increasing organizational value (Paparoidamis et al., 2019) Paparoidamis et al. (2019) argued that building trust requires a significant buyer and seller relationship by focusing on challenges to improve performance and increase optimal business functions.

Firms should exercise business strategies to maintain customer trust and meet their expectations. Setiawan and Sayuti (2017) stressed that businesses should focus on providing quality products and services to improve reliability, enhance relationships, and increase profitability. It is essential for businesses to understand how delivering quality

and improving customer demand increases sustainability, minimizes costs, and renders growth (Sitorus & Yustisia, 2018). Companies experience business pitfalls from a lack of effective relationships with stakeholders and customers, often derived from miscommunication, anemic business practices, credibility, and inadequate quality of products and services (Leninkumar, 2017). Companies should optimize their business functions to enhance customer interaction and satisfaction to maintain loyalty, reduce costs, and improve profitability (Rimawan et al., 2017).

Profitable firms require more focus, resources, and collaboration to satisfy and gain customers' trust, especially in a dynamic market and global environment. To remain competitive with the global threat from emerging companies, firms must keep pace with the rapidly evolving technology and increase product quality to influence positive customers' responsiveness (McMurrian & Matulich, 2016). Producing quality products and ensuring good services provide a foundation that conduces buyers' satisfaction. Customers want to ensure they receive the best value for the committed price of goods.

Business managers should anticipate customers desired quality of products and services to maintain a high level of trust. Leninkumar (2017) contended that the quality of products and services is crucial to developing trust with customers and delivering satisfaction, which drives better performance and leads to a long-term positive relationship with consumers. Firms need to ensure that reliability is incorporated as part of the business strategy to maximize quality service and meet customers' expectations. Reliability is a critical factor for providing preferred products and services to buyers and upholding promises communicated by businesses (Rimawan et al., 2017). Many

companies fall short of ensuring reliable products and services due to the global market's costs and competition (Senyshyn et al., 2020). Reliability is the mechanism that motivates returning customers by perceived product quality and loyalty. Business managers must understand principles that deliver reliable products and services which improves quality and meets consumers' expectation (Priyo, 2018). Designing reliability into the organizational framework improves customer relationships through loyalty and increases the perceived quality necessary to gain customer trust and satisfaction (Napitupulu et al., 2021). There must be a significant relationship between companies and customers to ensure that demands are met. The continuous threat of rivals in the global marketplace has compelled a greater need for firms to streamline production and keep manufacturing costs to a minimum.

With the increasingly global market challenges, quality has become the premier focus to reduce costs and increase profits. While firms invest in improving their business functions' effectiveness, Priyo (2018) suggested that the business strategy should be centered on refining the service quality to meet customers' desires and enhancing the corporation's image. However, to ensure desired quality service, firms must perceive customers' value for producing positive performance and maintaining a competitive margin among rivals (Hamidi & Safareeyeh, 2019). Also, improving organizational quality presents opportunities for increasing performance and satisfying customers' needs–creating a favorable business environment for establishing a competitive advantage (Dimyati & Subagio, 2018). The continual effort of leaders to forge a positive interaction with customers enables business transformation. Effective engagement with

consumers establishes a long-term relationship measurable in performance results such as economic growth, productivity, sales, and profitability (Hamidi & Safareeyeh, 2019). The relationship between businesses and consumers should be guided by trust and the ability to meet customers' demands, improve satisfaction, and deliver successful outcomes (Priyo, 2018). Successful companies have a responsibility to improve relationships to meet expectations and provide higher customer value.

Using Innovation and Technology to Gain Customers' Trust

With the emergence of global competition, leaders must be able to develop effective business strategies and apply innovation and modern technology to improve relationships. Understanding customers' relationships help achieve performance goals and sustain market advantages (Gupta et al., 2018). Companies must adopt a business model that facilitates information technology (IT) and innovation to sustain positive relationships with patrons and create an atmosphere, which influences trust and promotes business success (Biryukov, 2019). Gunasekaran et al. (2017) contended that implementing an IT system should be centered on customers' needs to enable leaders to monitor and manage information and uphold customers' desires to achieve performance objectives (Gupta et al., 2018).

With the complexities of the business market, firms must implement an effective business model that improves IT and network systems. Investing in modern technology to implement an effective IT system enhances operational performance and creates a competitive advantage (Gunasekaran et al., 2017). Firms must understand how an effective business strategy facilitates changes required to enhance performance.

Implementing a business strategy focusing on modern technology and innovation improves the global supply chain and delivers the quality necessary to sustain customers' trust (Sbaffi & Rowley, 2017). The combination of IT and quality leads to increase profitability and provides an approach for successful outcomes. Ferdousi et al. (2018) stressed that TQM applied with IT produces quality factors to guide organizations toward meeting customers' expectations and sustaining trust. Improving product quality leads to customer satisfaction and trust for sustaining profitability and establishing a competitive advantage. Ferdousi et al. (2018) found that the core factors and adoption of a TQM enhanced the quality management practice, which improved customers' trust, enhanced performance, and influenced a positive change in the banking industry (Boonlertvanich, 2019). A good business strategy focuses on customers' needs, links outcomes to performance expectations, and provides the foundation for competing with rivals.

With the increasing need to compete in the global market and improve customers' relationships, firms must enhance innovation, data gathering, and information-sharing strategies to sustain a competitive environment. Implementing business intelligence (BI) has become an essential model for increasing efficiency, productivity, and effectiveness for maintaining strategic decision-making. Utilizing technology to employ BI improves productivity and increases effectiveness in meeting expected performance levels (Carr, 2016). Xu et al. (2017) found that BI was essential for sharing information and understanding how customers' quality increases trust and influences future buying intentions. Additionally, BI can help increase product quality, reduce performance risks, and generate better business value (Xu et al., 2017). Understanding customer feedback

enables firms to develop better relationships, establish trust, and be more responsive to consumers.

With the complexities surrounding business production environments, businesses need to understand how reliable information and knowledge sharing can guide better interactions with customers (Rahman et al., 2018). Implementing knowledge management and technology is essential for improving performance and establishing a competitive advantage (Trantopoulos et al., 2017). Businesses that develop an effective knowledge management strategy are better position to understand customers' expectations, producing a suitable environment for improving performance (Koohang et al., 2017). Businesses should rely on proven knowledge as a vital component to enhance collaboration relationships.

As businesses strive to compete globally, leaders need to incorporate the necessary innovation and technology to maintain profitable outcomes. Badwan et al. (2017) discovered integrating a customer relationship management system created conditions for improving customers' loyalty and improved retention in educational institutions. Businesses should utilize innovation to produce quality products and services and create a knowledge environment for understanding customers' needs (Trantopoulos et al., 2017). Businesses must pursue innovation and technology in a fashion that enhances business performance and delivers social and economic values that satisfy customers and improve trust across buying communities (Salam, 2017). IT systems and networks enable relationships and influence business changes that improve not only opportunities for performance and profitability but also positive social change for

customers, stakeholders, and employees. Innovation produces a model for improving relationships and increasing performance, which delivers quality and economic growth (Cao et al., 2016). Innovation enables dynamic capabilities for facilitating organizational changes and meeting customers' expectations. Good innovative practices help businesses improve customers relationships by streamlining the organization,

Besides, big data analytics (BDA) is an effective means for gathering and sorting information to determine customers' desires. Adopting BDA provides an approach that enables informed decision-making, allows innovation to meet customers' expectations, and produces efficiency that satisfies vendors and stakeholders (Wamba et al., 2017). BDA enables businesses to predict customer behavior and achieve process change, which reduces costs and improves productivity. Firms must incorporate a business practice that maximizes innovation and improves relationships to meet emerging customers' demands and produce desired products and services (Rodríguez-Ferradas & Alfaro-Tanco, 2016). Leaders must understand how an innovative focus aids business practice by optimizing performance and reducing costs, which produce a competitive edge. According to Wirtz et al. (2016), innovation enables firms to compete in a global market and allows positive change to adjust in a dynamic business environment. Leaders must incorporate a business practice that maximizes innovation, enhances relationships, and encourages trust by meeting customers' needs.

Improving the Global Supply Chain for Business Profitability

The rising concern about implementing a lean, cost-effective supply chain has forced leaders to benchmark and streamline processes and procedures to keep pace in a

dynamic market. Businesses must optimize their global supply chain and embrace the changes required to improve business performance and establish a competitive advantage. Also, businesses must understand how social change and customer interaction influence the global supply chain's performance. Padhi et al. (2018) argued how improving processes and maintaining positive relationships with customers produced an effective and sustainable global supply chain. Companies should improve processes for the supply chain that enable efficient operations and position the organization for long-term success. Maintaining and sustaining an effective supply chain improves performance and increases opportunities for establishing a competitive edge. Padhi et al. (2018) emphasized that when firms operate globally in a competitive market without a clear understanding of the objectives of the integrated supply chain, they experience a negative impact on performance and profitability. Firms need to have an effective integrated supply chain to compete in the global market enterprise. Padhi et al. (2018) addressed how differences in many firms' industrial structures have made it challenging to identify and incorporate an effective supply chain. The lack of measures and frameworks to identify an efficient, sustainable supply chain produces higher uncertainty in the business decision-making process. Padhi et al. (2018) identified business objectives and frameworks required to improve sustainability and the performance of the supply chain. Managers must realize how a practical, sustainable supply chain framework enables the business to succeed. Padhi et al. (2018) addressed how the lack of an efficient, sustainable supply chain produced a higher uncertainty level that negatively affected the industrial industry's business decision-making process. A sustainable supply

chain increases profitability and enables firms to achieve their performance objectives. Padhi et al. examined how many firms have operated globally in a competitive market without clearly understanding the importance and impact of an effective and integrated supply chain.

With the growing need for business owners to understand the increasing cost of business supplies and logistics support, they must recognize the importance of implementing controls to sustain supply chain functions. Padhi et al. (2018) addressed how differences in the industrial makeup of many firms have made it challenging to identify and incorporate an effective supply chain. The lack of measures and framework to identify an efficient, sustainable supply chain produces a higher uncertainty level in business decision-making. Managers must realize how an effective, sustainable supply chain framework enables the business to succeed and improve performance. Padhi et al. (2018) identified business objectives and frameworks required to improve sustainability and the performance of the supply chain.

With the increasing complexity of the global market, supply chain managers must focus on integration to optimize and transform business practices to meet organizational objectives (Zhang et al., 2019). Developing an effective business strategy aligned with customers' needs provides the means for maintaining a robust supply chain and improving conditions for profitability. Swierczek (2019) argued that implementing a framework designed to understand customers' and suppliers' relationships improves the supply chain's performance and increases production. Moreover, understanding customers' embedded relationships and expectations provide substance for influencing

change and improving suppliers' data. Swierczek (2019) examined the embedded relationships between manufacturers' influence, customers, suppliers, and the impact on the network's rent.

Practitioners should embrace strategies that address organizational objectives and deliver the expected supply chain performance required to enhance relationships with stakeholders and reduce costs. Swierczek (2019) noted that global manufacturers and business success are comprised of good relationships and efficient distribution of supplies to meet the customer's needs and maintain affordable operations costs. With a need to optimize the global supply chain, managers need to look for ways to improve relationships between suppliers, distributors, and customers. Establishing a positive relationship with customers and suppliers is critical for maintaining successful SCM. Swierczek (2019) discovered that manufacturer relational embeddedness contributed to the manufacturer's ability to form a positive relationship between suppliers and customers.

There should be a good relationship balance between suppliers and customers to ensure the supply chain's acceptable performance. Also, Swierczek (2019) contended that improving manufacturers' relational embeddedness enhanced the firm's ability to forge a positive relationship between suppliers and customers. A good supply chain produces outcomes that satisfy customers and improve the quality of services. Swierczek (2019) discovered how a transformation of the manufacturers' supply chain established upstream and downstream embeddedness, reduced network costs, and delivered the desired service that improved customers' relationships.

Developing an effective supply chain includes knowing the factors affecting business relationships between customers and suppliers. Understanding customer relationship traits is a crucial element to successfully executing the supply chain; embracing customer relationship traits often influences project performance within the organization (Kim & Nguyen, 2018). Kim and Nguyen (2018) found that supply chain collaboration between partners in the construction industry improved supply operations and the delivery of demands to customers–enabling the timely completion of desired goals and objectives. Managers must also understand business approaches for examining global supply chain practices and operating environments. Collaboration is one effective approach to ensure that the supply chain procedures are catered to meeting partners' and stakeholders' expectations. Hove-Sibanda and Pooe (2018) examined the relationship between companies' performance and outcomes of the supply chain to better understand the operational functions of the supply chain in various firms. They found that e-collaboration improved supply chain practices and significantly influenced information sharing among stakeholders–enhancing the competence and performance of the supply chain (Hove-Sibanda & Pooe, 2018).

Along with ensuring influential stakeholders' relationships to enhance business support functions, there must also be a focus on sustaining the supply chain. Many firms have faced numerous challenges in developing sustainable processes for the global supply chain. Jabbour et al. (2019) explored a framework for maintaining and sustaining an effective multi-tier supply chain, linking suppliers' relationships with performance outcomes to meet customers' expectations. Jabbour et al. (2019) found that firms that

focused on suppliers' relationships improved sustainability, marketing, financial performance, and supply chain agility. In the current complex environment, some firms have operated globally in a competitive market without a clear understanding of the importance of sustainability and the impact of an effective and integrated supply chain (Padhi et al., 2018). The emergence of constantly changing demands in the manufacturing industry has made it difficult to identify and incorporate process changes and sustain an effective supply chain. Also, the lack of an appropriate framework to identify an efficient, sustainable supply chain produces a higher uncertainty level in the business decision-making process. Business leaders must realize how an effective, sustainable supply chain framework enables the business to succeed. Tseng et al. (2019) argued that sustainable development and supply chain sustainable finance enhance collaboration efforts among stakeholders and enable a strategic direction for improving the financial aspect, innovative objectives, and long-term performance that create a sustainable competitive advantage. The synchronization of sustainable activities and the associated financial outcomes provides managers with a better understanding of the supply chain operations and the necessary performance.

With the emergence of supply chain complexities and the impact on business operations, manufacturing companies rely heavily on streamlining and optimizing their global chain performance to mitigate losses and increase profitability. Research has shown how optimizing the supply network, redesigning processes, and enhancing the business strategy improved the supply chain's competitiveness. Chen et al. (2021) examined the supply chain transformation projects and reviewed the impact of supply

chain finance on relationships that influenced the supply chain transformation. In the current business market, managers are expected to invest more in business restructuring to improve productivity and cost-efficient procedures to enable a successful supply chain transformation. Chen et al. found that digital technology positively impacted the organization's financial profile and led to the improvement of the supply chain.

Businesses face many challenges that prevent the effective implementation of lean SCM. The growing competition in the supply chain, combined with the dramatic changes in the global markets, reduced product lifecycle, unpredicted demands, and unstable inventories, are the significant reasons for supply chain procurement leaders to move from a transactional approach to a transformational approach (Wang & Cruz, 2018). Wang and Cruz (2018) investigated the relationship between leadership styles and the lean supply chain culture of middle managers; they evaluated the top management roles and the impact on business performance and customer service. Leaders that adopt a lean SCM approach eliminate non-added value supply activities and waste in the business. Pham et al. (2021) used a lean focus approach and transformational leadership, which incorporated customer input that highlighted inefficiencies in the supply chain– developing innovation to improve performance in the organization. Implementing lean principles enables businesses to be more customer-focused and flexible to increase profitability by enhancing SCM. Alkadash et al. (2020) examined transformational leadership and employees' performance in the supply chain to understand the impact of job autonomy. Alkadash et al. (2020) found that transformational leadership had a significant relationship with employees' performance; the more the organization invested

in transformational leadership, the more employees' performance and job autonomy improved.

Business leaders should incorporate lean SCM to embrace transformation, motivate employees, and optimize business performance for increasing organizational value. Setiabudi et al. (2021) implemented lean supply management and transformation leadership elements that enabled businesses to be more customer-focused, flexible, and profitable. Supply chain managers should institute lean activities to reduce cost, improve product delivery, and increase the quality of purchased material. Businesses must incorporate customers' input to address the inefficiencies in the supply chain and develop focus areas for continuous improvement. In addition, managers must be more customer-focused and institute lean principles that enable supply chain sustainability and flexibility to enhance performance and increase profits. Furthermore, managers need to implement lean SCM to influence employees' motivation, embrace transformation, purge waste in the supply chain, and optimize business functions.

Producing a good supply chain sustainability practice is integral to long-term maturity and reduction of pressure from emerging customer demands. Businesses that adopted a framework for improving the sustainability of the supply chain had a better output of products and services and improved the ratio of customer satisfaction (Reefke & Sundaram, 2018). The optimization of the supply network, reengineering processes, and enhancing the business strategy, improve the sustainability and competitiveness of the supply chain (Reefke & Sundaram, 2018). The ineffective alignment of the SCM concept and sustainability objectives increases costs and limits the firm's ability to

compete globally. The growing competition in the supply chain combined with the dramatic changes in the global markets reduces the product life cycle, produces unpredicted demands, and causes unstable inventories. Leaders should move from a transactional approach to a transformational approach to improve opportunities for a competitive advantage. Wang and Cruz (2018) noted that supply chain managers coordinated lean activities that reduced cost, improved delivery, and increased the quality of purchased material.

Collaborations among practitioners in the supply chain network influence good behavior and produce successful process change. Huang et al. (2020) used a conceptual framework to understand supply chain collaboration and integration challenges and weigh the impact on international joint ventures and supplier-manufacturers relationships. Huang et al. investigated four horizontal collaborations in China's automotive supply chain and implemented a strategy that helped organizations enhance supply chain performance and improve their competitive edge over rivals. To mitigate the complexities of the current business environment, companies should strengthen their partners' relationships and capture behavior trends necessary for improving collaboration activities.

Establishing long-term relationships between suppliers and manufacturers embraces interactions, improves communication, and helps managers understand complex supply chain collaboration. Huang et al. (2020) found that enhancing the supplier-manufacturer relationship contributed to partners' participation and improved the supply chain's performance in the global value chain. Huang et al. (2020) argued that a

collaborative approach influenced supplier-manufacturing relationships and culture change through engagement with international partners. Furthermore, Huang et al. (2020) discovered that integrating cross-functional processes combined with collaboration efforts provided suppliers with the foundation for developing and maintaining sound supply chain relationships. Huang et al. (2020) concluded that strategic long-term supply chain collaboration improved supplier-manufacturer relationships and evolved as the structure of the supply chain changed.

Understanding analytics and required data integration provide opportunities for business leaders to improve supply chain performance. Additionally, knowing international partners' cultures and behavior patterns enables managers to adopt a strategic direction to maintain a good supply chain. Businesses must use innovation and change practices to improve the global supply chain. Lemghari et al. (2019) examined the automotive sector’s supply chain performance measurement and developed approaches to improve supply chain operations. Lemghari et al. (2019) analyzed supply chain functions in various organizations and presented a framework that enabled changes to key supply chain processes by enhancing performance measurement data and integrating business operations that improve service productivity and quality. Businesses should apply continuous effort to improve their practice to remain competitive and maintain a robust supply chain. Lemghari et al. (2019) argued that implementing sound performance measurement aided managers in monitoring productivity and influencing cultural change to improve organization goals, decision-making, and planning. Organizations that focus on cultural change establish a positive direction for improving relationships.

Applying the Theory of Constraints to Improve the Global Supply Chain

With the emergence of competition in the global market, many businesses have sought to streamline the supply chain for efficiency. A systematic approach combined with global optimization has produced significant business performance improvement (Puche et al., 2016). The TOC is a model that has proven to enhance supply chain performance, enable collaboration methods, and improve efficiencies through refined processes and optimized performance measures (Puche et al., 2016). The TOC model enables business managers to collaborate and improve business practice that optimizes supply chain and increase productivity (Puche et al., 2016). The TOC can be used in the supply chain to enhance efficiencies and improve product delivery, which meets the customer service level and increase profitability.

Delivery disruptions create constraints and bottlenecks that increase risks to the global supply chain. Supply chain managers need to be aware of the potential causes of system disruptions. Inman and Bhaskaran (2019) found how disruptive inbound products negatively impacted automotive manufacturers and their extended supply chain. Inman and Bhaskaran argued that extended suppliers' delivery disruption adversely affected the supply chain. Inman and Bhaskaran stressed that when the supply chain is disrupted by unexpected changes and challenges of inbound products–an increased risk for lost profits exists and prevents the company from meeting customers' demands. With emerging supply chain uncertainties and disruptive inbound products, supply chain performance risks have increased for many organizations (Inman & Bhaskaran, 2019). However, more

businesses should rely on a global sourcing strategy to reduce performance risk and establish a competitive edge.

Transition

In Section 1, I described the historical background, organizational context, problem statement, the purpose of the research, target audience, research question, hypotheses, and significance of the study. The specific business problem is some business managers do not know the relationship between customers' satisfaction and trust in the global supply chain and profitability. The purpose of this quantitative ex post facto research is to examine the relationship between customers' satisfaction and trust in the global supply chain, and profitability.

Additionally, within this section, I conducted a thorough review of literatures on the performance of the global supply and the measured by the influence of customers and profitability. With the number of complexities of current business environments and the challenges of emerging customers' demands and inventory inefficiencies, business leaders must optimize their supply chain to ensure a competitive advantage. Implementing an effective strategy that address supply chain disruptions reduces potential uncertainties, improve performance, and increase opportunities to meet customers' expectations (Gupta & Ramachandran, 2021). Hence, businesses' profitability is linked to an effective supply chain strategy and the ability to meet customers' demands. Understanding the relationship between customers' satisfaction and trust in the global supply chain and profitability would contribute to industry knowledge and help supply chain managers apply measures to improve performance of the supply chain.

Section 2 includes the research and method and design, and Section 3 consists of the research deliverable and results.

Section 2: The Project Design and Process

In this study, I examined the relationship between customers' satisfaction and trust in the global supply chain and profitability. With the increasing complexity of the global supply chain and businesses' difficulties understanding customers' behaviors and reactions to change, business managers need to develop relationships that promote customer satisfaction. Understanding customers' expectations provides a value-added environment for improving performance and increasing profitability (Samudro et al., 2020).

I conducted this study using the TOC framework, which provided for potentially increasing the supply chain performance and improving customers' satisfaction and trust. In addition, I utilized information captured from the literature review and secondary data sources to gather analysis for (a) researching and synthesizing customer relationships between suppliers and satisfaction, (b) trust with the global supply chain, and (c) profitability. Businesses that use a sound framework for facilitating change and developing an effective strategy are better positioned to understand customers' expectations and produce a suitable environment for improving performance (Nobar & Rostamzadeh, 2018).

In this section, I described the project purpose, research method, and design. In Section 2, I also described data collection techniques, discussed why the quantitative method was appropriate to use as the methodology, and addressed the importance of the validity of the data set.

The Project Purpose

The purpose of this quantitative ex post facto study was to examine the relationship between customers' satisfaction and trust in the global supply chain and profitability. The independent variables were customers' satisfaction and trust in the global supply chain. The dependent variable is profitability. The target population includes business managers of major auto manufacturers in the northeast United States. In addition, the target population was used in this study to narrow the research by producing the necessary secondary data set to answer the research question and test hypotheses.

Research Question and Hypotheses

The following research question and hypotheses guided this study:

Research Question: What is the relationship between customers' satisfaction and trust in the global supply chain and profitability?

H_0: There is no statistically significant relationship between customers' satisfaction and trust in the global supply chain and profitability.

H_1: There is a statistically significant relationship between customers' satisfaction and trust in the global supply chain and profitability.

Method and Design

In the current business environment, it is essential to have a high-functioning supply chain that enables a competitive advantage. A robust supply chain delivers good performance to meet the emerging challenges of a competitive market (Mukhsin et al., 2022). One way to enhance global supply chain operations is to develop an effective

method for producing continuous improvements; practitioners use proven research methods to increase production, improve distribution, and make strategic decisions for optimizing the global supply chain (Yin & Wang, 2017). However, one challenge businesses face in the competitive marketplace is the inability to deliver a high level of customer service while maintaining moderate operating expenses and ensuring a sustainable environment (Abdolazimi et al., 2020). A good framework is vital for guiding the supply chain structure by allowing agility and adaptiveness to increase productivity, deliver quality products, and influence outcomes that meet customers' expectations; therefore, successful firms use effective research methods, best practices, and engineering changes to reduce operations costs and improve performance (Tavčar et al., 2018). Integrating a methodology that is aligned with the organization's strategy often meets customers' expectations and establishes a competitive working environment (Bendig et al., 2018).

I collected quantitative data in this study for fact-based analyses. The quantitative method aligns with the positivist paradigm and provides the basis for interpreting data for a thorough understanding of events (Mohammed, 2020). The quantitative method provides a sound framework for examining the relationship between customers' satisfaction and trust in the global supply chain and profitability. Additionally, I used the quantitative method to assess how an ineffective supply chain impacts customers' satisfaction based on demands and expectations. I ensured that the research method was aligned with the study purpose and provided analysis for understanding the phenomenon and testing the hypothesis. Practitioners must ensure the methodology is aligned with the

business problem, which increases opportunities for understanding the performance of the global supply chain and delivering successful research (Tripath & Talukder, 2020). Independent scholars must understand effective techniques for planning and conducting research and presenting findings in a manner that delivers the required evidence to support the research (Mohammed, 2020).

I validated secondary data sources with prior research for reliability and consistency utilizing (a) customer demands, (b) customer wait times and product costs, and (c) company profitability data sets. These data sets were collected using an archival research data collection technique. The data were extracted from a data file located in the Elsevier Research data sets. I conducted multiple linear regression to analyze the automotive supply chain variation data. The multiple linear regression analysis is used to determine the percentage of each variable contributing to the change in the dependent variable when controlling for the other variables (Green & Salkind, 2017). I also conducted descriptive statistics and an ANOVA to complement the multiple linear regression analyses for this study.

Applying the TOC Framework

I used the TOC framework to facilitate the study with the goal of potentially reducing costs, improving reliability, and increasing the performance of the global supply chain. Research has revealed that the TOC framework can significantly improve business performance and lower operating costs by integrating optimal processes and associating product workflow with defined performance measures (Cox & Boyd, 2020). The TOC framework enables business managers to improve business practices for optimizing the

supply chain functions and improving performance (Mijović & Savković, 2019). When the TOC framework is applied for analysis, leaders can identify process constraints and eliminate waste to deliver success (Bacelar-Silva et al., 2020). When business leaders effectively use the TOC framework, performance is improved while maintaining moderate business operating costs (Kadhim et al., 2020). Along with the TOC framework, I applied a quantitative methodology for examining the global supply chain and to determine how processes enhance customer service, increase efficiencies, and improve product delivery to meet customer demands.

The TOC links DBR methodology with a production planning capability, enabling business improvement by removing bottlenecks, increasing inventory availability, and enhancing supply chain performance (Modi et al., 2019). DBR methodology can result in significant business improvements by applying the bullwhip effect, removing bottlenecks by placing the drum at the retail level, and generating financial and operational advantages for each node in the system (Costas et al., 2015). Once the constraint has been identified, DBR aligns production with customers' requirements through the rope and enables the bridging of functions between work input and the bottleneck (Sigh & Misra, 2018). The DBR method allows leaders to use the drum and shipping as a buffer to allow time equivalent amount of work in progress (WIP) to control the throughput of the system and reduce the level of WIP (Lizarralde-Aiastui et al., 2020). I used the TOC framework and DBR methodology to evaluate global SCM practices, performance, and process change efforts required for establishing organizational best practices.

Validating Research

To ensure the validity of the research, I developed a well-planned process for ensuring sound steps were applied for using secondary data, analyzing information, and incorporating results into the study. Establishing a quantifiable research method produces credible and reliable results, provides the statistical technique required to identify behavior patterns, and yields value-added information necessary to resolve the business problem (Rahman, 2020). Using a suitable research method ensures a quality design, which delivers evidence that leaders can make data-driven decisions to meet project objectives. Sound research serves as a means for maintaining a highly structured data collection process that produces desired outcomes (Green & Salkind, 2017). I used the following steps to analyze the secondary data sets: (a) aligned research methodology to the problem statement and research question, (b) produced quantifiable analysis, (c) properly analyzed secondary data, and (d) drew a conclusion and related it to the findings of the study. Apuke (2017) found these steps provided an adequate research foundation for using secondary data to examine the phenomenon and successfully deliver the proper analyses and findings. I made sure that this study was valid, convincing, and had robust research analyses that provided credible and sufficient evidence by adhering to professional academic research guidance, validating outcomes, and ensuring the findings were consistent with the peer-reviewed literature process.

Ex Post Facto Research Design

Researchers must ensure they apply active measures for collecting the data required for completing their research project. I used an ex post facto design in this study

and analyzed the contents of the secondary data set to understand the relationship between customers' satisfaction and trust in the global supply chain and profitability. The ex post facto design is appropriate to use when conducting a quantitative study to analyze the disparity of relationships between variables (Lacruz & Cunha, 2018). Researchers used the ex post facto design to identify relationships between independent and dependent variables after facts had been discovered (Sharma, 2019). This design allowed for the use of existing data sets and reduced the time required to collect and analyze data.

Moreover, in this study, I employed an ex post facto design because the secondary data set reflected events that had already occurred; therefore, I was unable to control or manipulate the data. The ex post facto design is used when the researchers have little control over the data being captured (Bellini et al., 2020). The ex post facto approach provides advantages compared to other research methods, such as causation and experimental studies (Sharma, 2019). The ex post design allows researchers to correlate data when an experimental method cannot be accomplished and subjects are difficult to place in groups, whether controlled, modified, or engineered (Soye & Momoh, 2020). The ex post facto design served as means to identify empirical relationships between the variables considered in this study.

During a quantitative ex post facto design, researchers must be cautious of the disadvantages of using this design that could impact their study. Researchers using an ex post facto design may face challenges with capturing secondary data sets aligned to the independent and dependent variables to understand relationships for answering the business problem (Johnston, 2017). Another disadvantage of the ex post facto design is

that the researcher may not understand all the particulars associated with the data collection, the expertise involved in the initial extraction of the data, or the sample size used in the collection. Another drawback of using ex post facto design is the data may not be reliable or credible because critical values could be missing in the collection. In an ex post facto design, the researcher cannot control the data parameter and is limited in outcome reporting (Kumatongo & Muzata, 2021). Researchers must ensure that the data sets are complete and captured through an effective research practice, including verifying the data source, eliminating assumptions, and ensuring an accurate sample size for secondary data collection. I followed a sound research process to ensure accurate and reliable data collection in my ex post facto study. Additionally, I ensured this ex post facto study had academic integrity and included ethical principles for delivering evidence-based results.

In this quantitative ex post facto study, I extracted secondary data of auto manufacturers to examine supply chain data and measure the variables. I used data files from Elsevier Research data sets and employed quantitative and correlation analyses to understand the relationships between variables and examine the nature of the phenomenon. The IBM Statistical Package for the Social Sciences (SPSS) was used to analyze data in a structured, statistical manner to understand the relationship between variables and test the hypotheses in this study. SPSS is a preferred application for conducting quantitative analysis and represents an effective way of computing and presenting research data relating to quantitative variables (Green & Salkind, 2017). I also used SPPS for describing, quantifying, and presenting the results of the measures of

statistical indices. Researchers have also used SPSS to support the ex post facto design by applying methods, such as a bivariate regression analysis, which computes an equation related to the predicted variables (Schober et al., 2018). In this ex post facto study, l employed multiple linear regression analysis to determine the percentage of each variable contributing to the change in the dependent variable when controlling for the other variables (see Green & Salkind, 2017). Descriptive statistics and an ANOVA were also conducted to complement the multiple linear regression analyses for this study.

Psychometric Property

As a practitioner, I ensured that the psychometric properties had been evaluated in a way that provided reliable and valid data. Practitioners use instrument measurements to assess psychometric properties to produce quality and credible data (Souza et al., 2017). In my study, I used the proper measurement of the instrument's properties to maintain the integrity of the data and verified the scope of applications used for the research practice. Researchers must choose accurate and adequate instruments in their study to ensure the quality of the results (Opitz et al., 2020).

It is the role of the researcher to assess the instrument's psychometric properties and select the proper tools for conducting research. I evaluated existing tools and techniques to determine if the research instruments were reliable, valid, stable, and had internal consistency measurements for triangulation. Additionally, I adopted a strict approach to assessing the quality of the instruments used in my study to uphold the reliability and validity of the findings. Souza et al. (2017) found that practitioners accurately assessed psychometric properties, which helped select suitable instruments for

conducting research, leading to acceptable study outcomes. With the properties of reliability, validity, and internal consistency applied, it is possible to have an instrument for measuring what it proposes and have the same characteristics and repetition throughout time.

Moreover, the instrument's measurement needs to be determined as a suitable and practical vehicle for offering accurate and valid data interpretation before assessing the psychometric property. Furthermore, researchers use the measures to obtain results scientifically; however, the outcome of the measurement is influenced by the validity and accuracy of the instruments used in the study. Also, I used homogeneity to solidify the research design. Homogeneity indicates that all subparts of the instrument measure the same characteristics for internal consistency (Souza et al., 2017).

Verifying the Secondary Data set

When planning for research, it is essential to weigh all necessary factors to ensure the selection of the secondary data set allows the collection of information and analysis that leads to reliable results. Researchers must determine the appropriate source for capturing the correct data to ensure the best results. The extracted secondary data set must be reliable and complete, producing the determination and findings necessary to meet research objectives and provide nonbiased analysis to project the desired outcomes. Missing data can potentially skew findings, reduce the power of analysis, and be problematic in preserving the relationship of the variables. In research, missing data results from the lack of observation, data migration or cleansing problems, or incomplete information obtained from researchers (Garcia et al., 2019). Researchers using secondary

data sets need to verify the reliability of the data. I used statistical distribution and simulation to ensure the reliability of the data set. The simulation was used to assess the sequencing of the data, distinguish the value of data extract, and evaluate the distribution for the random probability of the variables. Data simulation and analysis will play a vital role in ensuring reliability and providing insight into trends and patterns used in secondary data sets to determine the research's credibility (Meeker et al., 2021). In quantitative research, it is essential to understand the need for reliable secondary data collection and the process to effectively gather necessary data and manage the information to establish credibility. A fuzzy logic analysis is used to ensure the reliability of the data and mitigate challenges presented during data collection for quantitative research (Utama et al., 2020). Fuzzy logic membership function analysis was applied to validate the secondary data set and establish data integrity during the extract. I used a fuzzy model to screen the secondary data set for missing data and values by applying the fuzzy logic algorithm and inserting parameters to ensure the data structure's completeness.

To ensure secondary data accuracy, I conducted a complete case analysis and simulations to evaluate the data's quality, reproducibility, and accuracy. Complete case analysis is used in research to validate the data set and improve data accuracy by reducing assumptions and limiting bias with the outcome. Complete case analysis is commonly used by researchers based on its easiness of implementation and deliverance of reliability when data are missing completely at random (Nissen et al., 2019). Researchers use G* Power analysis to evaluate sample size, compare statistical methods,

and determine feasibility for inclusion into the study (Kang, 2021). This analysis is desired when missing data elements are independent of any observed or missing data. Also, I conducted G* Power analysis to validate the sample size of the secondary data set.

Research results could be skewed when the secondary data set contains omitted data or incorrect sample sizes, creating an unreliable outcome. Researchers must validate the secondary data set before conducting quantitative analysis, ensuring accurate data for the study, and delivering righteous evidence for decision-making. When planning for research, it is important to weigh all necessary factors to ensure the selection of an appropriate target population that allows the collection of information and sample that lead to reliable and valid results. Researchers must be able to determine the target population for probability sampling and capturing the correct data to ensure a defendable outcome. The data set already exists in secondary data analysis, but researchers must evaluate the sampling size used to produce the determination and findings necessary to meet research objectives.

The probabilistic sampling procedure is one method that researchers use to randomly select the target population for conducting analyses; in contrast, a non-probabilistic sampling method is used for selecting samples from the target population under specified conditions (Kermorvant et al., 2019). In this example, the assumption that participants are randomly sampled and the scores of the variable for one participant are independent of the scores for all other participants must be met to ensure a good outcome. When performing discriminant analysis, the assumption of multivariate normal

distributions must be met to ensure reliable results (Green & Salkind, 2017). In this study, I did not conduct probabilistic or non-probabilistic sampling since the secondary data already exist and are retrieved from the Elsevier Research data set.

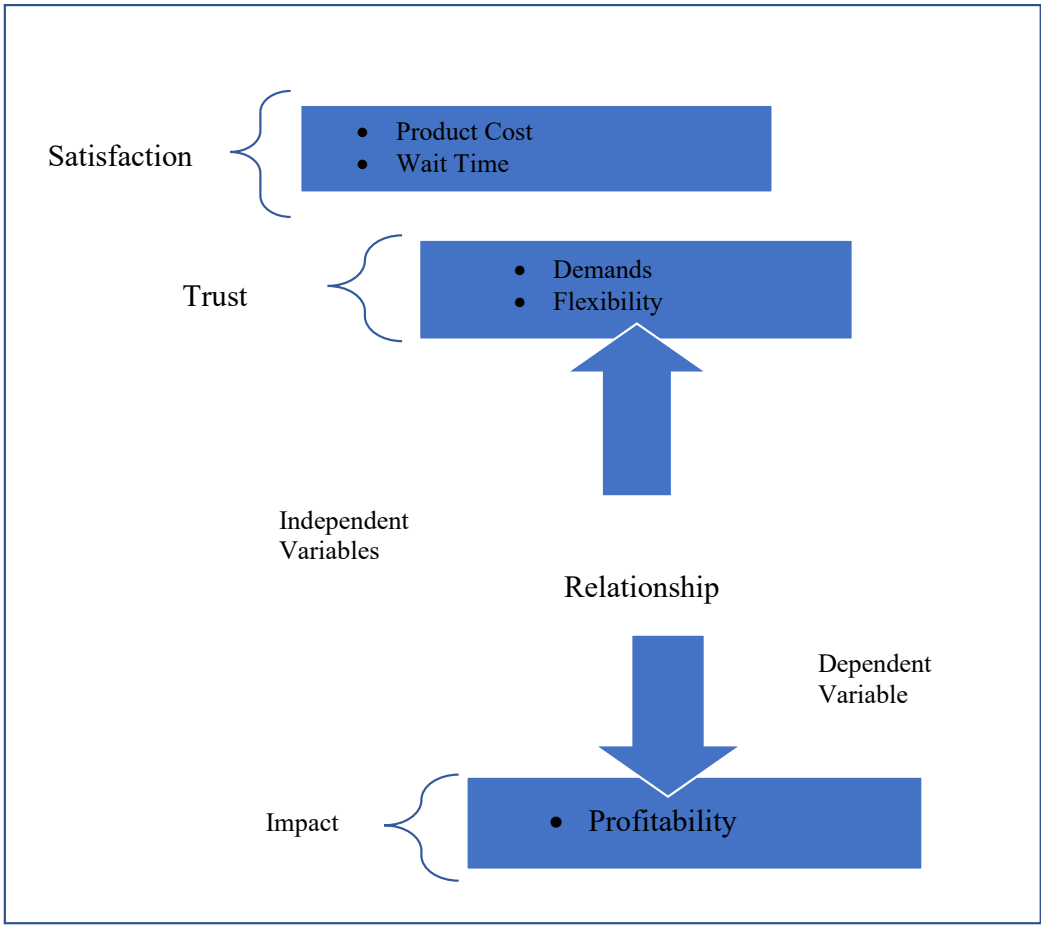
Also, I did not conduct participants' planning based on using the secondary data set. In this study, I used secondary data extracted Elsevier Research repository and applied theoretical knowledge and utilized a codebook to validate the accuracy and purpose of the data collection. I also used the data set to examine customer demands, wait time, product cost, and company profitability. This data set will determine the significance of the relationship between customers' satisfaction and trust in the global supply chain, and profitability.

I conducted multiple linear regression analyses to examine variables and determine if the relationship between variables is statistically significant. In research, the multiple linear regression analysis is used to understand the percentage of each variable contributing to the change in the dependent variable when controlling for the other variables (Green & Salkind, 2017). Researchers use multiple linear regression analysis to determine the strength of relationships and the degree that a predicted outcome is correlated between continuous variables (Alita et al., 2021). I tested assumptions of outliers, multicollinearity, normality, linearity, homoscedasticity, and independent of residual. If the population variance and dependent variables are the same across test levels, the statistics should be cautiously interpreted due to the violation of associated normality (Green & Salkind, 2017). Researchers need to assess assumptions and the equality of variances between groups during quantitative analysis. Under conditions that

assumptions are not violated, and the data set contains fixed effects, multiple linear regression allows direct interpretation of coefficients as probabilities. In this study, I tested for assumptions to ensure no significant violations in my findings. I used data mapping, as depicted below in Figure 1, for conducting my analysis. Shah and Singh (2021) argued that product cost and wait time were components of customer satisfaction. Moreover, Alam et al. (2021) contested that customer trust was the element of demand fulfillment and business flexibility. In this study, I analyzed customers' satisfaction and trust in the global supply chain to determine the relationship with profitability.

Figure 1

Research Data Mapping



Applying Good Ethical Principles

Researchers must ensure that information derived from quantitative analysis is reliable, accurate, unbiased, valid, and accepted by stakeholders and peers. In this study, I ensured an effective research process was applied, and measurements were appropriately obtained, verified, and produced to reduce potential biases and anecdotal data. Researchers should be aware of the violations of assumptions, ineffective measurements,

and biased data that promote prejudice in the findings and skew the results, which produce an unethical situation and demonstrate unjust research practices (Belliveau et al., 2020). It is the responsibility of the researchers to understand events that could expose the quality of quantitative analysis and threaten the integrity of the study. In this study, I used research practices guided by the Institutional Review Board (IRB) and other research oversight personnel and ensured ethical compliance was upheld throughout my research. The IRB ensures that ethical standards are maintained during research and protects the privacy and rights of participants. Using a secondary data set, I did not have any participants for this research, but I applied all appropriate means to safeguard and adequately secure the data. I protected the data used in this study by storing it on an encrypted hard drive, and I will maintain it in a safety deposit box for 5 years. Researchers must embrace fundamental tactics to ensure ethical standards are enforced when ethical issues emerge. I used a practical approach that addressed all ethical aspects to remedy any ethical problems during this research. The IRB approval number for this research is 10-12-22-1009307.

During this research, I followed the ethical decision-making framework to maintain sound ethical principles during my proposed research. EDM helps researchers understand the processes relating to circumstances that lead to ethical risks and causes that may negatively influence their study (Roubanis, 2019). Researchers must adhere to their values and set examples for others; good data collection is vital to eliminating bad ethics practices during research. I reduced ethical concerns by collecting and analyzing

secondary data and delivering consistent and reliable information that served my research purpose and met doctoral study objectives and goals.

Summary

In Section 2, I included restating the purpose, research question, and methodology for this research. The purpose of this quantitative ex post facto study was to examine the relationship between customers' satisfaction and trust in the global supply chain and profitability. I used an ex post facto design for this research to correlate the secondary data set and determine the relationship between customers' satisfaction and trust in the global supply chain and profitability. I utilized a secondary data set to conduct quantitative analysis for this study. The data were extracted from a data file located in the Elsevier Research data sets. Multiple linear regression was conducted to analyze the automotive supply chain variation data to understand if the independent and dependent variables' relationships were statistically significant.

Furthermore, I used SPSS for conducting quantitative analysis. SPSS is a proven tool for correlating research data pertaining to quantitative variables. SPSS provides researchers the means of computing and describing the results of quantitative variables and displaying measures of statistical inference. I used the TOC framework to facilitate research and applied its principles to understand the relationship between customers' satisfaction and trust in the global supply chain and profitability. Research has revealed that the TOC framework can significantly improve business performance and lower operating costs by integrating optimal processes and associating product workflow with defined performance measures (Kadhim et al., 2020). In this study, I applied the proper

measurement of the instrument's properties to maintain the integrity of the data and verify the scope of applications used for the research practice.

Section 3: The Deliverable

Executive Summary

With the growing need to establish a competitive global supply chain, business managers must implement required activities and changes that deliver products and services at the desired level to meet the demands of customers and stakeholders. Before implementing positive changes to the global supply chain, business managers need to understand the variables that impact relationships between suppliers and end-users and processes in which material and information flow to meet customers' expectations. In this section, I presented the research findings and potential implications for social change.

Purpose of the Study

The purpose of this quantitative ex post facto study was to examine the relationship between customers' satisfaction and trust in the global supply chain and profitability. The independent variables are customers' satisfaction and trust in the global supply chain. The dependent variable is profitability. The target population included business managers of major auto manufacturers in the northeast United States. Findings from this study may contribute to positive social change by being used to improve business profitability with enhanced supply chain procedures.

Goals and Objectives

The goals and objectives of this secondary data study were to provide valuable information that supply chain managers could use to understand the relationship between customers' satisfaction and trust in the global supply chain and profitability. Examining this relationship provided data that supply chain managers could use to improve business

performance and potentially increase profits. I used secondary data extracted from the Elsevier Research repository and applied inferential statistics to understand the relationships between customers' satisfaction and trust in the global supply chain and profitability.

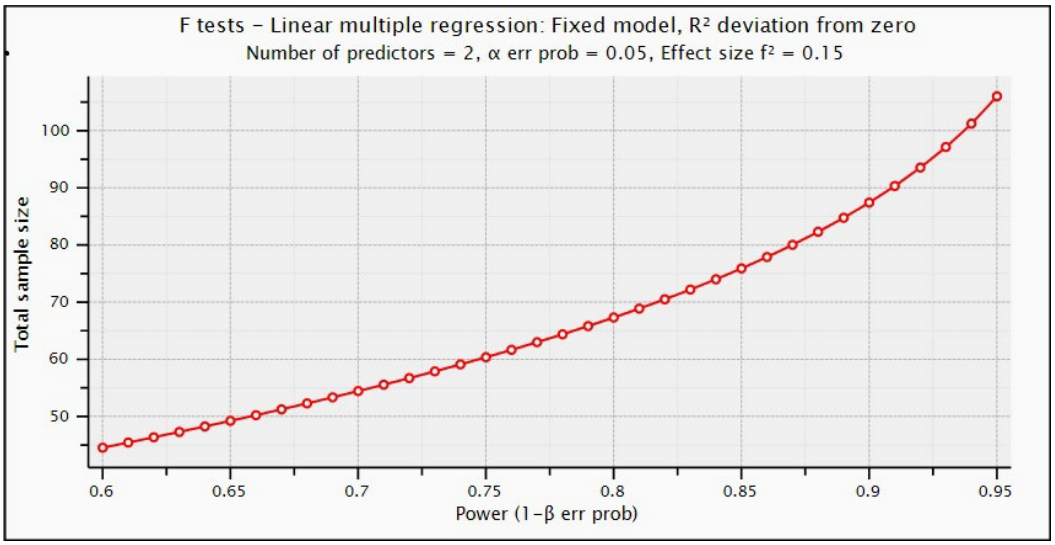
In addition, I used the data set to examine mapped data elements of customer demands, wait time, product cost, and company profitability. The research question that guided this study was: What is the relationship between customers' satisfaction and trust in the global supply chain and profitability? I tested the hypotheses to determine the significance of the relationships between the independent and dependent variables.

The Deliverable

The following subsections consist of analyses that answer the research question and represent the findings of this study. I present the findings using descriptive statistics from data derived from the secondary data set. I conducted a G* Power analysis to validate the minimum required study sample size. Figure 2 depicts the G* Power analysis to derive the minimum sample size of 68 cases. I presumed a medium effect size of .0.15, an alpha of 0.05, and a power of 0.80.

Figure 2

G Power Analysis*



Research Retrospective

The outcomes from G* Power analysis revealed that the sample size of the mapped elements of product cost and customers' demand was too small to deliver viable analyses for this study. Consequently, I removed the mapped elements of product cost, customer demands, and flexibility from the research correlation. With the results of the G* Power analysis, I revised the research-mapped data elements model to better examine the relationship between customers' satisfaction and trust in the global supply chain and profitability.

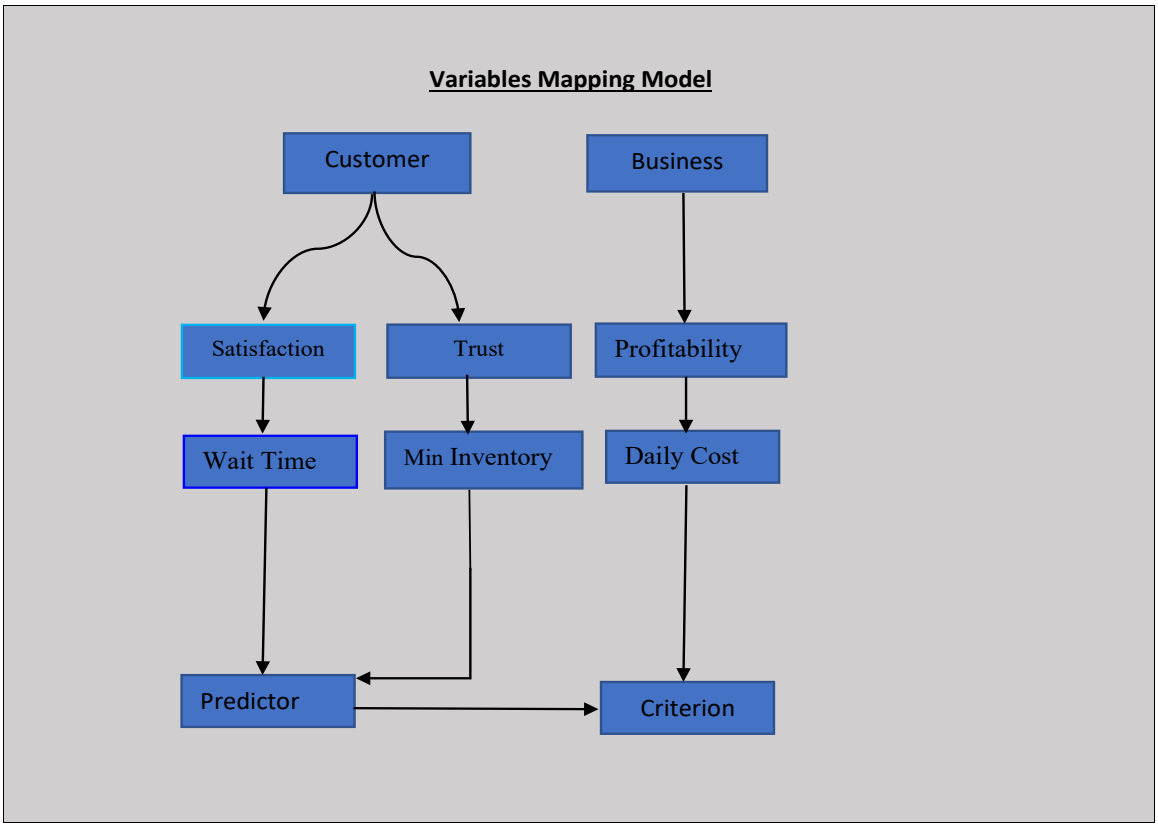
The data-mapping model was revised to add the elements of minimum stock level and daily cost that met the minimum sample size criteria. I extracted the newly mapped elements from the Elsevier Research secondary data set and inserted them into the research coefficient correlation to examine the relationship between the study variables.

The revised variable mapping model presented proper alignment to conduct effective correlation and answer the study research question.

The added elements were linked to the research variables and provided a consistent data analytic model, which addressed the associated factors and maintained appropriate mapping for conducting the study. Wait time was mapped to customers' satisfaction because reducing wait time is connected to improving the global supply chain and gaining customer satisfaction (see Ada et al., 2021). I mapped minimum stock levels to customers' trust because establishing proper minimum stock levels produce on-hand quantities that sufficiently meet demands, lower costs, and create trust among customers (see Wang et al., 2020). The daily cost was mapped to profitability because research has shown that establishing proper inventory levels contributes to effective operations and allows businesses to lower costs (see Sah & Furedi-Fulop, 2022). Figure 3 depicts the revised research variables mapping model that reflects the current coefficient correlation.

Figure 3

Variables Mapping Model



Presentation of the Findings

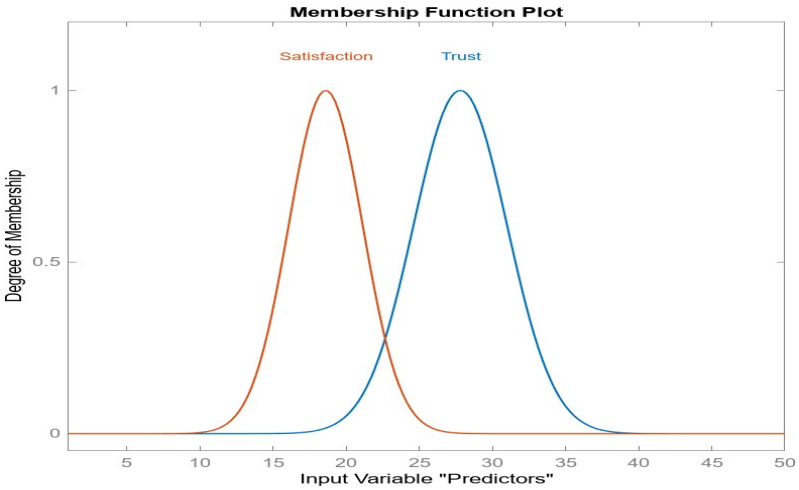
In this subsection, I provide analyses that answer the research question and the findings of the study. The findings are presented using descriptive statistics from data derived from the secondary data set. In addition, I used the secondary data set of the mapped data elements of minimum stock level, mean wait time, and daily cost to examine study variables: customers' satisfaction and trust in the global supply chain and profitability.

Descriptive Statistics

I applied inferential statistics to understand the relationships between the study variables derived from the secondary data set. I used the mapped elements to examine the relationship between customers' satisfaction and trust in the global supply chain and profitability. A total sample size of 121 was included in the analysis of the independent and dependent mapped variables. The data set was validated for completeness using the predictor and criterion variables for this study. The mapped data elements included the mean wait time (i.e., customers' satisfaction), minimum stock level (i.e., customers' trust), and daily cost (i.e., profitability). Satisfaction had the lowest mean (M = .320, SD = .046). Trust had the second highest mean (M = 20, SD = 6.351), and profitability had the highest mean (M = 855.89, SD = 18.055). I conducted a fuzzy logic analysis to ensure there were no missing data in the secondary data set and that the membership value was valid. Fuzzy logic membership function analysis is a method for determining data set completeness and missing values in time series data (El-Bakry et al., 2021). Figure 4 depicts the membership functions of the predictor variables.

Figure 4

Fuzzy Logic Membership Function Analysis



I conducted a Pearson product-moment correlation test (two-tailed), α = 01, to assess whether there was a statistically significant relationship between variables of customers' satisfaction, trust, and profitability. The assumptions of normality, linearity, and homoscedasticity were evaluated with no significant violations. Table 2 depicts the correlation between the study variables. I used multiple linear regression analysis to determine the significance of the relationship and association of the variables. Multiple regression is a parametric technique that is used to examine the relationship between one continuous dependent and more than one predicted variable (Edwards, et al., 2021). The results of the multiple linear regression analysis (see Table 3) indicated that the independent variables were statistically significant to the dependent variable of profitability. The correlation was statistically significant at the .01 level (two tailed). Additionally, the bell-shaped curve depicted in the histogram (see Figure 5) provides supporting evidence that variables are normally distributed (see Davies et al., 2022).

Table 2

Correlation Between Independent Variables

Variables		Customers' Satisfaction	Customers' Trust	Profitability
Customers' Satisfaction	Correlation	1.00	-.331**	.857**
	p (two-tailed)		<.001	<.001
Customers' Trust	Correlation	-.331**	1.00	-.012
	p (two-tailed)	<.001		.082
Profitability	Correlation	.857**	-.012	1.00
	p (two-tailed)	<.001	.892	

Note. N = 121.
** Correlation is significant at the 0.01 level (two tailed).

Table 3

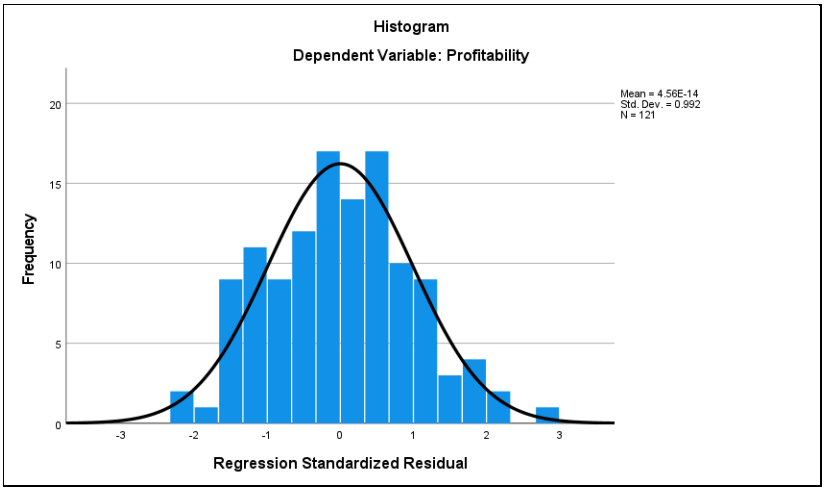
Variable Summary Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.90[a]	.818	.814	7.777

[a]. Predictors: (Constant), Customers' Satisfaction and Trust.
[b]. Dependent variable: Profitability.

Figure 5

Histogram Dependent Variable: Profitability



Tests of Assumptions

To test for the assumptions, I examined the correlations and evaluated the variables for outliers, multicollinearity, normality, linearity, homoscedasticity, and independence of residuals. The results indicated no significant violations. Multicollinearity exists when the multiple regression analysis includes variables that not only correlate to the dependent variable but also to each other (Kim, 2019). In a regression model, multicollinearity exists when one or more of the independent variables are highly correlated with each other (Bayman & Dexter, 2021). To test for multicollinearity, I examined the regression model to determine if there was a strong correlation among the independent variables that could lead to a high R^2 as well as a high *p* value. The problem researchers encounter with multicollinearity is the assumption that no perfect linear relationship exists between explanatory variables is violated (Singh & Kumar, 2021). The results of the multicollinearity revealed no major violation with a variance inflation factor (VIF) among predictor variables less than 5. A VIF value of less than 5 demonstrates no issue between predictor variables (Cutshall et al., 2022).

The normal probability plot (see Figure 6) of the regression standardized residual and the regression standardized residuals scatterplot (see Figure 7) indicated there were no outliers nor major violations of the assumptions for normality, linearity, homoscedasticity, and independence of residuals. The tendency of the points to lie in a reasonably straight line, diagonal from the bottom left to the top right, provides supportive evidence that the assumption of normality has not been violated (Alkadash et

al., 2020). The lack of a clear or systematic pattern in the scatterplot of the standardized residuals supports the conclusion of the assumptions being met.

Table 4

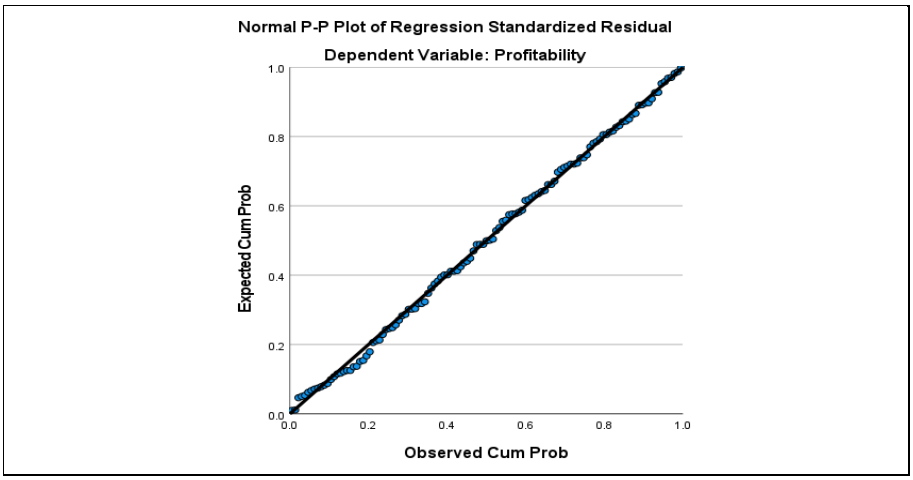
Summary Model

Variable	B	SE *B*	β	*T*	*p*	Collinearity Tolerance	Statistics VIF
Customers' Satisfaction	373.112	16.229	.958	22.991	<.001	.891	1.123
Customers' Trust	.865	.118	.304	7.306	<.001	.891	1.123

Note. N = 121; Dependent variable: Profitability.

Figure 6

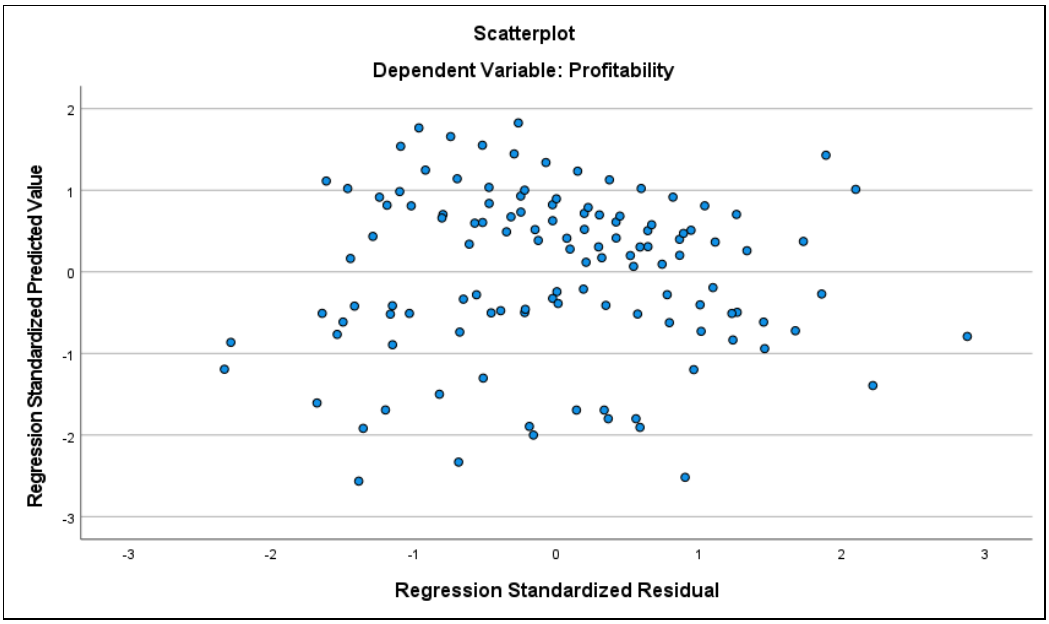
P-Plot: Dependent Variable of Profitability



Note. P-P of regression standardized residual for satisfaction, trust, and profitability.

Figure 7

Residual Scatterplot for Linearity and Homoscedasticity



Inferential Results

I conducted multiple linear regression, $\alpha = .01$ (two-tailed), which was used to examine the efficacy of between mean wait time (i.e., customers' satisfaction), minimum stock level, maximum stock level (i.e., customers' trust) with the global supply chain, and daily cost (profitability). The independent variables were customers' satisfaction and customers' trust in the global supply chain. The dependent variable was profitability. For the null hypothesis, there is no statistically significant relationship between customers' satisfaction and trust in the global supply chain and profitability. For the alternative hypothesis, there is a statistically significant relationship between customers' satisfaction and trust in the global supply chain and profitability. The regression analysis found *F* (2,

118) = 264.347, $p < .001$, $R^2 = .90$. Hence, the (p) was less than .05 the null hypothesis was rejected. The alternative hypothesis was accepted.

The results indicate that the model was able to significantly predict profitability $R^2 = .90$ (see Table 3). Regarding the mapped variables, the R^2 value indicated that approximately 90% of the variation in profitability was accounted for by the linear combination of the predictor variables of customers' satisfaction and trust in the global supply chain. The standardized coefficient (β) reflects the magnitude variables have on each other to determine the associated effect. In the model, the predictor, customers' satisfaction was statistically significant with profitability ($t = 22.991$, $p < .001$, $\beta = .958$) accounting for a higher contribution to the model than customers' trust ($t = 7.306$, $p < .001$, $\beta = .304$). The predictive equation was profitability = 719.13 + 373.11 (i.e., customers' satisfaction) + .865 (i.e., customers' trust). Each independent variable was evaluated to determine the level of contribution and statistical influence (see table 5).

Customers' Satisfaction

The positive slope for customers' satisfaction (373.11) as a predictor of profitability indicated there was about a 373.11 increase in profitability for each 1-unit increase in customers' satisfaction, controlling for customers' trust. Profitability tends to increase as customers' satisfaction increases. The descriptive statistics for customers' satisfaction ($N = 121$) reflect the mean as .320 and the standard deviation as .046. The overall significant regression equation depicted F (2, 118) = 264.347, $p < .001$, $R^2 = .90$.

Customers' Trust

The positive slope for customers' trust (.865) as a predictor of profitability indicated there was about a .865 increase in profitability for each 1-unit increase in customers' trust, controlling for customers' satisfaction. Profitability tends to increase as customers' trust increases. The descriptive statistics for minimum stock level (N = 121) reflect the mean as 20 and the standard deviation as 6.351. The overall significant regression equation depicted F (2, 118) = 264.347, $p < .001$, $R^2 = .90$.

Recommendation for Action

The purpose of this ex post facto study was to examine the relationship between customers' satisfaction and trust in the global supply chain and profitability. The study was extended to include the secondary data elements minimum stock level, mean wait time, and daily cost mapped to customers' satisfaction and trust and profitability. I conducted multiple linear regression to determine the statistical significance between customers' satisfaction and trust and profitability. The correlation of the study variables resulted in a p value less than .05, in which the null hypothesis was rejected, and the alternative hypothesis was accepted, indicating a statistically significant relationship between customers' satisfaction and trust in the global supply chain and profitability.

With the emerging threat of global competition and the urgency for leaders to implement an effective strategy to improve the supply chain and enhance operational performance, this study may benefit managers seeking continuous improvement in their organizations. A vital component of SCM is establishing proper stock levels, which contribute to improving profits and meeting customers' expectations. This study found

that customers' satisfaction and trust were statistically significant to profitability. Furthermore, the secondary data set analysis revealed that applying measures for improving replenishment and maintaining appropriate stock levels statistically influences profitability.

Developing methods for improving material flow, reducing disruptions, and limiting stock-outs, contribute to establishing adequate stock levels for meeting customer demand (Shokouhifar et al., 2021). Demand-driven material requirement planning is a crucial principle of the TOC theory and approach for determining stocking levels and how much to order (Lee & Rim, 2019). Based on research findings, the recommendation is for business leaders to satisfy customers and gain their trust by creating sufficient stocking levels and improving replenishment timeframes that meet customers' supply chain demands. Improving inventory stocking levels positively influences supply chain performance, reduces waste, and increases customer satisfaction.

Communication Plan

I developed a communication plan to manage the information about this research and data exchange to meet communication goals. Understandably, most problems stem from a lack of communication; I created a personal learning network (i.e., LinkedIn) to communicate and interact with peers and professional groups to share findings from this research. Planning and establishing an effective communication strategy is vital to engaging with scholars, collaborating with professionals, and enhancing personal development (Shapiro et al., 2021). My communication plan included a forum for positive interactions among scholars and practitioners. I used online social media

platforms, professional correspondence, and scholarly websites to gather comments and feedback for this study. I also developed a professional contact list, including email addresses, phone numbers, and communication reference details.

I maintained an open log and notes regarding pertinent information on this study to aid other practitioners interested in the outcome of this research. Also, I created a schedule for reviewing responses, providing inputs, and collaborating with practitioners to generate new concepts, study approaches, and maturing my professional development. I established a method to monitor and evaluate contacts, key personnel, and correspondence and make necessary adjustments as the situations change. This communication plan provided the approach required to engage and collaborate with faculty, peers, researchers, professionals, practitioners, social scientists, and supply chain managers to achieve my academic goals. To ensure continual improvement, I identified advanced learning curriculums, engagement strategies, and performance objectives to maintain effective communication.

Social Change Impact

With the increasing concerns about the lack of research and development contributing to the environment and society, business leaders should have visions of performance outcomes that drive positive social change. Leaders may facilitate the development of a business strategy that successfully implements changes required for improving society. Practitioners need to ensure their research results provide innovation and promote positive social change (Avelino, 2021). In this study, I examined the relationship between customers' satisfaction and trust in the global supply chain and

profitability. The implications for social change include potentially improving business profitability, adding jobs, and contributing to the economy. The study's results may benefit managers and leaders in the global supply chain business field looking to improve customer relationships and increase profitability.

Leaders should understand the importance of social change and the benefits it provides to the organization. However, businesses should beware of challenges, and like any change, incorporating positive social change comes with potential risks (Goswami, 2019). Researchers should ensure that their study results are beneficial to society with minimum risk, free of potential conflicts, and that the emphasis is directed toward the value of the social system (Siregar, 2022). Supply chain managers could utilize the results from this study to develop an effective supply chain, which may contribute to the quality of service that promotes success in the regional markets, sustain growth, and add social development for various communities. When leaders enhance the supply chain, communities can access lower-cost products, advance environmental initiatives, and enable entrepreneurship to build wealth and value within the global markets. I will ensure the results of this study add value to businesses as well as promotes positive social change.

Skills and Competencies

I have reviewed peer-reviewed literature and researched global SCM for the last 30 months, seeking to understand the relationship between customers' satisfaction and trust in the global supply chain and profitability. Supply chain leaders should implement a strategy that ensures sustainability is applied in global SCM to deliver optimal

performance and meet customers' demands. I examined categories of the supply chain and compared elements to determine if relationships were statistically significant and if customers' satisfaction and trust in the global supply chain had predictability with profitability. The ineffective flow of information, uncertainties, and disruptions prevent the incorporation of positive change necessary for delivering optimal supply chain performance (Lee & Rim, 2019). Leaders must understand how establishing best practices of the supply chain could improve stocking levels and that inventory management contributes to meeting their customers' expectations.

Companies sacrifice their profit margin from lacking a robust supply chain and a useful business strategy that enables a competitive edge. Through this research, I discovered how understanding the relationship between customers' satisfaction and trust in the global supply chain and profitability could assist managers in implementing an effective supply chain strategy. Establishing a robust supply chain helps businesses optimize performance, increase profits, and ensure long-term success (Tomic & Brkic, 2019). With the rapidly changing economy and market challenges, businesses must streamline processes and increase opportunities for profitability (Loon & Chik, 2019). As a best practice, managers and leaders should understand how effective methods and applied agility aid the necessary changes to drive improvements, reduce risks, and minimize uncertainty in the supply chain. Additionally, this study indicated how understanding relationships and variables that influence profitability could help managers enhance operational performance, reduce disruptions, and promote a competitive

advantage for the organization. Link to Optimal Resume:

https://waldenu.optimalresume.com/modules/documentcenter.php

References

Abdelkader, B., & Abed, B. (2016). The effect of information technology on competitive advantage of firm: The role of environmental uncertainty. *International Journal of Management Science and Technology Information, 22*, 16–38. http://hdl.handle.net/10419/178831

Abdolazimi, O., Esfandarani, M. S., Salehi, M., & Shishebori, D. (2020). Robust design of a multi-objective closed-loop supply chain by integrating on-time delivery, cost, and environmental aspects, case study of a tire factory. *Journal of Cleaner Production*, *264*, 121566. https://doi.org/10.1016/j.jclepro.2020.121566

Ada, N., Ethirajan, M., Kumar, A., Kek, V., Nadeem, S. P., Kazancoglu, Y., & Kandasamy, J. (2021). Blockchain technology for enhancing traceability and efficiency in automobile supply chain—A case study. *Sustainability*, *13*(24), 13667. https://doi.org/10.3390/su132413667

Afsar, B., Al-Ghazali, B. M., Cheema, S., & Javed, F. (2020). Cultural intelligence and innovative work behavior: The role of work engagement and interpersonal trust. *European Journal of Innovation Management,* 1460–1060. https://doi.org/10.1108/ejim-01-2020-0008

Agrawal, P., & Narain, R. (2018). Digital supply chain management: An overview. *IOP Conference Series: Materials Science and Engineering 455*(1), 012074. https://doi.org/10.1088/1757-899x/455/1/012074

Alam, M. M. D., Al Karim, R., & Habiba, W. (2021). The relationship between CRM and customer loyalty: The moderating role of customer trust. *International Journal of*

Bank Marketing, *39*(7), 1248–1272 https://doi.org/10.1108/IJBM-12-2020-0607

Alita, D., Putra, A. D., & Darwis, D. (2021). Analysis of classic assumption test and multiple linear regression coefficient test for employee structural office recommendation. *Indonesian Journal of Computing and Cybernetics Systems, 15*(3), 1–5. https://doi.org/10.22146/ijccs.65586

Alkadash, T. M., Almaamari, Q., Mohsen Al-Absy, M. S., & Raju, V. (2020). Theory of transformational leadership towards employee performance as sequence of supply chain model: The mediating effect of job autonomy in Palestine banks during Covid-19 pandemic. *International Journal of Supply Chain Management*, 256–263. https://dx.doi.org/10.2139/ssrn.3799112

Ammar, M., Haleem, A., Javaid, M., Walia, R., & Bahl, S. (2021). Improving material quality management and manufacturing organizations system through Industry 4.0 technologies. *Materials Today: Proceedings*, *45*, 5089–5096. https://doi.org/10.1016/j.matpr.2021.01.585

Apuke, O. D. (2017). Quantitative research methods: A synopsis approach. *Kuwait Chapter of Arabian Journal of Business and Management Review, 6*(11), 40–47. https://doi.org/10.12816/0040336

Avelino, F. (2021). Theories of power and social change. Power contestations and their implications for research on social change and innovation. *Journal of Political Power*, *14*(3), 425–448. https://doi.org/10.1080/2158379X.2021.1875307

Azeez, R. O., & Genty, K. I. (2018). Inner life, meaningful work, conditions for community, and organisational citizenship behaviour. *Economics and Business,*

32(1), 136–148. https://doi.org/10.1515/eb-2018-0011

Baashar, Y., Alhussian, H., Patel, A., Alkawsi, G., Alzahrani, A. I., Alfarraj, O., & Hayder, G. (2020). Customer relationship management systems (CRMS) in the healthcare environment: A systematic literature review. *Computer Standards & Interfaces, 71*, 103442. https://doi.org/10.1016/j.csi.2020.103442

Bacelar-Silva, G. M., Cox, J. F., & Rodrigues, P. P. (2020). Outcomes of managing healthcare services using the theory of constraints: A systematic review. *Health Systems*, 1–16. https://doi.org/10.1080/20476965.2020.1813056

Badwan, J. J., Al Shobaki, M. J., Abu-Naser, S. S., & Abu Amuna, Y. M. (2017). Adopting technology for customer relationship management in higher educational institutions. *International Journal of Engineering and Information Systems, 1*(1), 20–28.

Barusman, A. R. P., Rulian, E. P., & Susanto, S. (2020). The antecedent of customer satisfaction and its impact on customer retention in tourism as hospitality industry. *SocArXiv, 28*(8), 322–330. https://doi.org/10.31235/osf.io/469v5

Bashir, M., & Verma, R. (2017). Why business model innovation is the new competitive advantage. *IUP Journal of Business Strategy, 14*(1), 7.

Bayman, E. O., & Dexter, F. (2021). Multicollinearity in logistic regression models. *Anesthesia & Analgesia*, *133*(2), 362–365. https://doi.org/10.1213/ane.0000000000005593

Bellini, C., Pereira, R., & Becker, J. (2020). Emergent customer team performance and effectiveness: An ex post facto study on cognition and behavior in enterprise

systems implementation. *Communications of the Association for Information Systems*, *47(*1), 58. https://doi.org/10.17705/1CAIS.04726

Belliveau, G., Cox, S., Nichols, J., Lea, G. W., & Cook, C. (2020). Examining the ethics of research-based theatre through Contact! Unload. *The Routledge Companion to Applied Performance*, *1*, 315–330. https://doi.org/10.4324/9781351120142-41

Bendig, D., Enke, S., Thieme, N., & Brettel, M. (2018). Performance implications of cross-functional coopetition in new product development: The mediating role of organizational learning. *Industrial Marketing Management, 73*, 137–153. https://doi.org/10.1016/j.indmarman.2018.02.007

Biryukov, A. (2019). How can an IT organization earn its customers' trust: A practical approach. *Business Informatics, 13*(3), 67–77. https://doi.org/10.17323/1998-0663.2019.3.67.77

Boonlertvanich, K. (2019). Service quality, satisfaction, trust, and loyalty: The moderating role of main-bank and wealth status. *International Journal of Bank Marketing, 37*(1), 278–301. https://doi.org/10.1108/IJBM-02-2018-0021

Bronnikova, E., Kuljamina, O., & Vinogradova, M. (2020). Application of crowdsourcing technology in terms of digitization of supply chain strategy. *International Journal of Supply Chain Management, 9*(3), 524–536.

Camilleri, M. A. (2019). The SMEs' technology acceptance of digital media for stakeholder engagement. *Journal of Small Business and Enterprise Development, 26*(4), 504–521. https://doi.org/10.1108/jsbed-02-2018-0042

Cao, G., Duan, Y., Cadden, T., & Minocha, S. (2016). Systemic capabilities: The source

of IT business value. *Information Technology & People, 29*(3), 556–579. https://doi.org/10.1108/itp-05-2014-0090

Carr, A. S. (2016). Relationship among information technology, organizational cooperation and supply chain performance. *Journal of Managerial Issues, 28*(3-4), 171–190.

Chandra, J. N., Gozali, L., & Jap, L. (2019). Calculation of safety stock and bottleneck minimization with theory of constraints method approach on sand coated metal roof production in XYZ Ltd. *Proceedings of the International Conference on Industrial Engineering and Operations Management,* 5–7.

Chang, Y. C., Chang, K. H., & Sun, W. C. (2015). Enhancement of inventory management for the wafer manufacturing industry by combining market demand forecast and demand-pull replenishment. *Journal of Testing and Evaluation*, *43*(4), 948–963. https://doi.org/10.1520/jte20130216

Chang, Y. C., Chang, K. H., Lee, M. C., & Tsao, K. H. (2018). Using exponentially weighted moving average to improve buffer adjustment of demand-driven replenishment strategies. *Journal of Testing and Evaluation*, *47*(1), 602–626. https://doi.org/10.1520/jte20170346

Chen, L., Moretto, A., Jia, F., Caniato, F., & Xiong, Y. (2021). The role of digital transformation to empower supply chain finance: Current research status and future research directions (Guest editorial). *International Journal of Operations & Production Management*, *41*(4), 277–288. https://doi.org/10.1108/IJOPM-04-2021-838

Choudhary, S., Nayak, S. K., Malik, A., & Singh, D. K. (2018). Important issues in supply chain management and development. *International Journal of Recent Research Aspects*, *5*(1), 45–54. http://ijrra.net/Vol5issue1/IJRRA-05-01-10.pdf

Costas, J., Ponte, B., de la Fuente, D., Pino, R., & Puche, J. (2015). Applying Goldratt's theory of constraints to reduce the bullwhip effect through agent-based modeling. *Expert Systems with Applications*, *42*(4), 2049–2060. https://doi.org/10.1016/j.eswa.2014.10.022

Cox, J. F., & Boyd, L. H. (2020). Using the theory of constraints' processes of ongoing improvement to address the provider appointment scheduling system design problem. *Health Systems, 9*(2), 124–158. https://doi.org/10.1080/20476965.2018.1471439

Crawford, Y. (2017). Analyzing bottlenecks in the freight transportation system using the theory of constraints: Case of the Brazilian North Corridor.

Cuevas-Vargas, H., Parga-Montoya, N., & Fernández-Escobedo, R. (2022). The adoption of ICT as an enabler of frugal innovation to achieve customer satisfaction. The mediating effect of frugal innovation. *Procedia Computer Science, 199*, 198–206. https://doi.org/10.1016/j.procs.2022.01.025

Cutshall, R., Changchit, C., & Chuchuen, C. (2022). An examination of factors influencing social commerce adoption. *Journal of Computer Information Systems*, *62*(4), 822–836. https://doi.org/10.1080/08874417.2021.1919942

Dam, S. M., & Dam, T. C. (2021). Relationships between service quality, brand image, customer satisfaction, and customer loyalty. *The Journal of Asian Finance,*

Economics and Business, 8(3), 585–593. https://doi.org/10.13106/JAFEB.2021.VOL8.NO3.0585

Davies, G., Vincent, J., Packer, M. J., & Murray, D. (2022). Grouping concentration response curves by features of their shape to aid rapid and consistent analysis of large data sets in high throughput screens. *SLAS Discovery*, *27*(4), 272–277. https://doi.org/10.1016/j.slasd.2021.11.004

Dehghanpouri, H., Soltani, Z., & Rostamzadeh, R. (2020). The impact of trust, privacy and quality of service on the success of E-CRM: The mediating role of customer satisfaction. *Journal of Business & Industrial Marketing, 35*(11), 1831–1847. https://doi.org/10.1108/jbim-07-2019-0325

Delbufalo, E. (2017). The effects of suppliers' trust on manufacturers' innovation capability: An analysis of direct versus indirect relationships. *Production Planning & Control*, *28*(14), 1165–1176. https://doi.org/10.1080/09537287.2017.1350766

Dimyati, M., & Subagio, N. A. (2018). Customer trust as mediator in the creation of customer relationship intention. *Management & Marketing, 13*(1), 710–729. https://doi.org/10.2478/mmcks-2018-0001

Dyer, J. H., Godfrey, P., Jensen, R., & Bryce, D. (2016). *Strategic management: Concepts and tools for creating real world strategy.* John Wiley & Sons.

Edwards, C., Allen, H., & Chamunyonga, C. (2021). Correlation does not imply agreement: A cautionary tale for researchers and reviewers. *Sonography*, *8*(4), 185—190. https://doi.org/10.1002/sono.12276

Eicher, B. (2018). Transaction cost economics and trust in the hospital sector: An empirical examination using the example of Germany. *International Journal of Healthcare Management, 11*(4), 341–350. https://doi.org/10.1080/20479700.2017.1333295

El-Bakry, M., Ali, F., El-Kilany, A., & Mazen, S. (2021). Fuzzy based techniques for handling missing values. *International Journal of Advanced Computer Science and Applications, 12*(3), 50–55. https://doi.org/10.14569/ijacsa.2021.0120306

Ertuna, B., Karatas-Ozkan, M., & Yamak, S. (2019). Diffusion of sustainability and CSR discourse in hospitality industry. *International Journal of Contemporary Hospitality Management. 31(*6), 2564–2581. https://doi.org/10.1108/IJCHM-06-2018-0464

Esfahbodi, A., Zhang, Y., & Watson, G. (2016). Sustainable supply chain management in emerging economies: Trade-offs between environmental and cost performance. *International Journal of Production Economics*, *181*, 350–366. http://dx.doi.org/10.1016/j.ijpe.2016.02.013

Fan, Y., & Stevenson, M. (2018). A review of supply chain risk management: Definition, theory, and research agenda. *International Journal of Physical Distribution & Logistics Management*, *48*(3), 205–230. https://doi.org/10.1108/ijpdlm-01-2017-0043

Ferdousi, F., Baird, K., Munir, R., & Su, S. (2018). Associations between organisational factors, TQM and competitive advantage. *Benchmarking: An International Journal, 25*(3), 854–873. https://doi.org/10.1108/bij-05-2017-0110

Flynn, B. B., Koufteros, X., & Lu, G. (2016). On theory in supply chain uncertainty and its implications for supply chain integration. *Journal of Supply Chain Management, 52*(3), 3–27. https://doi.org/10.1111/jscm.12106

Fu, S., Han, Z., & Huo, B. (2017). Relational enablers of information sharing: Evidence from Chinese food supply chains. *Industrial Management & Data Systems*, *117*(5), 838–852. https://doi.org/10.1108/IMDS-04-2016-0144

Garcia, C., Leite, D., & Škrjanc, I. (2019). Incremental missing-data imputation for evolving fuzzy granular prediction. *IEEE Transactions on Fuzzy Systems*, *28*(10), 2348–2362. https://doi.org/10.1109/tfuzz.2019.2935688

Gharaei, A., Pasandideh, S. H. R., & Khamseh, A. A. (2017). Inventory model in a four-echelon integrated supply chain: Modeling and optimization. *Journal of Modelling in Management, 12*(4), 739–762. https://doi.org/10.1108/JM2-07-2016-0065

Goswami, M. (2019). Developing social intelligence among employees for effectively managing organizational change. *Development and Learning in Organizations: An International Journal, 34*(4), 13–15. https://doi.org/10.1108/dlo-01-2019-0010

Green, S. B., & Salkind, N. J. (2017). *Using SPSS for Windows and Macintosh: Analyzing and understanding data* (8th ed.). Pearson.

Gunasekaran, A., Papadopoulos, T., Dubey, R., Wamba, S. F., Childe, S. J., Hazen, B., & Akter, S. (2017). Big data and predictive analytics for supply chain and organizational performance. *Journal of Business Research*, *70*, 308–317.

https://doi.org/10.1016/j.jbusres.2016.08.004

Gunasekaran, A., Subramanian, N., & Papadopoulos, T. (2017). Information technology for competitive advantage within logistics and supply chains: A review. *Transportation Research Part E: Logistics and Transportation Review, 99*, 14–33. https://doi.org/10.1016/j.tre.2016.12.008

Gupta, G., Tan, K. T. L., Ee, Y. S., & Phang, C. S. C. (2018). Resource-based view of information systems: Sustainable and transient competitive advantage perspectives. *Australasian Journal of Information Systems, 22*. https://doi.org/10.3127/ajis.v22i0.1657

Gupta, S., & Ramachandran, D. (2021). Emerging market retail: Transitioning from a product-centric to a customer-centric approach. *Journal of Retailing, 97*(4), 597–620. https://doi.org/10.1016/j.jretai.2021.01.008

Gyenge, B., Máté, Z., Vida, I., Bilan, Y., & Vasa, L. (2021). A new strategic marketing management model for the specificities of e-commerce in the supply chain. *Journal of Theoretical and Applied Electronic Commerce Research, 16*(4), 1136–1149. https://doi.org/10.3390/jtaer16040064

Hamidi, H., & Safareeyeh, M. (2019). A model to analyze the effect of mobile banking adoption on customer interaction and satisfaction: A case study of m-banking in Iran. *Telematics and Informatics, 38*, 166–181. https://doi.org/10.1016/j.tele.2018.09.008

Hove-Sibanda, P., & Pooe, R. D. (2018). Enhancing supply chain performance through supply chain practices. *Journal of Transport and Supply Chain Management*,

12(1), 1–13. https://doi.org/10.4102/jtscm.v12i0.400

Huang, Y., Han, W., & Macbeth, D. K. (2020). The complexity of collaboration in supply chain networks. *Supply Chain Management: An International Journal, 25*(3), 393–410. https://doi.org/10.1108/SCM-11-2018-0382

Ikeziri, L. M., Souza, F. B. D., Gupta, M. C., & de Camargo Fiorini, P. (2019). Theory of constraints: Review and bibliometric analysis. *International Journal of Production Research, 57*(15-16), 5068-5102. https://doi.org/10.1080/00207543.2018.1518602

Inman, R. R., & Bhaskaran, S. (2019). Empirical evaluation of the delivery risk of extended supply chains. *International Journal of Production Research*, *57*(11), 3466–3477. https://doi.org/10.1080/00207543.2018.1539264

Jabbour, C. J. C., de Sousa Jabbour, A. B. L., & Sarkis, J. (2019). Unlocking effective multi-tier supply chain management for sustainability through quantitative modeling: Lessons learned and discoveries to be made. *International Journal of Production Economics*, *217*, 11–30. https://doi.org/10.1016/j.ijpe.2018.08.029

Jafarnejad, A., Mehregan, M. R., Namazi, M., & Abtahi, S. M. (2016). A mathematical programming model of activity-based costing in order to improve profitability and optimal production orders. *International Journal of Applied Engineering Research*, *11*(6), 4100–4108.

Jajja, M. S. S., Kannan, V. R., Brah, S. A., & Hassan, S. Z. (2017). Linkages between firm innovation strategy, suppliers, product innovation, and business performance: Insights from resource dependence theory. *International Journal of*

Operations & Production Management, *37*(8), 1054–1075. https://doi.org/10.1108/ijopm-09-2014-0424

Johnston, M. P. (2017). Secondary data analysis: A method of which the time has come. *Qualitative and Quantitative Methods in Libraries*, *3*(3), 619–626.

Kadhim, H. K., Najm, K. J., & Kadhim, H. N. (2020). Using throughput accounting for cost management and performance assessment: Constraint theory approach. *TEM Journal, 9*(2), 763–769. https://doi.org/10.18421/TEM92-45

Kang, H. (2021). Sample size determination and power analysis using the G* Power software. *Journal of Educational Evaluation for Health Professions*, *18*, 17. https://doi.org/10.3352/jeehp.2021.18.17

Kermorvant, C., D'amico, F., Bru, N., Caill-Milly, N., & Robertson, B. (2019). Spatially balanced sampling designs for environmental surveys. *Environmental Monitoring and Assessment, 191*(8), 1–7. https://doi.org/10.1007/s10661-019-7666-y

Ketokivi, M., & Mahoney, J. T. (2020). Transaction cost economics as a theory of supply chain efficiency. *Production & Operations Management*, *29*(4), 1011–1031. https://doi.org/10.1111/poms.13148

Khan, M. A., Ismail, F. B., Hussain, A., & Alghazali, B. (2020). The interplay of leadership styles, innovative work behavior, organizational culture, and organizational citizenship behavior. *Sage Open*, *10*(1). https://doi.org/10.1177/21582440198982

Kim, J. H. (2019). Multicollinearity and misleading statistical results. *Korean Journal of Anesthesiology, 72*(6), 558–569. https://doi.org/10.4097/kja.19087

Kim, S. Y., & Nguyen, V. T. (2018). A Structural model for the impact of supply chain relationship traits on project performance in construction. *Production Planning & Control*, *29*(2), 170–183. https://doi.org/10.1080/09537287.2017.1398846

Koohang, A., Paliszkiewicz, J., & Goluchowski, J. (2017). The impact of leadership on trust, knowledge management, and organizational performance: A research model. *Industrial Management & Data Systems, 117*(3), 521–537. https://doi.org/10.1108/IMDS-02-2016-0072

Krykavskyy, Y., & Mashchak, N. (2017). Sustainable supply chain in forming environmental macro responsibility. *Efficiency in Sustainable Supply Chain*, *3*(1), 17–23. https://doi.org/10.1007/978-3-319-46451-0_1

Kumar, P. S., & Anbanandam, R. (2020). Theory building on supply chain resilience: A SAP–LAP analysis. *Global Journal of Flexible Systems Management*, *21*(2), 113-133. https://doi.org/10.1007/s40171-020-00233-x

Kumar, R., Singh, R. K., & Shankar, R. (2015). Critical success factors for implementation of supply chain management in Indian small and medium enterprises and their impact on performance. *IIMB Management Review, 27*(2), 92–104. https://doi.org/10.1016/j.iimb.2015.03.001

Kumatongo, B., & Muzata, K. K. (2021). Research paradigms and designs with their application in education. *Journal of Lexicography and Terminology*, *5*(1), 16–32.

Lacruz, A., & Cunha, E. (2018). Project management office in non-governmental organizations: An ex post facto study. *Revista de Gestão, 25*(2), 212–227.

https://doi.org/10.1108/rege-03-2018-033

Lee, C. J., & Rim, S. C. (2019). A mathematical safety stock model for DDMRP inventory replenishment. *Mathematical Problems in Engineering*, *2019*, 1–10. https://doi.org/10.1155/2019/6496309

Lemghari, R., Sarsri, D., Okar, C., & Es-satty, A. (2019). Supply chain performance measurement in the automotive sector: A structured content analysis. *Uncertain Supply Chain Management, 7*(4), 567–588. https://doi.org/10.5267/j.uscm.2019.6.002

Leninkumar, V. (2017). The relationship between customer satisfaction and customer trust on customer loyalty. *International Journal of Academic Research in Business and Social Sciences, 7*(4), 450–465. https://doi.org/10.6007/ijarbss/v7-i4/2821

Lizarralde-Aiastui, A., Apaolaza-Pérez de Eulate, U., & Mediavilla-Guisasola, M. (2020). A strategic approach for bottleneck identification in make-to-order environments: A drum-buffer-rope action research based case study. *Journal of Industrial Engineering and Management, 13*(1), 18–37. https://doi.org/10.3926/jiem.2868

Loon, M., & Chik, R. (2019). Efficiency-centered, innovation-enabling business models of high tech SMEs: Evidence from Hong Kong. *Asia Pacific Journal of Management, 36*(1), 87–111. https://doi.org/10.1007/s10490-017-9558-4

Luke, B., & Chu, V. (2013). Social enterprise versus social entrepreneurship: An examination of the 'why' and 'how' in pursuing social change. *International Small*

Business Journal, 31(7), 764–784. https://doi.org/10.1177/0266242612462598

Madhani, P. M. (2016). Application of Six Sigma in supply chain management: Evaluation and measurement approach. *Journal of Supply Chain Management, 13*(3), 34–53.

McMurrian, R. C., & Matulich, E. (2016). Building customer value and profitability with business ethics. *Journal of Business & Economics Research, 14*(3), 83–90. https://doi.org/10.19030/jber.v4i11.2710

Meeker, W. Q., Escobar, L. A., & Pascual, F. G. (2021). *Statistical methods for reliability data*. John Wiley & Sons.

Mijović, N., & Savković, M. (2019). Measuring the performance of agile supply chain by using the theory of constraints. *IETI Transactions on Engineering Research and Practice, 3*(2), 58–64. https://doi.org/10.6723/TERP.201912_3(2).0005

Modi, K., Lowalekar, H., & Bhatta, N. M. K. (2019). Revolutionizing supply chain management the theory of constraints way: A case study. *International Journal of Production Research*, *57*(11), 3335–3361. https://doi.org/10.1080/00207543.2018.1523579

Mohammed, A. (2020). Towards 'gresilient'supply chain management: A quantitative study. *Resources, Conservation and Recycling*, *155*, 104641. https://doi.org/10.1016/j.resconrec.2019.104641

Mukhsin, M., Taufik, H., Ridwan, A., & Suryanto, T. (2022). The mediation role of supply chain agility on supply chain orientation-supply chain performance link. *Uncertain Supply Chain Management, 10*(1), 197–204.

https://doi.org/10.5267/j.uscm.2021.9.008

Naor, M., & Coman, A. (2017). Offshore responsiveness: Theory of constraints innovates customer services. *The Service Industries Journal*, *37*(3-4), 155–166. http://doi.org/10.1080/02642069.2017.1303047

Napitupulu, R., Sihombing, N., Napitupulu, B., & Pardede, E. (2021). Customer satisfaction and trust interaction model. *Management Science Letters, 11*(4), 1101–1110. https://doi.org/10.5267/j.msl.2020.11.029

Nissen, J., Donatello, R., & Van Dusen, B. (2019). Missing data and bias in physics education research: A case for using multiple imputation. *Physical Review Physics Education Research, 15*(2). https://doi.org/10.1103/PhysRevPhysEducRes.15.020106

Nkwabi, J. M. (2019). Supply chain management constraints in Tanzanian small and medium enterprises. *African Journal of Business Management*, *13*(16), 564–570. https://doi.org/10.5897/AJBM2019.8876

Nobar, H. B. K., & Rostamzadeh, R. (2018). The impact of customer satisfaction, customer experience and customer loyalty on brand power: Empirical evidence from hotel industry. *Journal of Business Economics and Management, 19*(2), 417–430. https://doi.org/10.3846/jbem.2018.5678

Olson, D. L. (2018). View of IJPR contributions to knowledge management in supply chains. *International Journal of Production Research, 56*(1-2), 733–742. https://doi.org/10.1080/00207543.2017.1398427

Opitz, M. C., Newman, E., Mellado, A. S. A. V., Robertson, M., & Sharpe, H. (2020).

The psychometric properties of orthorexia nervosa assessment scales: A systematic review and reliability generalization. *Appetite, 255*, 104797. https://doi.org/10.1016/j.appet.2020.104797

Otto, A. S., Szymanski, D. M., & Varadarajan, R. (2020). Customer satisfaction and firm performance: Insights from over a quarter century of empirical research. *Journal of the Academy of Marketing Science, 48*(3), 543–564. https://doi.org/10.1007/s11747-019-00657-7

Ozdemir, D., Sharma, M., Dhir, A., & Daim, T. (2022). Supply chain resilience during the COVID-19 pandemic. *Technology in Society*, *68*, 101847. https://doi.org/10.1016/j.techsoc.2021.101847

Padhi, S. S., Pati, R. K., & Rajeev, A. (2018). Framework for selecting sustainable supply chain processes and industries using an integrated approach. *Journal of Cleaner Production*, *184*, 969–984. https://doi.org/10.1016/j.jclepro.2018.02.306

Paparoidamis, N. G., Katsikeas, C. S., & Chumpitaz, R. (2019). The role of supplier performance in building customer trust and loyalty: A cross-country examination. *Industrial Marketing Management*, *78*, 183–197. https://doi.org/10.1016/j.indmarman.2017.02.005

Park, Y., & Mithas, S. (2020). Organized complexity of digital business strategy: A configurational perspective. *MIS Quarterly, 44*(1), 85–127. https://doi.org/10.25300/misq/2020/14477

Pessali, H. F. (2006). The rhetoric of Oliver Williamson's transaction cost economics. *Journal of Institutional Economics*, *2*(1), 45–65.

https://doi.org/10.1017/S1744137405000238

Pham, H., Pham, T., & Dang, C. N. (2021). Assessing the importance of transformational leadership competencies and supply chain learning to green innovation: Construction practitioners' perspectives. *Construction Innovation*, 1471–4175. https://doi.org/10.1108/ci-03-2021-0037

Priore, P., Ponte, B., Rosillo, R., & de la Fuente, D. (2019). Applying machine learning to the dynamic selection of replenishment policies in fast-changing supply chain environments. *International Journal of Production Research, 57*(11), 3663–3677. https://doi.org/10.1080/00207543.2018.1552369

Priyo, J. S. (2018). Service quality, trust and customer loyalty: The role of customer satisfaction at the hotel services industry in Indonesia. *Calitatea, 19*(166), 50–55.

Puche, J., Ponte, B., Costas, J., Pino, R., & De la Fuente, D. (2016). Systemic approach to supply chain management through the viable system model and the theory of constraints. *Production Planning & Control*, *27*(5), 421–430. https://doi.org/10.1080/09537287.2015.1132349

Purkayastha, A., & Sharma, S. (2016). Gaining competitive advantage through the right business model: Analysis based on case studies. *Journal of Strategy and Management, 9*(2), 138–155. https://doi.org/10.1108/jsma-07-2014-0060

Rahman, M. H., Moonesar, I. A., Hossain, M. M., & Islam, M. Z. (2018). Influence of organizational culture on knowledge transfer: Evidence from the Government of Dubai. *Journal of Public Affairs, 18*(1), 1696. https://doi.org/10.1002/pa.1696

Rahman, M. S. (2020). The advantages and disadvantages of using qualitative and

quantitative approaches and methods in language "testing and assessment" research: A literature review. *Journal of Education and Learning, 6*(10), 102. http://doi.org/10.5539/jel.v6n1p102

Rahmani, Z., Ranjbar, M., Gara, A. A. N., & Heidari-g, M. A. (2017). The study of the relationship between value creation and customer loyalty with the role of trust moderation and customer satisfaction in Sari hospitals. *Electronic Physician, 9*(6), 4474–4478. https://doi.org/10.19082/4474

Reefke, H., & Sundaram, D. (2018). Sustainable supply chain management: Decision models for transformation and maturity. *Decision Support Systems*, *113*, 56–72. https://doi.org/10.1016/j.dss.2018.07.002

Richey, R. G., Roath, A. S., Adams, F. G., & Wieland, A. (2022). A responsiveness view of logistics and supply chain management. *Journal of Business Logistics*, *43*(1), 62–91. https://doi.org/10.1111/jbl.12290

Rimawan, E., Mustofa, A., & Mulyanto, A. D. (2017). The influence of product quality, service quality and trust on customer satisfaction and its impact on customer loyalty. *International Journal of Scientific & Engineering Research, 8*(7), 2330–2336.

Rodríguez-Ferradas, M. I., & Alfaro-Tanco, J. A. (2016). Open innovation in automotive SMEs suppliers: An opportunity for new product development. *Universia Business Review, 50*, 142–157. https://doi:10.3232/UBR.2016.V13.N2.05

Roubanis, J. L. (2019). Ethical decision-making model. *Journal of Family & Consumer Sciences, 111*(2), 43–48. https://doi.org/10.14307/JFCS111.2.43

Sabahi, S., & Parast, M. M. (2020). Firm innovation and supply chain resilience: A dynamic capability perspective. *International Journal of Logistics: Research & Applications, 23*(3), 254–269. https://doi.org/10.1080/13675567.2019.1683522

Saeidi, P., Saeidi, S. P., Sofian, S., Saeidi, S. P., Nilashi, M., & Mardani, A. (2019). The impact of enterprise risk management on competitive advantage by moderating role of information technology. *Computer Standards & Interfaces, 63*, 67–82. https://doi.org/10.1016/j.csi.2018.11.009

Sah, G. G., & Furedi-Fulop, J. (2022). The effects of proper inventory management on the profitability of SMEs. *Technium Social Science Journal*, *32*, 340–351. https://doi.org/10.47577/tssj.v32i1.6634

Salam, M. A. (2017). The mediating role of supply chain collaboration on the relationship between technology, trust and operational performance. *Benchmarking: An International Journal, 24*(2), 298–317. https://doi.org/10.1108/BIJ-07-2015-0075

Samudro, A., Sumarwan, U., Simanjuntak, M., & Yusuf, E. (2020). Assessing the effects of perceived quality and perceived value on customer satisfaction. *Management Science Letters, 10*(5), 1077–1084. https://doi.org/10.5267/j.msl.2019.11.001

Sbaffi, L., & Rowley, J. (2017). Trust and credibility in web-based health information: A review and agenda for future research. *Journal of Medical Internet Research, 19*(6), 218. https://doi.org/10.2196/jmir.7579

Schober, P., Boer, C., & Schwarte, L. A. (2018). Correlation coefficients: Appropriate use and interpretation. *Anesthesia & Analgesia, 126*(5), 1763–1768.

https://doi.org/10.1213/ane.0000000000002864

Senyshyn, O., Kundytskyj, O., & Zlydnyk, M. (2020). Concept of product competitiveness management system and principal scientific approaches to its understanding. *Management Theory and Studies for Rural Business and Infrastructure Development, 42*(2), 157–170. https://doi.org/10.15544/mts.2020.16

Setiabudi, K. J., Siagian, H., & Tarigan, Z. J. H. (2021). The effect of transformational leadership on firm performance through ERP systems and supply chain integration in the food and beverage industry. *Petra International Journal of Business Studie*s, *4*(1), 65–73. https://doi.org/10.9744/ijbs.4.1.65-73

Setiawan, H., & Sayuti, A. J. (2017). Effects of service quality, customer trust and corporate image on customer satisfaction and loyalty: An assessment of travel agencies customer in South Sumatra Indonesia. *IOSR Journal of Business and Management, 19*(5), 31–40. https://doi.org/10.9790/487x-1905033140

Shah, B., & Singh, G. (2021). Can collaborative buffering strategies reduce distribution costs while improving product returns?: A case of an Asian e-retailer. *Benchmarking: An International Journal*, *28*(9), 2808–2834. https://doi.org/10.1108/BIJ-09-2020-0478

Shapiro, J. T., Víquez-R, L., Leopardi, S., Vicente-Santos, A., Mendenhall, I. H., Frick, W. F., ... & Kingston, T. (2021). Setting the terms for zoonotic diseases: Effective communication for research, conservation, and public policy. *Viruses*, *13*(7), 1356. https://doi.org/10.3390/v13071356

Sharma, R. R. (2019). Evolving a model of sustainable leadership: An ex-post facto research. *Vision, 23*(2), 152–169. https://doi.org/10.1177/0972262919840216

Shibin, K. T., Dubey, R., Gunasekaran, A., Hazen, B., Roubaud, D., Gupta, S., & Foropon, C. (2020). Examining sustainable supply chain management of SMEs using resource based view and institutional theory. A*nnals of Operations Research*, *290(*1/2), 301–326. https://doi.org/10.1007/s10479-017-2706-x

Shokouhifar, M., Sabbaghi, M. M., & Pilevari, N. (2021). Inventory management in blood supply chain considering fuzzy supply/demand uncertainties and lateral transshipment. *Transfusion and Apheresis Science, 60*(3), 103103. https://doi.org/10.1016/j.transci.2021.103103

Simchi-Levi, D., Schmidt, W., Wei, Y., Zhang, P. Y., Combs, K., Ge, Y., ... & Zhang, D. (2015). Identifying risks and mitigating disruptions in the automotive supply chain. *Interfaces*, *45*(5), 375–390. http://dx.doi.org/10.1287/inte.2015.0804

Singh, K., & Misra, S. (2018). Theory of constraints for managing downstream supply chain in Indian FMCG Sector: A literature review. *Journal of Supply Chain Management Systems, 7*(1), 50–66.

Singh, S. G., & Kumar, S. V. (2021). Dealing with multicollinearity problem in analysis of side friction characteristics under urban heterogeneous traffic conditions. *Arabian Journal for Science and Engineering, 46*(11), 10739-10755. https://doi.org/10.1007/s13369-020-05213-y

Siregar, I. (2022). The relationship between conflict and social change in the perspective of expert theory: A literature review. *International Journal of Arts and*

Humanities Studies, *2*(1), 09–16. https://doi.org/10.32996/bjahs.2022.2.1.2

Sitorus, T., & Yustisia, M. (2018). The influence of service quality and customer trust toward customer loyalty: The role of customer satisfaction. *International Journal for Quality Research, 12*(3), 639–654. https://doi.org/10.18421/IJQR12.03-06

Slack, N. J., & Singh, G. (2020). The effect of service quality on customer satisfaction and loyalty and the mediating role of customer satisfaction: Supermarkets in Fiji. *The TQM Journal, 32*(3), 543–558. https://doi.org/10.1108/TQM-07-2019-0187

Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research, 104*, 333–339. https://doi.org/10.1016/j.jbusres.2019.07.039

Soltani, Z., Zareie, B., Milani, F. S., & Navimipour, N. J. (2018). The impact of the customer relationship management on the organization performance. *The Journal of High Technology Management Research, 29*(2), 237–246. https://doi.org/10.1016/j.hitech.2018.10.001

Souza, A. C. D., Alexandre, N. M. C., & Guirardello, E. D. B. (2017). Psychometric properties in instruments evaluation of reliability and validity. *Epidemiologia e Serviços de Saúde*, *26*(3), 649–659. https://doi.org/10.5123/s1679-49742017000300022

Soye, Y. A., & Momoh, O. A. (2020). Motor insurance business portfolio and the gross premium of insurance business: A case of Nigeria. I*ndian Journal of Commerce and Management Studies, 7*(1), 10–18. https://doi.org/10.18843/ijcms/v12i1/02

Swierczek, A. (2019). The role of manufacturer in supply chain transformation from

intransitive into transitive triads: Implications for the network rent. *Supply Chain Management: An International Journal, 24*(4), 445–468. https://doi.org/10.1108/scm-10-2018-0341

Szozda, N. (2017). Industry 4.0 and its impact on the functioning of supply chains. *Logforum, 13*(4), 401–414. http://doi.org/10.17270/J.LOG.2017.4.2

Tavčar, J., Demšar, I., & Duhovnik, J. (2018). Engineering change management maturity assessment model with lean criteria for automotive supply chain. *Journal of Engineering Design, 29*(4/5), 235–257. https://doi.org/10.1080/09544828.2018.1463513

Thürer, M., & Stevenson, M. (2018). On the beat of the drum: Improving the flow shop performance of the drum–buffer–rope scheduling mechanism. *International Journal of Production Research*, *56*(9), 3294–3305. https://doi.org/10.1080/00207543.2017.1401245

Tomic, B., & Brkic, V. K. S. (2019). Customer satisfaction and ISO 9001 improvement requirements in the supply chain. *The TQM Journal, 31*(2), 222–238. https://doi.org/10.1108/tqm-07-2017-0072

Trantopoulos, K., von Krogh, G., Wallin, M. W., Woerter, M. (2017). External knowledge and information technology: Implications for process innovation performance. *MIS Quarterly, 41*(1), 287–300. https://doi.org/10.25300/misq/2017/41.1.15

Tseng, M.-L., Lim, M. K., & Wu, K.-J. (2019). Improving the benefits and costs on sustainable supply chain finance under uncertainty. *International Journal of*

Production Economics, *218*, 308–321. https://doi.org/10.1016/j.ijpe.2019.06.017

Um, J. (2017). The impact of supply chain agility on business performance in a high level customization environment. *Operations Management Research*, *10*(1-2), 10–19. https://doi.org/10.1007/s12063-016-0120-1

Utama, D. N., Miranti, A., Astuti, D. D., Astuti, T., & Ananda, R. D. (2020). Decision support model for evaluating the level of the implementation effectiveness of 3in1 or ERP systems using fuzzy-logic method. *International Journal*, *8*(7), 3799–3803. https://doi.org/10.30534/ijeter/2020/144872020

van de Groep, S., Zanolie, K., Burke, S. M., Brandner, P., Fuligni, A. J., & Crone, E. A. (2022). Growing in generosity? The effects of giving magnitude, target, and audience on the neural signature of giving in adolescence. *Developmental Cognitive Neuroscience*, *54*, 101084. https://doi.org/10.1016/j.dcn.2022.101084

Wamba, S. F., Gunasekaran, A., Akter, S., Ren, S. J., Dubey, R., & Childe, S. J. (2017). Big data analytics and firm performance: Effects of dynamic capabilities. *Journal of Business Research, 70*, 356–365. https://doi.org/10.1016/j.jbusres.2016.08.009

Wang, H., & Cruz, J. (2018). Transformational leadership in supply chain management. *SSRN Electronic Journal*. https://doi.org/10.2139/ssrn.3152702

Wang, Y., Wang, X., & Liu, A. (2020). Digital twin-driven supply chain planning. *Procedia CIRP*, *93*, 198–203. https://doi.org/10.1016/j.procir.2020.04.154

Wirtz, B. W., Göttel, V., & Daiser, P. (2016). Business model innovation: Development, concept and future research directions. *Journal of Business Models, 4*(1), 1–28.

https://doi.org/10.5278/ojs.jbm.v4i1.1621

Xu, X., Wang, X., Li, Y., & Haghighi, M. (2017). Business intelligence in online customer textual reviews: Understanding consumer perceptions and influential factors. *International Journal of Information Management, 37*(6), 673–683. https://doi.org/10.1016/j.ijinfomgt.2017.06.004

Yin, H. L., & Wang, Y. M. (2017). An effective method for vegetable supply chain quality management. *2017 36th Chinese Control Conference*, 7507–7510. https://doi.org/10.23919/chicc.2017.8028541

Zaman, U., Nawaz, S., Tariq, S., & Humayoun, A. A. (2019). Linking transformational leadership and "multi-dimensions" of project success: Moderating effects of project flexibility and project visibility using PLS-SEM. *International Journal of Managing Projects in Business*. *13*(1), 103–127. https://doi.org/10.1108/IJMPB-10-2018-0210

Zhang, M., Guo, H., Huo, B., Zhao, X., & Huang, J. (2019). Linking supply chain quality integration with mass customization and product modularity. *International Journal of Production Economics, 207*, 227–235. https://doi.org/10.1016/j.ijpe.2017.01.011