Proceedings of the 7th African International Conference on Industrial Engineering and Operations Management
Cape Town, South Africa, May 13-15, 2026

Proceedings of the International Conference on Industrial Engineering and Operations Management

Publisher: IEOM Society International, USA DOI: 10.46254/AF07.20260164
Published: May 13, 2026

The Mediating Role of Total Quality Management in Enhancing Supply Chain Integration and Its Impact on Sustainable Performance in the Manufacturing Industry

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Abstract

This study examines the role that Total Quality Management (TQM) mediates in enhancing supply chain integration and its impact on sustainable performance in the manufacturing industry. Supply chain integration, encompassing internal, supplier, and customer integration, is crucial in achieving sustainable performance by optimizing resource utilization, reducing costs, and improving operational efficiency. However, the extent of its effectiveness depends on the presence of robust quality management practices. The study hypothesizes that TQM mediates the relationship between supply chain integration and sustainable performance by fostering continuous improvement, process standardization, and quality assurance. Using survey data from 177 manufacturing professionals in Saudi Arabia, analyzed through Partial Least Squares Structural Equation Modeling (PLS-SEM), the study confirms that internal, supplier and customer integration positively impact sustainable performance. Furthermore, TQM significantly enhances this relationship by ensuring that integrated supply chain processes align with sustainability goals. The findings highlight that companies with strong TQM practices achieve better environmental, social, and economic sustainability outcomes. The mediation analysis confirms that TQM strengthens the link between integration practices and sustainability outcomes, acting as a catalyst for translating collaborative efforts into tangible, high-quality, and sustainable results. This research underscores the importance of integrating quality management frameworks within supply chain strategies to enhance long-term sustainability and competitive advantage in the manufacturing sector.

Keywords
Total Quality Management, Supply Chain Integration, Sustainable Performance, PLS-SEM

1. Introduction
The manufacturing industry stands as a cornerstone of economic growth, innovation, and employment generation worldwide (Zhang et al., 2023; Lee et al., 2022). It significantly contributes to GDP, drives exports, and creates a ripple effect across other sectors through demand for raw materials, transportation, and technological services. However, despite its indispensable role, the industry is increasingly under pressure to reconcile its traditional operational priorities with the imperatives of environmental stewardship, social responsibility, and long-term economic resilience (Johnson & Wang, 2021; Martinez et al., 2020). The global shift toward sustainable development, coupled with regulatory, market, and societal demands, has propelled sustainability to the forefront of manufacturing strategies (Chen et al., 2023; Wu & Zhang, 2022). As a result, companies are now required not only to produce efficiently but also to demonstrate accountability for their environmental and social footprints. This paradigm shift necessitates innovative approaches that can align performance excellence with sustainable development goals (Park & Lee, 2021; Singh & Kaur, 2020).

One promising avenue for achieving this balance is the integration of supply chain processes across internal functions and external partners. Supply chain integration (SCI) refers to the strategic coordination and collaboration of activities among manufacturers, suppliers, and customers to improve overall performance (Patel & Rao, 2023). By harmonizing operations, information flow, and decision-making processes, SCI enables manufacturers to optimize resource utilization, reduce operational waste, enhance product quality, and improve responsiveness to market demands. Furthermore, SCI supports sustainability by fostering transparency, enabling traceability, and encouraging responsible sourcing practices (Thompson & Williams, 2022; Chen & Zhang, 2021). Despite its potential, the implementation of SCI is far from straightforward. It requires overcoming organizational silos, aligning diverse objectives, and managing complex interdependencies across the value chain (Anderson & Miller, 2020; Rahman & Singh, 2023). Consequently, firms often encounter challenges in translating supply chain integration into tangible and consistent sustainability outcomes (Huang & Li, 2022).

To address these challenges, scholars and practitioners have increasingly turned their attention to strategic frameworks that can facilitate effective supply chain integration and performance enhancement. Among these, Total Quality Management (TQM) has emerged as a pivotal mediating factor (Carter & Rogers, 2021; Zhao & Wang, 2023). TQM is a holistic management philosophy that emphasizes continuous improvement, customer satisfaction, employee involvement, and process optimization across all functions of an organization (Lee & Kim, 2022; Morgan & Patel, 2021). By embedding quality at the core of operations, TQM not only strengthens internal capabilities but also fosters collaborative relationships with external partners. This, in turn, enhances the effectiveness of SCI in promoting sustainable performance. In particular, TQM practices such as standardized procedures, data-driven decision-making, and proactive problem-solving can help mitigate supply chain disruptions, improve compliance with environmental standards, and ensure consistent product and service quality (Richards & Stewart, 2020; Lin & Zhang, 2023).

A growing body of recent research has explored the dynamic interplay between supply chain integration, TQM, and sustainable performance, shedding light on both the opportunities and limitations of these interlinked constructs. For instance, studies by (Li & Wang, 2021) highlight the instrumental role of TQM in bridging gaps within the supply chain, improving resilience, and embedding sustainability into day-to-day operations. These studies suggest that TQM enables firms to better manage complexity and uncertainty, particularly in global and multi-tiered supply chains. Conversely, other scholars (Brown & Green, 2020; Zhu & Liu, 2023) caution that while SCI can improve operational efficiency, its direct impact on sustainability remains inconsistent unless it is reinforced by strong quality management practices. Without a structured approach to quality, integration efforts may falter, leading to suboptimal performance and missed sustainability targets (Zhang & Chen, 2021).

Moreover, there is considerable debate in the literature regarding the relative contributions of different dimensions of supply chain integration—namely, internal integration, supplier integration, and customer integration—to sustainability outcomes. Scholars such as (Sun & Wang, 2023; Smith & Roberts, 2022) present diverging viewpoints on which type of integration exerts the most influence. Some argue that internal integration has the strongest effect, as it allows firms to streamline internal processes, eliminate redundancies, and build a culture of sustainability from within. Others contend that external integration, particularly with suppliers and customers, plays a more significant role by enabling firms to access sustainable materials, adopt innovative practices, and respond effectively to consumer expectations (Gao & Zhang, 2021; Wang & Yang, 2020). These contrasting perspectives underscore the complexity of managing sustainability in interconnected supply chains and highlight the need for empirical studies that can clarify these relationships.

In light of these ongoing debates and gaps in the literature, this study aims to investigate the mediating role of Total Quality Management in enhancing the relationship between supply chain integration and sustainable performance in the manufacturing sector. Specifically, the study seeks to examine how TQM practices influence the extent to which internal, supplier, and customer integration contribute to sustainability across environmental, economic, and social dimensions (Zhang & Li, 2023). The following hypotheses are proposed for empirical testing:

- **H1**: Internal Integration (II) positively impacts sustainable performance.
- **H2**: Supplier Integration (SI) positively impacts sustainable performance.
- **H3**: Customer Integration (CI) positively impacts sustainable performance.
- **H4**: TQM positively impacts sustainable performance.
- **H5**: TQM mediates the relationship between II and sustainable performance.

- **H6**: TQM mediates the relationship between SI and sustainable performance.
- **H7**: TQM mediates the relationship between CI and sustainable performance.

Through a rigorous examination of these hypotheses, the study aims to contribute to the theoretical and practical understanding of how supply chain strategies and quality management systems can be harmonized to drive sustainable performance in the manufacturing industry. By providing empirical evidence on the mediating effect of TQM, the research will offer valuable information into how firms can better design and implement integrated supply chain practices that align with their sustainability objectives. To ensure the theoretical foundation of this study remains current and relevant, the research draws on a wide range of recent scientific literature that reflects contemporary industry practices and challenges. The selected publications represent both supporting and dissenting views, providing a balanced and comprehensive perspective on the topic. Ultimately, the findings of this study are expected to inform the decisions of policymakers, industry leaders, and academic researchers seeking to enhance sustainable outcomes through effective supply chain integration and quality management. By bridging the gap between theory and practice, this research aspires to support the manufacturing sector's ongoing transition toward sustainability-driven excellence.

1.1 Relationship with Supply Chain Integration and Sustainable Performance

There is a crucial relationship between supply chain integration and sustainable performance in the manufacturing industry, as it links operational efficiency with long-term sustainability goals. Supply chain integration is defined as smooth coordination and collaboration between various stakeholders, including suppliers, customers, and intermediaries, to optimize the flow of goods, information, and resources. When a company achieves a high level of supply chain integration, it can significantly improve its performance across economic, social, and environmental dimensions. Effective integration allows companies to reduce operational costs, minimize waste, improve product quality, and enhance customer satisfaction, all of which contribute to improved sustainable performance. By aligning supply chain practices with sustainability objectives, companies can not only gain a competitive edge but also meet increasing regulatory demands and societal expectations, driving overall value and ensuring a more sustainable future.

H1. There is a relationship with Internal Integration (II) has a positive impact on the sustainable performance in the Manufacturing Industry

The hypothesis suggests that strong internal integration within an organization plays a crucial role in enhancing sustainable performance. Internal integration involves seamless communication and coordination between different departments within a company, such as production, operations, and logistics. The efficiency of these internal processes leads to optimized resource utilization, cost reduction, and improved quality management, all of which are key components of sustainable performance. In the manufacturing industry, a high level of internal integration helps streamline production processes, reduce waste, and ensure timely delivery of quality products, thereby contributing to a firm's sustainability goals

H2. There is a relationship with Supplier Integration (SI) has a positive impact on the sustainable performance in the Manufacturing Industry.

Supplier integration focuses on fostering strong relationships with suppliers to ensure the timely procurement of high-quality materials and services. This hypothesis proposes that supplier integration positively influences sustainable performance by improving supply chain efficiency, quality, and cost-effectiveness. By working closely with suppliers, manufacturers can reduce procurement costs, enhance product quality, and ensure compliance with sustainability standards. Supplier integration also facilitates better risk management, as both parties share critical information and collaborate to address potential disruptions, leading to improved environmental, economic, and social sustainability outcomes

H3. There is a relationship with Customer Integration (CI) has a positive impact on the sustainable performance in the Manufacturing Industry.

Customer integration emphasizes building strong relationships with customers to better understand their needs and preferences. This hypothesis suggests that effective customer integration enhances sustainable performance by ensuring that products and services meet or exceed customer expectations. By aligning their operations with customer

demands, manufacturing companies can improve their market position, reduce waste, and create value through customized solutions. This alignment also promotes environmental sustainability, as products designed to meet customer specifications are more likely to minimize waste and energy consumption during production, thereby improving the overall sustainability performance of the firm.
H4. There is a relationship with TQM has a positive impact on the sustainable performance in the Manufacturing Industry.

1.2 The role of mediation of total quality management between Supply Chain Integration and sustainable performance

TQM plays a pivotal role in mediating the relationship between supply chain integration and sustainable performance. While supply chain integration ensures smooth and efficient processes across various partners, TQM provides the framework for continuous improvement and quality assurance across all stages of the supply chain. TQM practices, such as employee involvement, customer focus, and process standardization, ensure that the integrated processes are executed at the highest standards of quality. By fostering a culture of quality throughout the supply chain, TQM not only enhances operational efficiency but also supports sustainability goals, such as reducing waste, improving product quality, and optimizing resource usage. In this way, TQM serves as a bridge, ensuring that the integration of supply chain partners directly translates into sustainable business practices, creating long-term value while meeting environmental, social, and economic sustainability targets.

H5. TQM mediates the relationship between II and SP in the Manufacturing Industry

TQM serves as a mediator between internal integration and sustainable performance by enhancing the overall quality of processes, products, and services. The hypothesis suggests that TQM practices, such as continuous improvement and employee involvement, support the integration of internal operations and foster a culture of quality across the organization. By implementing TQM, companies can achieve better internal coordination, improve operational efficiency, and reduce defects, all of which contribute to higher sustainable performance. The integration of TQM ensures that internal processes align with sustainability goals, driving both operational excellence and long-term success

H6. TQM mediates the relationship between SI and SP in the Manufacturing Industry

This hypothesis posits that TQM acts as a mediator in the relationship between supplier integration and sustainable performance by ensuring consistent quality improvement throughout the supply chain. Supplier integration facilitates the flow of high-quality materials and timely deliveries, while TQM ensures that these inputs are processed to meet the highest standards. Through TQM practices, companies can enhance supplier relationships, reduce defects, and optimize production processes. By integrating TQM with supplier relationships, manufacturing firms can improve both their environmental impact and product quality, contributing to their sustainability objectives.

H7. TQM mediates the relationship between CI and SP in the Manufacturing Industry

In this hypothesis, TQM is considered a key mediator between customer integration and sustainable performance. Effective customer integration involves understanding and responding to customer needs, while TQM ensures that these needs are met through continuous improvement and adherence to quality standards. By integrating TQM practices, companies can enhance their responsiveness to customer demands, improve product quality, and minimize waste, all of which lead to higher levels of sustainability. TQM helps align customer expectations with environmental and social performance goals, ensuring that both customer satisfaction and sustainability targets are achieved

2. Material and methods

2.1 Population and sample

The population for this study comprises individuals working in the manufacturing industry in Saudi Arabia. Specifically, the target sample includes employees from various manufacturing organizations across the country. A total of 177 responses were collected through a convenience sampling approach, ensuring that participants were representative of the diverse roles and functions within the manufacturing sector. The respondents, who were actively involved in operations, quality control, production management, and supply chain functions, provided valuable

insights into the relationship between supply chain integration and sustainable performance. This sample size is considered sufficient for the analysis, enabling the study to draw meaningful conclusions about the impact of supply chain practices and Total Quality Management (TQM) on sustainable performance in the context of Saudi Arabia's manufacturing industry. The responses were collected using a structured survey, with participants providing input based on their experiences and perspectives within their respective organizations.

Research Design and Sample Characteristics:
This study employed a quantitative cross-sectional design to examine relationships between digital transformation, supply chain resilience, and sustainability in Saudi Arabian manufacturing. Of the 650 companies contacted, 177 participated (33.5% response rate), representing diverse industry sectors and organizational characteristics.

2.2 Structural model

The study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze the data and derive results (shown in Figure 1). The convergent and discriminant validity of the measurement model were assessed using Smart-PLS Version 4.0. For the outer loadings, a value above 0.50 was considered acceptable (Hair et al., 2019). Any factor loading below 0.50 would typically be discarded, but none were found to require removal in this study. The final model, as shown in Figure 1, includes the independent variable, supply chain integration, which consists of three indicators: II (3 items), SI (3 items), and CI (3 items). The mediating dependent variable, TQM, includes four items, while the dependent variable, SP, also comprises four items. Convergent validity, a component of construct validity, measures the correlation between two indicators that are intended to measure the same construct.

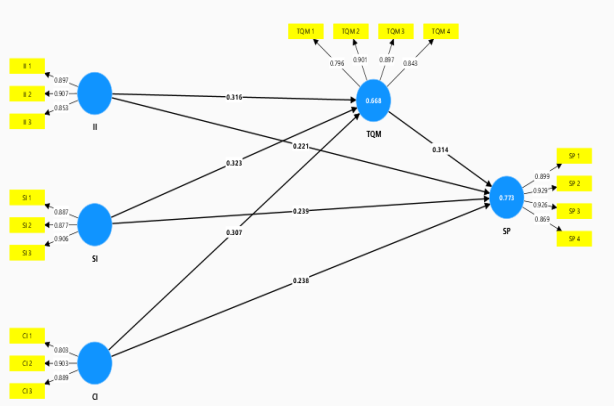

Figure 1. Full path model

3. Result and Discussion

Table 1 provides the mean and standard deviation values for the items measuring different constructs: where the Sustainable Performance, the mean values fall between 4.31 and 4.39, with standard deviations ranging from 0.64 to 0.70. This indicates that respondents generally agree that their organizations balance cost reduction with environmental sustainability and integrate supply chain activities to improve sustainability. The responses exhibit moderate variability. The mean value for Internal Integration range from 4.35 to 4.62, with standard deviations between 0.60 and 0.70. This suggests that internal coordination and communication within departments are seen as relatively efficient by respondents, with a moderate spread in their responses. Supplier Integration: Mean scores range from 4.28 to 4.37, with standard deviations ranging from 0.79 to 0.83. This indicates that respondents view their supplier relationships positively, with moderate variability in responses, particularly around supplier coordination and quality standards. Customer Integration: The mean values for customer integration range from 4.32 to 4.60, with standard deviations from 0.66 to 0.84. Respondents indicate that customer feedback integration is essential for product development, though some variability is present in the responses. Finally, TQM Mean values range from 4.24 to 4.50, with standard deviations from 0.73 to 0.83. Respondents agree that TQM practices contribute significantly to supply chain efficiency and sustainability, with moderate variability in their responses

Table1. Descriptive statistics

Construct	Code	Item Loading	Mean	Std. Deviation
Sustainable performance	SP 1	The company balance cost reduction with environmental sustainability in your supply chain processes.	4.384	0.646
	SP 2	The company measures its environmental and social impact within the supply chain.	4.390	0.673
	SP 3	Supply chain integration improved your company's overall sustainability performance.	4.373	0.695
	SP 4	Supply chain integration contributes to long-term profitability while meeting sustainability targets.	4.311	0.680
Internal Integration(II)	II 1	different departments (e.g., procurement, production, logistics) coordinate and share information to ensure smooth operations.	4.621	0.600
	II 2	Internal teams collaborate to solve operational problems and improve efficiency.	4.542	0.620
	II 3	Internal communication channels enhance decision-making and problem-solving.	4.345	0.697
Supplier Integration (SI)	SI 1	Communicate with suppliers about product specifications and quality standards. Collaborate with suppliers to reduce costs and improve product quality.	4.278	0.800
	SI 2	Suppliers understand your organization's sustainability goals.	4.367	0.792
	SI 3	Managing and resolving issues related to supply chain disruptions or delays with suppliers.	4.305	0.835
Customer Integration (CI)	CI 1	Integrate customer feedback into your product development and improvement processes.	4.599	0.666
	CI 2	Monitoring customer satisfaction and loyalty to improve overall service delivery.	4.322	0.839
	CI 2	Involve customers in the decision-making processes related to product offerings and improvements.	4.316	0.782
TQM	TQM 1	TQM practices (e.g., continuous improvement, process optimization) contribute to your supply chain's efficiency and sustainability.	4.243	0.832
	TQM 2	The company emphasize quality in your supply chain operations to improve overall performance.	4.356	0.731
	TQM 3	TQM identify areas for improvement across the supply chain.	4.401	0.761
	TQM4	TQM practices help align your internal processes, suppliers, and customers toward sustainability goals.	4.497	0.760

Table 2 summarizes Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE) values, Sustainable Performance has a Cronbach's alpha of 0.948, CR of 0.927, and AVE of 0.821. These values are well above the acceptable threshold of 0.7, indicating excellent internal consistency and convergent validity. Internal Integration, Supplier Integration, and Customer Integration shows Cronbach's alpha and CR above 0.8, and AVE exceed the 0.7 threshold for both Cronbach's alpha and CR, indicating good reliability and convergent validity. TQM

has Cronbach's alpha of 0.919, CR of 0.919, and AVE of 0.740, which are above the 0.7 benchmark, demonstrating strong internal consistency and valid convergent measures. These findings indicate that all constructs show excellent internal consistency and convergent validity, as all Cronbach's alpha and CR values exceed 0.7.

Table 2 Internal consistency reliability and convergent validity.

Construct	Code	Outer loadings	Cronbach's alpha	Composite reliability	AVE
Sustainable performance	SP 1 SP 2 SP 3 SP 4	0.899 0.929 0.926 0.869	0.927	0.948	0.821
Internal Integration(II)	II 1 II 2 II 3	0.897 0.907 0.853	0.862	0.916	0.785
Supplier Integration (SI)	SI 1 SI 2 SI 3	0.887 0.877 0.906	0.869	0.920	0.792
Customer Integration (CI)	CI 1 CI 2 CI 2	0.803 0.903 0.889	0.833	0.900	0.751
TQM	TQM 1 TQM 2 TQM 3 TQM 4	0.796 0.901 0.897 0.843	0.882	0.919	0.740

Table 3 presents the Fornell and Larcker Criterion for assessing discriminant validity. The diagonal values (square roots of AVE) for each construct are higher than the off-diagonal correlations, confirming that each construct is more closely related to its own items than to other constructs. For example, Sustainable Performance has a square root of 0.906, which is higher than its correlations with other constructs such as Internal Integration (0.733), Supplier Integration (0.738), and TQM (0.808). This satisfies the Fornell and Larcker criterion and confirms that discriminant validity is established. In summary, all constructs demonstrate strong reliability, validity, and discriminant validity, ensuring that the measures used in your study are robust and well-founded.

Table3. Discriminant validity: Fornell and Larcker criterion.

	CI	II	SI	SP	TQM
CI	0.866				
II	0.647	0.886			
SI	0.636	0.575	0.890		
SP	0.759	0.733	0.738	0.906	
TQM	0.717	0.701	0.700	0.808	0.860

3.1 Discussion

The results presented in Table 4 and Table 5 demonstrate significant relationships between the various constructs and highlight the essential role of Total Quality Management (TQM) as a mediator in enhancing Supply Chain Integration (SCI) and its impact on Sustainable Performance (SP) in the manufacturing industry.

In Table 4, the direct relationships between Customer Integration (CI), Internal Integration (II), Supplier Integration (SI), and TQM to Sustainable Performance (SP) are all found to be statistically significant. Specifically, the paths from CI to SP (t-value = 3.278, p-value = 0.001), II to SP (t-value = 3.473, p-value = 0.001), SI to SP (t-value = 3.600, p-value = 0.000), and TQM to SP (t-value = 4.678, p-value = 0.000) were all strongly supported, confirming that each of these factors has a positive and significant direct influence on sustainable performance. The effect sizes (F2) of these relationships ranged from 0.099 to 0.145, indicating a moderate to strong impact of these factors on SP. These

results suggest that enhancing supply chain integration, particularly through customer, internal, and supplier integration, as well as the implementation of TQM practices, can significantly improve the sustainability performance of manufacturing organizations.

Moving to Table 5, the indirect relationships, where TQM acts as a mediator, are also supported. The paths from CI → TQM → SP (t-value = 2.857, p-value = 0.004), II → TQM → SP (t-value = 3.103, p-value = 0.002), and SI → TQM → SP (t-value = 3.432, p-value = 0.001) all show that TQM plays a crucial mediating role in translating the effects of supply chain integration into improved sustainable performance. The positive mediation effect was consistent across all three types of integration (CI, II, and SI), with confidence intervals for these indirect paths ranging from 0.168 to 0.185. These findings underscore the importance of TQM not only as a driver of direct performance improvements but also as a key enabler that enhances the effectiveness of supply chain integration efforts in achieving sustainability goals.

In summary, the findings of this study reveal that Total Quality Management is a vital mechanism through which supply chain integration influences sustainable performance. The direct and indirect paths demonstrate that integration efforts—whether at the customer, internal, or supplier level—along with strong TQM practices, are essential for improving the sustainability and operational performance of manufacturing firms. Therefore, manufacturing organizations should focus on fostering robust TQM systems and enhancing supply chain integration to achieve better sustainable performance outcomes.

Table4. Significance of hypotheses relationships(direct).

Relationships	VIF	SD	t-value	p-value	F2	Bias	Confidence intervals		Decision
							2.50%	97.50%	
CI -> SP	2.378	0.073	3.278	0.001	0.105	-0.004	0.100	0.383	Supported
II -> SP	2.165	0.064	3.473	0.001	0.099	-0.008	0.105	0.357	Supported
SI -> SP	2.134	0.066	3.600	0.000	0.118	0.014	0.118	0.369	Supported
TQM -> SP	3.012	0.067	4.678	0.000	0.145	-0.006	0.182	0.443	Supported

Table5. Significance of hypotheses relationships(indirect).

Relationships	SD	t-value	p-value	Bias	Confidence intervals		Decision
					2.50 %	97.50 %	
CI -> TQM -> SP	0.034	2.857	0.004	0.001	0.052	0.168	Supported
II -> TQM -> SP	0.032	3.103	0.002	-0.003	0.042	0.180	Supported
SI -> TQM -> SP	0.030	3.432	0.001	-0.005	0.050	0.185	Supported

3.2 Limitations of the study:

Despite the valuable contributions of this study, several limitations should be acknowledged. First, the use of a cross-sectional research design restricts the ability to infer causal relationships among supply chain integration, TQM, and sustainable performance, as data were collected at a single point in time. Future research employing longitudinal designs would provide deeper insights into the dynamic nature of these relationships. Second, the study is geographically confined to the manufacturing sector in Saudi Arabia, which may limit the generalizability of the findings to other countries or industries with different institutional and cultural contexts. Third, the reliance on convenience sampling and self-reported survey data raises concerns regarding potential sampling bias and common method variance, despite efforts to ensure data quality. Additionally, although the sample size is adequate for Partial Least Squares Structural Equation Modeling (PLS-SEM), a larger and more diverse sample could enhance the robustness and external validity of the results. Finally, while PLS-SEM is appropriate for predictive analysis, it has inherent limitations in assessing global model fit compared to covariance-based approaches

4. Conclusion

The study establishes that TQM plays a crucial mediating role by reinforcing the positive effects of SCI on sustainable performance. TQM practices such as continuous improvement, quality assurance, process standardization, and stakeholder alignment ensure that integrated supply chain processes function at optimal levels. Through TQM, organizations can embed a culture of quality and sustainability into their daily operations, enabling them to meet stringent regulatory standards, satisfy customer expectations, and enhance their long-term competitiveness. The mediation analysis confirms that TQM strengthens the link between integration practices and sustainability outcomes, acting as a catalyst for translating collaborative efforts into tangible, high-quality, and sustainable results.

From a practical standpoint, the study offers valuable insights for manufacturing managers and policymakers. Companies seeking to improve their sustainability performance should prioritize internal alignment among departments, cultivate strong partnerships with suppliers, and maintain open communication channels with customers. Simultaneously, investing in robust TQM frameworks can ensure that these integration efforts are not only efficient but also aligned with broader sustainability goals. The empirical data drawn from manufacturing professionals across Saudi Arabia further underscores the significance of localized strategies that consider regional market dynamics, regulatory environments, and cultural contexts. This research also contributes to the existing body of literature by highlighting the synergetic relationship between SCI and TQM and their combined influence on sustainability. While previous studies have explored these concepts independently, this paper bridges the gap by showing how TQM serves as a pivotal link, ensuring that integration is not only operational but also strategically aligned with sustainable development. This integrated model of SCI-TQM-Sustainability sets a new direction for future research and offers a replicable framework for industries outside manufacturing, such as healthcare, logistics, and services.

4.1 Suggestions for Future Research:

Building on the findings of this study, several avenues for future research can be proposed. First, future studies should adopt longitudinal research designs to better capture the dynamic and evolving relationships between supply chain integration, Total Quality Management (TQM), and sustainable performance over time. Such approaches would provide stronger evidence of causality and reveal how these relationships develop under changing market and regulatory conditions. Second, expanding the research context beyond the manufacturing sector in Saudi Arabia would enhance the generalizability of the findings. Comparative studies across different countries, regions, or industries—such as services, healthcare, or logistics—could offer deeper insights into how contextual factors influence the effectiveness of supply chain integration and TQM practices. Third, future research could incorporate additional variables to enrich the model. For instance, integrating constructs such as digital transformation, artificial intelligence adoption, leadership style, organizational culture, and regulatory uncertainty may provide a more comprehensive understanding of the mechanisms driving sustainable performance. These factors are increasingly relevant in modern supply chains and may act as mediators or moderators.

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Biography

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