

**The impact of digital marketing as an
intermediate variable in the relationship between
sustainable supply chain management practices and
the sustainable performance of electrical and
electronic device manufacturers**

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Abstract:

The study aimed to identify the relationship between sustainable supply chain management practices and the sustainable performance of the organization when mediating digital marketing by applying to electrical and electronic device manufacturers, and the study was conducted on a sample of 390 individual marketing, procurement, and store managers of the companies studied. Using the AMOS structural construction equation to test the relationship between the study variables shows a positive moral correlation between sustainable supply chain management practices and the sustainable performance of in-practice food manufacturers and digital marketing. Statistical analysis results have shown a positive moral impact of sustainable supply chain management practices on both digital marketing and the organization's sustainable performance and a positive moral impact of digital marketing on the organization's sustainable performance. Finally, the study found that

digital marketing mediates the relationship between sustainable supply chain management practices and the organization's sustainable performance. In the light of the study results, a set of recommendations was proposed that could contribute to supporting and strengthening the role of both the sustainable supply chain.

Keywords: Supply chain management practices, digital marketing, sustainable organizational performance.

Introduction:

Achieving profitability and obtaining the largest market shares is no longer only one of the most important goals it seeks to achieve, particularly because of its presence in an environment of volatility and instability, in addition to being in a competitive environment in which each party seeks to achieve leadership and excellence at the expense of other organizations. Still, also to achieve competitive excellence by following methods and methods that achieve its objectives while taking into account ways to maintain the community and the environment in which it is active. This is now linked to the application and realization of concepts of sustainable development, whose emergence has been a cause and a goal for development in its three economic, social and environmental dimensions. The UN report indicates that global warming, which was a future threat, is now a direct threat and that humans have just over a decade to obtain a climate control system (Davenport 2018). Business organizations must take more responsibility for their huge ecological footprint. Although global supply chains are a major

contributor to the problem of an economic system that goes beyond the natural system, it is ironic that supply chain organizations also have great potential to be the center of most of the changes needed to enhance the sustainability of our ecosystems (Matthews et al., 2016). There is no doubt that the impact of organizations has become a growing concern for the environment, leading to increased demand for sustainable practices that meet environmental, economic, and social needs (Abdullah et al., 2015; Hussain et al., 2018).

Therefore, sustainability has become an urgent problem for most organizations today, given environmental degradation. This phenomenon has prompted many organizations to adopt ISO 14001 practices or green supply chain management (GSCM) to mitigate the negative environmental impact of environmentally irresponsible production systems. Supply Chain Management represents a blending of CSR and GSCM green supply chain management objectives, which help organizations achieve their economic, social, and environmental goals (2017, Das).

Thus, in the last decade, many business organizations have adopted sustainable supply chain practices due to the growing interest in sustainability issues from an environmental, economic, and social perspective, as well as the increasing adoption of the philosophy of social responsibility by organizations as one of the mechanisms for achieving the competitive advantage of the organization through the improvement of the organization's economic, environmental and social performance (Liebertruth).

2017: Chen et al., 2017, the results of management development studies have shown that organizations focus on managing a sustainable supply chain to keep pace with growing environmental changes, improve regulatory performance and gain more market share and competitive advantage. The studies also revealed that effective supply chain management (Vafaei et al., 2019) improves performance, customer satisfaction, and competitive advantage due to its positive impact on human resources. Supply chain management has also been transformed into one of the main means of controlling costs and enhancing economic performance when faced with a more competitive market, so leading global companies have already launched all kinds of sustainable supply chain management practices to improve their sustainable advantages. These companies have been assured that by creating a sustainable supply chain, companies can not only reduce cost and enhance risk management and explore new sources of income and increase brand value (Hong et al., 2019).

Research has increased on the relationship of sustainable supply chain management practices to the organization's sustainable performance based on financial, social and environmental measures by examining and analysing the evolution of strategic roles played by supply chain management within the organization's career strategy system, in response to pressure from community stakeholders (Hong & Gou, 2019; Govindan; 2018), the practices of cooperation and integration between supply chain parties, most notably suppliers, customers and distributors, have increased in the

form of long-term strategic partnerships aimed at preserving the environment and achieving customers' aspirations for clean products with limited negative impact on the environment while achieving reasonable profitability for Das, 2017; Chand et al., 2018, This is by examining the organization's improvement in financial and environmental outcomes, as well as building a positive community reputation through which it can achieve community acceptance and satisfaction, both from customers and from the general public in society. Therefore, all organizations are now "obliged" to do more to balance their economic, social, and environmental performance, especially those under societal, competitive, and regulatory pressures in 2014. In many cases, Ayuso et al. Achieving this balance is a difficult and controversial challenge (Haffar & Searcy, 2017).

Sustainable supply chain issues that examine the role of supply chain management in achieving the sustainability of environmental resources are the focus of previous studies on the subject of social responsibility of business organizations and green production issues and their relationship to green supply chain concepts and practices. (Dubey et al.,2017; Yildiz & Sezen, 2019). This confirms the growing interest in sustainability issues and their impact on supply chain practices and the trend towards linking sustainable supply chain management practices to sustainable performance dimensions.

Since sustainability includes the environmental, economic, and social dimensions, digital marketing combines marketing in its various aspects with those of sustainability. Because organizations in

the present era rely on marketing activities to achieve their objectives in maintaining their activity and growth steadily and the fact that marketing activity is seen as an effective and influential element on customers and all parties with which the organization deals in terms of their behaviors and purchasing orientations, it is considered as a tool that helps the organization to exist and expand, especially in an environment of instability, in addition to the development of the marketing concept from the stage of the productive concept of marketing to the stage of social orientation of marketing or What is known as social marketing based on social and ethical marketing responsibility, which leads the organization to make a marketing decision that takes into account the needs and desires of customers and the requirements of the organization at the same time. In other words, the modern orientation of marketing seeks to achieve customer satisfaction, organizational profitability, and well-being for the community.

First: study the problem

Interest in sustainable supply chain management has increased in recent years, coinciding with growing global trends in environmental issues and the role of business organizations in achieving the sustainable development of global supply chains. While it has been confirmed that these organizations are the main contributors to environmental problems, they have also been found to have great potential to be the center of most of the changes needed to enhance the sustainability of our ecosystems

(Matthews. et al., 2016), particularly as they respond to internal and external pressures from stakeholders, stakeholders, environmental stakeholders and those who strive to integrate them primarily into the development pattern adopted by different organizations and states. (Dubey et al., 2017) This has been reflected in organizations' sustainable supply chain management practices and business strategies to meet these requirements.

Thus, organizations have expanded the application of sustainable supply chain management practices, and these practices have motivated many researchers to examine the impact of sustainable supply chain management practices on the performance of sustainable organizations, since studies have been applied in which developed countries have had the largest share with the scarcity of studies that have taken care of the Egyptian environment, as well as differing results from previous studies regarding the impact of sustainable supply chain management practices on the performance of sustainable organizations, where some studies have indicated a positive relationship between Sustainable supply chain management practices and organization performance (Hong et al., 2018; Fang and Zhang, 2018) While some other studies have indicated a lack of a statistically significant relationship between sustainable supply chain management practices and organization performance (Lee et al., 2012). Some studies have confirmed a combination of positive and negative relationships between sustainable supply chain management practices and organization performance (Laosirihongthong et al.,

2013), hence the discrepancy in the results of previous studies regarding the impact of sustainable supply chain management practices on sustainable organization performance.

Survey and research problem:

The identification of the problem of research depends primarily on the identification of the phenomena of the problem, which is evident through the conduct of a reconnaissance study aimed at defining the problem of research and the formation of assignments and identifying the variables of research, where the researcher relied on secondary data to identify the nature of the sector in question, through the review of these data the researcher found that the sector of the electrical and electronic devices industry is one of the most important sectors in Egyptian industry in general and the engineering sector in particular, and a review of Indicators and data illustrates this to lead the manufacturers of electrical and electronic devices in Egypt and support their strategic role in the development and development of the Egyptian industrial economy.

Figure (1) the number of companies and the volume of employment and investments in the engineering sector in Egypt during 2020/2021

Invested capital (billion pounds)	Number of workers (1,000)	Number of companies	Sector	م
4.918	48.919	474	Nutritious industries and intermediate goods	1
5.129	89.112	459	Machinery and equipment industry	2
7.666	14.412	218	Computer, electronics, and communication devices industry	3
8.967	60.211	1432	Metal formation and operation industry	Engineering Services for Industry4
68.239	88.970	273	Industry of electrical equipment, tools, and cables	5
18.346	69.916	778	The electrical and electronic device industry	6
7.683	40.318	157	Transport industry	7
1.789	15.514	249	Non-pharmaceutical medical industries	8
1.423	2.940	23	Engineering Services for Industry	9
1.683	25.817	211	Furniture industry meanings and household and health tools	10

Source: Prepared by the researcher, based on the annual report (2020/2021), engineering and electronic sector indicators: Horizons and Aspirations, Ministry of Trade and Industry, Arab Republic of Egypt p. 239-243.

The researcher concludes from table 1 that the electrical and electronic devices industry is one of the main sectors of the engineering industry in Egypt, where the number of companies manufacturing electrical and electronic devices reached 18.2% of the

total engineering sector in Egypt and occupied the second place after the metal formation and operation industry, which has 1432 companies, and the number of employees in the electrical and electronic device manufacturers 69,916 workers, accounting for 15.32% of the total workers in the engineering sector, which amounts to 456,129 workers, and the volume of capital invested in the electrical and electronic device industry reached EGP 18.346 billion, accounting for 14.57% of the total invested capital of EGP 125.843 billion, which emphasizes the importance and role of the electrical and electronic devices industry as one of the important sectors of the Egyptian economy.

Table 2 Description of the activities and business results of the companies in the electrical and electronic devices sector under study during the year 2020\2021

Profit growth rate	Net profit	Net working capital	Amount of products	Sector type	Companies	م
%7.8	117298233	323457241	98	Egyptian	Global Refrigeration	1
-	(11821342)	(22344423)	126	Egyptian	Egyptian Electrical Insulation	2
%8.3	283432119	524528239	154	Egyptian	Swede Cable	3
-	(13287232)	(47252129)	88	Egyptian	Arab Engineering Industries	4
%25.8	328453786	647236587	317	foreign	Egyptian, German Electric Industries	5
%22.1	283497542	723849978	261	foreign	International Electrical and Electronic Industries	6
%33.9	137483579	223249333	199	foreign	Verometelco Electric Industries	7
%34.3	283493455	525868230	228	foreign	Tibico Engineering and Electrical Industries	8

Source: Prepared by the researcher, based on the annual report

competitiveness in the electronics industry and electrical and domestic industries in Egypt, Union of Engineering and Electronic Industries, Arab Republic of Egypt, p. 414-428.

From Table 2, the researcher concludes several important indicators of entrepreneurship in electrical and electronic device companies in Egypt as follows:

1. The Egyptian-German Company for Electrical Industries came first with several 317 products. The international company for electrical and electronic industries came in second place and reached 291 products. In comparison, the international refrigeration company came in last place with several products, 98 products, and this shows the great disparity between foreign electrical and electronic device companies and Egyptian electrical and electronic device companies. From the researcher's point of view, this disparity is due to the weakness of innovations and new products in the manufacturers of electrical appliances Egyptian electronics and the weak adoption of these companies for the entrepreneurial culture, which supports this trend of diversification and innovation in the products of these companies.
2. -٢ The working capital of the International Company for Electrical and Electronic Industries amounted to EGP 72999788, which means the adequacy of the working capital owned by the company, which contributes to the financing of the activities of that company and, in return, has reached the working capital of the Egyptian Company for Electric Families (2) 234423) also reached

the working capital (1328722) in the Arab Engineering Industries Company. The researcher sees that the working capital in both the Egyptian Electrical Insulation Company and the Arab Engineering Industries Company carries the costs of the company High and affects their ability to make profits and high prices of their products, affecting their competitiveness.

3. The volume of losses in The Egyptian Company for Electrical Insulation amounted to (11821342) pounds, and also the volume of losses in The Arab Engineering Industries Company (1328722) pounds due to the weakness of the leadership of these companies and their inability to benefit from the pioneering principles and the application of entrepreneurial strategies that make them able to succeed and continue.
4. According to a Ministry of Trade and Industry report, Egypt exported \$28.592 million in 2019/2020, accounting for 43% of Egypt's total electricity exports, compared to \$19.293 million in 2012. 2018/2019 The researcher attributes this decline to the stagnation in planning and research of these companies and the decline in the leadership of these companies as a result of weak training programs and weak patents, which contribute to the leadership of these companies and increase their contribution to the Egyptian national economy in general (annual report, (2021), Entrepreneurship in Egyptian Engineering Organizations, General Authority for Export and Import Control, Ministry of Industry and Trade, Arab Republic of Egypt, p. 523-525).

Based on the above, the problem of research can be formulated in the following key question:

What is the role of digital marketing in the relationship between sustainable supply chain management practices and the performance of marketing organizations?

A set of sub-questions follows this question:

- What is the relationship between sustainable supply chain management practices and sustainable regulatory performance?
- What is the relationship between sustainable supply chain management practices and digital marketing?
- What is the relationship between digital marketing and sustainable organizational performance?
- Is the relationship between sustainable supply chain management practices and sustainable regulatory performance changing due to digital marketing as an intermediary variable in the direct course of this relationship?

Second: study objectives:

The current study seeks to try to achieve the following objectives:

1. Learn about the nature of the relationship between sustainable supply chain management practices and the organization's sustainable performance in its three environmental, economic and social dimensions.
2. Learn about the relationship between sustainable supply chain management practices and digital marketing.

3. Learn about the nature of the relationship between digital marketing and the organization's sustainable performance in its three environmental, economic and social dimensions.
4. Study the median role of digital marketing in the direct relationship between sustainable supply chain management practices and the organization's sustainable performance in its three environmental, economic and social dimensions.
5. Test the proposed model of the impact of sustainable supply chain management practices on the sustainable performance of organizations in the event of digital marketing.
6. Contribute to a set of recommendations that decision-makers can guide to improve the sustainable performance of organizations in its three environmental, economic and social dimensions.

Third: The importance of the study:

The study derives its scientific and applied importance as follows:

Scientific importance:

- Due to the scarcity of Arab studies - within the limits of researcher's science - which were interested in studying and examining the relationship between sustainable supply chain management practices and digital marketing and their role in the performance of organizations, despite the importance of concepts in light of the increased competitiveness in the business environment, the growing global trends by attention to environmental issues and the role of business organizations

in achieving sustainable development through supply chains, the importance of the study can be determined at the scientific and academic level as follows:

- Learn about sustainable supply chain management practices in achieving sustainable organizational performance.
- Sustainability is one of the most recent entry points in the performance of organizations in its three environmental, economic and social dimensions.
- Interest in the concept of sustainable supply chain management has increased in recent years, coinciding with growing global trends in attention to environmental issues and the role of business organizations in achieving sustainable development, making addressing these topics an important rooting of them.

Applied importance:

The study seeks at the practical level to identify the degree to which organizations operating in the electrical and electronic industries practice sustainable supply chain management practices and the availability of digital marketing thinking, thereby providing the managers of that sector with data and information showing the role that such practices play in achieving performance in its three economic, social and environmental dimensions and following global trends, and to the direct benefit of the administrative body in question. This study thus helps raise the awareness of the organization's

administrators of the importance of supply chain sustainability. It makes recommendations that will enable it to promote digital marketing and the organization's sustainable performance.

As companies in this field seek to achieve a leading position, which is extremely difficult in light of the intense pressures and fierce competition that this market is now experiencing, that is why companies must follow a strategic plan that will help them predict and prepare for the constant and rapid changes of the industrial market. In addition, the system is complemented by the fact that these companies have obtained most of the certificates certified globally environmentally compatible by adopting the idea of sustainability in the supply chain and greatly enhancing their economic, social and environmental performance. This research will help draw the attention of officials of electrical and industrial industries companies to the aspects that need to be developed regarding sustainability policies and highlight the practical dimension through which sustainability supply chain management practices contribute to enhancing the performance of the companies studied in its three dimensions.

Fourth: Theoretical framework and previous studies:

1- Sustainable supply chain:

This variable is addressed by exposure to the following points:

a- Sustainable Supply Chain Concept:

Researchers' terminology on the phenomenon of sustainable supply chain management, such as green supply chain, environmental supply chain, integrated supply chain, and ethical supply chain, has multiplied. Despite all these variations in labels, sustainable supply chain management has become clear to be an extension of the green supply chain by expanding the environmental, economic, and social dimensions, and all terms have been involved in trying to address environmental and social concerns through supply chain management while maintaining benefits. economic. (2017,. Olugu et al., alternative conditions have been put forward to integrate sustainability into management activities in organizations, such as supply chain responsibility, socially responsible procurement, and sustainable procurement, yet the most common concept used by authors and managers alike is "sustainable supply chain management" (SSCM). Most literature focuses primarily on environmental issues, not to mention social issues and the economic and commercial dimensions of the sustainability model .As environmental and social problems increase, traditional supply chain models have become inadequate to identify sources of sustainable competitive goals. (Ageron et al.,2012; Grimm et al., 2014; Hofmann et al., 2018; Wong et al., 2018)). Unlike the traditional supply chain model, the sustainable supply chain considers the social and environmental impacts of production processes and the flow of goods across the supply chain (Marshall et al., 2015). In other words, the sustainable supply chain model is a set of supply chain initiatives

aimed at reducing environmental impact and improving the social status of the various parties to the chain while promoting innovation, resource efficiency, reputation, and market share for different organizations (Stindt et al., 2016).

Although there is no comprehensive consensus on the definition of sustainable supply chain management, these practices have attracted the attention of researchers and practitioners over the past ten years, as the new business model requires compatibility within the organization while meeting stakeholder needs, increasing profitability and competitiveness, while increasing environmental efficiency and social accountability of the supply chain. (Zhu et al., 2013).

Chen et al., 2013 defined supply chain management as planning and controlling the flow of materials and information and logistics activities internally within the organization and externally between organizations. I agree with the above definition (Morali., 2013), which noted that sustainable supply chain management includes organizations' internal and external practices used to make the supply chain within organizations more sustainable in terms of the three dimensions of sustainability. This was confirmed by the Hong et al. 2018 study, where sustainable supply chain management is defined as the internal and external practices of the organization being practiced to make the supply chain more sustainable in terms of taking into account the three environmental, community, and economic sustainability dimensions.

Securing & Muller, 2008 defined sustainable supply chain management as the process of managing the flow of raw materials, information, and funds, as well as cooperation between organizations across the supply chain, to achieve economic, environmental, and community goals stemming from customer and stakeholder requirements, Dubey et al., 2017 defined the sustainable supply chain as a regulatory philosophy that integrates environmental dimensions within the traditional supply chain network, including supply, logistics, manufacturing, distribution, recycling and recycling activities. Carter & Easton, 2011, also defined the sustainable supply chain as a strategic integration process to achieve community, environmental and economic goals through an orderly process of coordination of operations aimed at improving the organization's long-term performance, both for the organization itself and for its supply chain as a whole.

Christopher, 2016, also stressed that supply chain management is "a network of connected and interconnected organizations that work mutually and collaboratively to control, manage and improve the flow of materials and information from suppliers to end-users," added Lambert, 2017, as a strategic management tool used to enhance overall customer satisfaction, which aims to improve organizations' profitability and competitiveness. In short, supply chain management embraces integrating all major business processes across the supply chain.

We conclude that sustainable supply chain tariffs have focused on balancing social, economic, and environmental dimensions through supply chain processes.

Sustainable supply chain management practices:

Organizations pay increasing attention to sustainable supply chain management practices, particularly concerning suppliers and customers, as well as internal operational processes, thereby expanding their scope to include the organization's external and internal environment. Therefore, sustainable supply chain management practices are seen as a means of effective strategic management to improve the environmental performance of organizations, as well as to improve other social and economic sustainability performance objectives (Hassan et al.), 2016). Sustainable supply chain management practices can therefore be said not only to minimize the environmental impacts of products and processes but also to promote economic benefits and maximize social well-being. From current literature, we can conclude that environmentally friendly practices generally show appropriate social performance, such as gaining customer loyalty and improving the organization's image (De Giovanni, 2012). Organizations pay increasing attention to sustainable supply chain management practices, particularly concerning suppliers and customers, as well as internal operational processes, thereby expanding their scope to include the organization's external and internal environment. Therefore, sustainable supply chain

management practices are seen as a means of effective strategic management to improve the environmental performance of organizations, as well as to improve other social and economic sustainability performance objectives (Hassan et al.), 2016). Sustainable supply chain management practices can therefore be said not only to minimize the environmental impacts of products and processes but also to promote economic benefits and maximize social well-being. From current literature, we can conclude that environmentally friendly practices generally show appropriate social performance, such as gaining customer loyalty and improving the organization's image (De Giovanni, 2012.)

Researchers' interest in characterizing sustainable supply chain management practices has begun in recent years, with some studies indicating (Gimenez et al., 2012; Wolf, 2014; Bon, 2018) That sustainable supply chain management practices include internal and external practices, internal practices that include activities that do not include direct participation from suppliers or customers, which can be managed and implemented and include areas such as internal environmental management and environmental design. External practices include management practices that require partial cooperation and transactions with suppliers and customers regarding environmental cooperation, green procurement, and logistics. Dubey et al., 2017, fully categorized these practices, dividing them into concrete or physical practices, including flexible manufacturing processes, comprehensive quality management practices, customer

relationship management, green logistics practices, on the other hand, intangible or intangible practices, senior management practices, and their commitment to achieving sustainability dimensions, subordinate participation, customer relationship management, and, finally, team management.

Supply chain and risk management within the supply chain ensure the continuity of supply chain operations, which in turn interact with the physical and human potential of the supply chain. Zhu et al. 2013 identified two distinct sustainable supply chain processes: sustainable process management and sustainable supply management, where sustainable operation management consists of basic environmental and social activities that are usually used without direct supplier participation, such as economic design and health and safety procedures, while sustainable supply management includes transaction-related activities with suppliers such as assessment and sustainable and long-term cooperation with suppliers. The Fritz et al. 2017 study also identified a wide range of dimensions of sustainable supply chain management practices such as green manufacturing practices, energy conservation, and pollution reduction practices, ORGANIZATION SOCIAL RESPONSIBILITY PRACTICES, SUPPLIER AND CUSTOMER RELATIONSHIP MANAGEMENT PRACTICES, AND STAFF-ORIENTED TRAINING ACTIVITIES TO IMPROVE THE ABILITY TO ENGAGE IN SUSTAINABILITY ACTIVITIES. The Beske et al. study (2014) also identified sustainable supply chain

management practices in strategic direction, supply chain continuity, cooperation, risk management and proactive sustainability. According to a 2017 Pauraj et al. study, the most important sustainable supply chain management practices are four core practices: sustainable product design processes, sustainable process design processes and collaboration activities to sustain both supply and demand, on the other hand, the Hong et al. 2018 study was concerned with classifying sustainable supply chain management practices from a capacity and management competencies perspective, the most important of which are practices of cooperation, trust across the supply chain and supply chain learning practices between business partners, and strategic orientation within the strategic orientation within the business partners.

Yali provides the classification method for the sustainable supply chain. et al., 2018, adopted by the researcher includes:

- Sustainable procurement: Sustainable procurement of the supply chain focuses on collaboration with suppliers to develop sustainable environmental products, with sustainable procurement referring to materials and products purchased from suppliers, achieving the organization's environmental objectives, reducing waste or reuse, reducing waste overuse of resources and not neglecting traditional standards such as cost, quality, and delivery at specified times (Namagembm et al.), 2018, Zhu et al., 2008.

- Sustainable distribution: Sustainable distribution of the supply chain refers to the mode of transportation of any products or services from suppliers to manufacturers and customers to reduce negative impacts on the environment.
- Sustainable design: Sustainable supply chain design requires that products designed by manufacturers be produced with as little materials and energy as possible for the convenience of recovery and recycling, in addition to the use of harmless substances. Sustainable design refers to actions taken during product development to reduce environmental impacts during the product life cycle, from raw material acquisition, manufacturing, and product use to product disposal at the end of its life cycle, while not neglecting other standards such as quality, performance, and cost (Luthra et al., 2016).
- Investment Recovery: This is a way to convert surplus assets into a return by recovering unused value, selling assets surplus to operating needs, and reducing storage space through effective recycling. This is done through the organization's strategic use of recycling, resale, and techniques to obtain greater value from surplus materials and products to reduce costs and maximize returns (Zhu et al., 2013).

c- Sustainable Supply Chain Implementation Parameters:
(Digalwar, 2020)

The most important factors influencing the implementation and implementation of the sustainable supply chain are:

- Customer awareness level: The level of consumer awareness reveals the stage or course of the consumer's psychological aspect in terms of information and perception. Concerning sustainability, measuring customer awareness has been of great importance to the organization and its marketing functions. The organization needs to take greater responsibility to make consumers understand the need for sustainability and its benefits (Ahmad & Bashir, 2014).
- Economic benefits: The word sustainability, which gradually refers to a combination of environmental, social, and economic benefits (Rogers, 2008, Carter), is certainly the economic aspect to be taken care of, and neglecting economic factors in current models of sustainable supply chain management will be a barrier to the organization's long-term economic success.
- Improving brand image: Sustainable supply chain management helps improve the organization's brand image and influence a wider range of customers, so many organizations have supported their brand image by applying sustainable supply chain practices, such as adopting iso 14,000 in their Pui-Yan&Choi supply chain, 2012).
- Customer pressure: Encouraged by the client or external stakeholders, many organizations change their traditional practices and implement sustainability aspects, and the impact of stakeholders varies from customer to client depending on customer-organization interdependence.

- ORGANIZATION'S COMPETITIVENESS: THE CREATION OF A SUSTAINABLE SUPPLY CHAIN HAS PROVED TO BE AN OPERATIONAL STRATEGY FOR THE SEARCH FOR AN ECONOMIC ADVANTAGE, AS SUSTAINABLE SUPPLY CHAIN MANAGEMENT IS AN INCENTIVE TO GENERATE A POTENTIAL SUSTAINABLE COMPETITIVE ADVANTAGE AMONG ORGANIZATIONS THROUGH COOPERATION ON ENVIRONMENTAL AND SOCIAL ISSUES.
- Government legislation and laws: Extreme climate change has prompted governments to enact laws on the environmental and social impacts of organizations and industries, where practical methods of legal compliance with climate legislation are more economically valuable to organizations and communities, and sustainable production and consumption often involve government participation to correct costs and provide regulatory structures to influence manufacturers to become more environmentally efficient (Luna-Reyes et al.), 2014).
- High costs of disposal of hazardous materials and products: Sustainable supply chain management aims to reduce/or reduce adverse environmental impacts (water, air, and soil pollution), loss of resources (e.g., materials, energy, and products), and unfinished goods to finished goods, where environmental initiatives require huge costs and investments.

- **Human Resources Management Practices:** Managers have become more aware that pollution stems from the ineffective use of human materials and assets, and the organization's success depends largely on the role and techniques of human resources management, such as appropriate training of workers on various aspects of sustainability contributes to the implementation of sustainable supply chain management in the organization.
- **Senior management commitment:** Senior management has a significant impact on regulatory performance. Since sustainable supply chain management requires a lot of investment, senior management must always be ready to implement sustainable supply chain management.
- **Supplier and customer participation in green practices:** The participation of suppliers and customers is exceptionally necessary for achieving environmental goals, which is difficult to achieve effectively without the deep participation of supply chain partners.
- **Availability of information:** An effective information system is critical to a sustainable supply chain. Customers have incomplete information about the environment and social impacts due to problems for customers when evaluating the elements they have relied on to make purchase decisions.
- **FAO Policy in Support of Sustainable Supply Chain Management:** Environmentally friendly politics has become an economic strategy for companies to stay in the market (Bhardwaj,

2016). With the ever-increasing trend to reduce the effects of carbon and emissions of gases harmful to the environment.

- NGO pressures: NGOs play a key role in achieving business credibility, lobbying for the application of sustainability in organizations, and influencing the product's life cycle.
- The role of employees in adopting sustainable supply chain management: Ethical sustainability can be classified through community participation, employee relationships, and business practices, and employee knowledge about sustainable supply chain management and their keenness to implement it is always critical to the implementation of sustainable supply chain management in the organization.
- Scarcity of natural resources: Organizations are becoming aware and managing the risks of inadequate natural assets used in production and consumption processes. Organizations are thus adapting more efficiently to the decline in resources available in nature to make them more economically sustainable (Carter & Rogers, 2008).
- Technology transfer to suppliers and customers: The organizational structure of organizations must include research and development management developing new technologies related to sustainable supply chain management practices since not all suppliers and clients of the organization are financially keen to invest money in research and development, so large

organizations must transfer technology to their suppliers and customers to support sustainable supply chain management.

Sustainable performance:

The impact of organizations on the environment is undoubtedly a growing concern, leading to demands for sustainable practices that meet environmental, economic, and social needs (Hussain et al., 2018). All organizations are obliged to do more to balance their economic, social, and environmental performance, particularly those under societal, competitive, and regulatory pressures. Achieving this balance is a difficult challenge in some cases (George et al., 2017, Haffar and Searcy, 2015). In the present era, organizations face the challenge of achieving sustainable performance. It has been the goal of traditional organizations to create short-term value and self-interest. In contrast, others are not doing the traditional belief that the purpose of their business is to serve society. Still, there is common ground to focus on the value that sustainable performance of the Organization's work can add to society and its contribution to the three environmental, economic and social aspects.

The concept and importance of sustainable performance:

Sustainable performance is a very difficult concept in terms of definition and measurement as there is no definition agreed upon despite the existence of many studies and research in the field of sustainable performance, where performance is a multidimensional concept and depends on market conditions, stakeholders, and internal and external pressures to which the organization is exposed. Some

have defined it as how the organization creates value for its shareholders and society by maximizing positives and reducing the negative impacts of environmental, social, and economic issues (Holtzblatt & Tschakert, 2011). While (2012, Searcy) stressed that sustainable performance is the organization's management processes (planning, organization, and supervision) in the short- and long-term management of environmental, economic, and social activities.

During the current period, sustainability is seen as a must, bringing about the integration of the three dimensions of sustainability with all the decisions and actions organizations take daily to do business. On the one hand and the other hand, organizations are entering a new phase of how they become entities in the environmental, social, and economic interest while maintaining stakeholders (Quraishi, 2017).

Miller et al., 2011). Several factors stimulate the sustainable performance of organizations, including the internal environment and include administrative factors such as organizational structure, administrative processes, operational factors such as increased energy efficiency, optimal use of natural resources, economic factors of optimal use of technology, and cost reduction, as well as the external environment, including government pressures, market factors related to customer and shareholder awareness, and stakeholder expectations. The benefits of adopting the concept of sustainable performance are numerous, as it helps the organization predict potential outcomes

of the activity, enables it to deal with potential problems that stand in the way of achieving the organization's objectives and generates a clear and comprehensive vision of the organization's nature of business, products and services, and their current and future impact. In addition, sustainable performance contributes to energy conservation, waste of natural resources, and reduction of environmental pollution in order to improve the standard of life of the environment and the community in which it operates, attract and retain the best workers, as well as fuel sustainable performance from trends supporting development and creativity in the process of generating products, activities and practices in new markets, thereby achieving competitive advantage for sustainable organizations compared to other organizations that do not adopt sustainability practices.

Therefore, sustainable performance can be defined as the methods used in the Organization's practices to create value in the short and long term, taking into account the economic, environmental, and social aspects.

Dimensions of sustainable performance:

According to a review of the literature on the sustainability of performance of organizations, it became clear that they did not look at the three dimensions of sustainability equally, some of which, for example, focused solely on the economic aspect (Gunasekaran & Kobu), (2007), while others (Fritz & Schoggl, Baumgartner) were interested in environmental and social

aspects, another group (Zhang & Awashthi, 2011: Ahi & Searcy, 2014) referred to the three dimensions of sustainability, but did not fully and comprehensively take into account all aspects necessary to cover the supply chain. However, this study attempts to identify all three dimensions of sustainability as key elements of the sustainable supply chain management assessment system, as follows:

1- Environmental performance:

Environmental performance refers to FAO's ability to reduce air emissions and effluents, reduce the consumption of hazardous and toxic substances, as well as reduce the frequency of environmental accidents, as well as the importance of achieving the organization's environmental efficiency through careful interpretation of environmental activities and efficient assessment of environmental obligations, i.e., the organization should act responsibly towards protecting living organisms, efficient use of resources, reducing and disposing of waste, appropriate energy use, reducing risks, losses, and insurance coverage, safe marketing products, environmental management, And environmental disclosure. Indicators of the environmental performance of organizations are demonstrated through the organization's impact on natural systems, help identify the most important environmental impacts, demonstrating and linking the environmental objectives of organizations and staff development, as well as appropriate prices to ensure that humanitarian needs

are satisfied, that the standard of living is raised, that resource consumption is reduced and rationalized to ensure its continuity and to avoid or reduce negative environmental impacts (Bon et al.). 2018 .Studies have indicated a positive correlation between sustainable supply chain management practices and environmental performance that leads organizations to gain a competitive advantage (Laosirihongthong et al., 2013) through the adoption of sophisticated means by organizations that drive the adoption of clean production and green management, along with supply chain management of organizations to achieve a higher level of efficiency and a reduction in resources used, resulting in total cost savings.

By focusing on sustainable internal supply chain management that adopts environmentally friendly manufacturing practices, Gimenez et al., 2012 found that environmental design, part of sustainable internal supply chain management, implies that reducing waste and effective material use will reduce costs, positively affecting the organization's environmental performance. Similarly, (Sroufe, 2006) noted the link between sustainable supply chain practices in the ORGANIZATION for Economic Cooperation positively and cost reduction through the sale of products on international markets and other benefits that outweigh the costs of implementing such practices.

Diabat. et al., 2013 noted that there is a positive relationship between green procurement, reverse logistics, and collaboration with

customers who are part of external supply chain management practices and environmental performance, as environmental cooperation between suppliers and customers makes the performance more attractive and environmentally friendly and limits unsustainable behavior, which will have a positive impact on the environmental performance of organizations.

Elements of environmental performance include:

- Operational management level: This means improving the company's operations to reduce environmental impact. It reduces the direct impact of production processes, and this measure includes various measures such as the level of improvement in waste reduction, pollution control, emission level, and energy consumption.
- Product features: This means the specifications and characteristics of the product. The indicator includes various measures such as the level of recycled materials in the product and the availability of environmental labels.
- Recycling efficiency means effective recycling, such as recycling time, energy consumption, and waste level during recycling.
- Environmental technology: This means developing new technologies, including green initiatives and clean programs that reduce environmental impact, such as introducing advanced technologies in hazardous materials management and using recycled products in new production processes.

Economic performance:

Economic performance refers to the organization's ability to achieve the financial objectives of satisfied shareholders and stakeholders through satisfactory investment rates. Economic performance can be defined as the amount of improvement in the financial and marketing aspect resulting from applying sustainable supply chain management practices. The financial improvement comes in the form of lower cost of purchasing production supplies and materials, energy consumption, the low cost of waste treatment and disposal, and the costs of environmental accidents. The improvement in marketing performance increases average return on sales, increased average profit, and profit growth, and increases average marketing share growth (Namagembe et al., 2018). It can be said that the economic dimension helps to measure the organization's sustainable performance by comparing indicators of competition in a specific industry and determining its short- and long-term capacities. Sustainable supply chain practices as a regulatory philosophy have been linked to the organization's ability to make profits and increase marketing share by adopting a risk reduction and efficiency improvement mechanism. Economic perspective, elements of economic performance include:

- **Environmental cost:** The total cost to the Organization due to the transformation of the traditional supply chain to include environmental and sustainable processes. Such as the cost

associated with environmental compliance, the cost of recycling, the cost associated with energy consumption, and the costs of purchasing and disposing of environmentally compatible materials.

- **Traditional supply chain cost:** This is the usual cost that occurs due to standard supply chain operations, including all costs to ensure that products reach the end consumer. Sustainable supply chain practices somehow influence the cost of the traditional supply chain. For example, it is assumed that the cost of delivery and the cost of inventory will be reduced as a result of sustainable supply chain management practices.
- **Quality:** Product-related and has a very significant impact on supply chain performance. This measure includes measures as diverse as the level of customer complaints, product warranty availability, the percentage reduction in scrap and recycling, and the percentage decrease in delivery unreliability.
- **Flexibility:** This means the ability of the supply chain to adapt to different scenarios that can occur due to changes in normal supply chain processes such as demand flexibility, delivery flexibility, and production flexibility.
- **Response:** This means the supply chain response rate for some items, and this metric includes different metrics such as manufacturing timeout, purchase timeout, on-time delivery, product return time, and total supply, i.e., chain cycle time.

The organization's sustainable economic performance is assessed by:

- Liquidity ratios are due to the organization's ability to meet short-term commitments.
- Dividend ratios are the organization's ability to generate margin, return on assets, return on shareholders' equity, and earnings per share.
- Leverage ratios are intended to be the extent to which the organization is dependent on debt financing for its investments and its ability to meet its long-term creditor obligations.
- Activity ratios are intended for the efficiency of the organization's use of its various financial resources and assets.

It has become clear from the above that the integration of sustainability principles with business practices prolongs the organization's life and increases its long-term market share, in addition to the excellence of its competitors, as it works by balancing its concrete and intangible objectives with the three dimensions of performance.

Social performance:

Social performance is linked to the ability to balance economic efficiency and labor productivity of the individual and society through the rational use of renewable and non-renewable natural resources to promote sustainable development arising from the performance of organizations, requiring that performance be able to link the competitive business strategy of organizations with

social management to balance the needs, expectations, and desires of stakeholders of all their objectives. Organizations can achieve sustainable customer performance in the community in terms of their ability to generate value for the product or service provided to the community by achieving high quality of service or product, the right price for all social classes, as well as timely delivery and minimal defects and waste, giving sustainability of service excellence, thereby increasing market share in the target sectors, and community loyalty to fritz, School, and Baumgartner, 2016), includes elements of social performance as follows:

- **Management Commitment:** Senior management is responsible for decision-making on supplier selection production processes, and many studies demonstrate the importance of management's commitment to supply chain management practices. This measure includes various measures such as the level of effort to motivate workers and suppliers to adopt sustainable practices, the availability of environmental control and evaluation systems, the number of environmental management initiatives, and the level of effort to raise consumer awareness about the importance of sustainability.
- **Customer satisfaction:** This means increasing customer opinions favoring supply chain practices and sustainable products. If the goal of all companies is to sell their products to consumers, measuring supply chain performance must be based on customer

satisfaction, and these measures depend on customer interest in green products and customer satisfaction with green products.

- **Employee Development:** This is a vital indicator that measures the overall participation of workers in sustainable supply chain practices, according to Markley & Davis, 2007). Sustainable supply chain practices affect customer satisfaction and employee satisfaction, as measured by the number of training programs for such practices and the number of conferences and exhibitions related to sustainable development in which the organization participates.

Digital marketing :

- Nearly a quarter of a century since the commercial use of the Internet and the World Wide Web began during this time, the business landscape has changed rapidly, with large multinational organizations such as Google, Facebook, Jumia eBay and Noon, Souq com, unheard of in 20 years as key partners in the modern economy, highlighting the importance of building digital communication with their customers, and therefore customer perception of business strategies has changed due to digital development. These organizations have implemented strategies to provide focused and measurable ways of reaching customers to succeed in the digital community, called "digital marketing." Technically, digital marketing refers to delivering the value of goods,

products, or services to customers and taking advantage of online and offline digital channels, especially online (Kannan and Li, 2017).

- The concept of digital marketing first emerged in the 1990s, mainly in terms of advertising to customers. However, the concept was expanded with the advent of "mobile technologies" in 2000, and social media technologies emerged in 2010. As a result, there has been a paradigm shift in digital marketing, from advertising to permanent customer-oriented engagement, by developing several indispensable tools for business efficiency. Because almost everyone is involved in the digital age, this strategy has become the most effective for reaching potential customers. (Behera et al., 2020)
- Therefore, the term "digital marketing" has evolved from a specific term describing the marketing of products and services using digital channels. To a comprehensive term that describes using digital technologies to gain customers, build customer preferences, promote brands, retain customers and increase sales. When digital marketing developed, it was mostly online-only, which was why it was called online marketing (Atshaya and Rungta, 2016). Kannan and Li, 2017, define digital marketing as "a technology-backed adaptation process through which organizations collaborate with customers and partners to create, communicate, deliver and maintain value jointly for all stakeholders".

- As a result, the world has become a digital environment. For businesses today, it is essential that the organization have a website and use the web to interact with customers. Some successful traditional marketing strategies are successful, especially if you reach a large local audience. Still, it is important to take advantage of digital marketing to keep up with today's world. Digital marketing refers to various promotional techniques deployed to reach customers across digital technologies. (Das and Lell, 2016)
- (Dwivedi et al., 2020) noted that the rapid emergence of ICT and digital media has a significant impact on the way customers communicate and meet their social, economic, emotional, and material needs that already use ICT and digital media, such as emails, search engines, websites, and social media sites, on a large scale by individuals in a range of activities including searching for daily news, reviewing products, services, and places, selling and buying goods, and accessing goods. To transport, tourism, personal financial services, and workplace management.
- Digital marketing reflects the marketing or promotion of products, services, or brands using digital or electronic media through various channels, whether online or offline, such as social media marketing, pay-per-click, search engine improvement, e-mail marketing, content marketing, telephone marketing, banners, digital advertising, television marketing, radio advertising, game ads, etc. can be divided

into all these channels into Two subgroups, internet-connected and offline channels. All channels that need or use the Internet as an online marketing platform are subject to internet marketing. This includes social media, search engine improvement, payment per reading, email marketing, etc. Other channels do not require the Internet as their primary platform or are offline. These are referred to as offline digital marketing channels. These channels include SMS/multimedia marketing, game ads, radio and TELEVISION ads, etc. Thus, it clarifies that online marketing is part of digital marketing, it is a very important part of digital marketing, but it is just a subset of it and not the things themselves. Online marketing is one of the most common digital marketing methods and is also the most expensive method. Since it is the most common channel, the concept of digital marketing for most people is still online marketing only. That's the main reason why most people still refer to digital marketing as online marketing . Akshaya and Rungta, 2016, explained that digital marketing helps organizations or organizations analyze their marketing campaigns because they help keep a record of all campaigns and thus help measure the effectiveness of each campaign. Digital marketing maintains a record of the number and duration of views of any particular ad or publication and its impact on sales, thus measuring the overall impact it

indicated (Tamminen and Karjaluetto), 2015). The importance of digital marketing is:

- -Bypass traditional digital channels, helping quickly reach customers and bypass traditional constraints such as time and remote geographical areas.
- -Deliver the marketer's marketing message accurately, such as targeting specific segments in a very special place in a particular market and on a large scale.
- -Provides an effective means of communication and engagement with customers to make the marketing process a success.
- -Helps to choose the right strategies to maintain focus and ensure that marketing activities are always in line with the work and objective you seek and decisively.
- SMEs benefit from it through lower advertising costs.
- Bala and Verma, 2018, explained that there are several advantages to digital marketing:
- -Makes the customer aware of products or services: Digital marketing strategies allow customers to know up-to-date information about the organization. Many customers have access to the Internet anywhere, anytime, and organizations constantly update information about their products or services.
- -More sharing: Customers can participate in the organization's various activities, where they can visit the

organization's website, read information about products or services, make online purchases and make comments.

- -Give clear information about products or services: Through digital marketing, customers get clear information about products. There may be a small possibility of misinterpreting information from the seller in the actual store, but the online store provides comprehensive product information that customers can rely on.
- -Easy comparison with others: Since many organizations try to promote their products or services using digital marketing, it has become the biggest advantage for the customer in that customers can compare products with different customers in terms of cost and time.
- -Marketing 24 hours and seven days: Since the Internet is available all day long, there are no time limits when the customer wants to buy a product online.
- Sharing product or service content: Digital marketing allows viewers to share product content or services with others. You can easily transfer and get information about the product's properties or services using digital media. Sharing product or service content: Digital marketing allows viewers to share product content or services with others. You can easily transfer and get information about the product's properties or services using digital media.

- Price clarity: Organizations offer product or service prices through the digital marketing channel, making prices very clear and transparent to customers. Organizations may regularly change prices or make special offers.
- -Enable instant purchase: Using traditional marketing, customers see the ad first and then find a suitable physical store to buy products or services. But with digital marketing, customers can buy products or services immediately.
- In addition, Todor, 2016, noted that there are several barriers or limitations to digital marketing:
- Copyright: Any competitor can easily break up online marketing campaigns, and brands or logos can be used to defraud customers.
- -Difficulties arise if internet connections are slow: if websites are too complex, it can take a very long time, and ultimately customers can get bored.
- -Online stores do not allow the user to "touch" goods before purchasing them.
- -Payment methods: Many users still don't trust electronic payment methods and give up buying through online stores.
- -Users' distrust: Due to the large number of frauds related to virtual promotions, honest organizations may be affected because their image and reputation can be damaged.
- -Payment on receipt system: This does not guarantee the purchase of the product by 100% is a disadvantage since there

are many cases where users with false identities request online without real intention to pick and pay for goods.

- -All customers have not yet accepted digital marketing: some customers, especially the elderly, still do not trust the digital environment and prefer to use traditional methods.
 - -Reliance on technology: that can be prone to errors.
 - It can be said that there are a large number of strategies on which digital marketing depends, and these strategies vary with technological progress and can be addressed below (Das and Lall, 2016):
1. E-mail marketing: E-mail marketing is one of the oldest forms of digital marketing, used to directly market a business message to a group of people using e-mail and divide customer data and provide customized and targeted messages on time.
 2. Search Engine Improvement (SEO): Improving search engines (SEO) is a key strategy in digital marketing. It is the process of influencing the appearance of a website in unpaid search engine results, often referred to as natural results. This can be done by increasing the order of a particular keyword or increasing the size of keywords that the site arranges. Search engine enhancers (SEO) help you correctly position your organization's website to be found at the most important points in your purchase.
 3. Search Engine Marketing (SEM): Search engine marketing is a type of online marketing. SEM uses search engines for

advertising the organization's website and sending more targeted traffic to the website through paid ads. Includes engine optimization and other search engine-related services that will increase traffic to the website.

4. Social Media Marketing (SMM): Daily social media marketing (SMM) is a form of online marketing that uses social networking sites as a marketing tool. Whose goal of SMM is to produce content that users share with their social networks that customers expect to get brands on social media sites. Hence, it's important to have a social networking strategy that has become more common in social media marketing as websites like Google, Facebook, Twitter, and YouTube become more popular. Posting shared content is a great way to reach new customers and increase the organization's visibility on search engines, thereby reaching more new customers. These sites can also be used as an effective form of communication to interact with customers, build relationships and resolve problems quickly. The social media strategy can be developed by designing a content plan that includes the websites you should use.
5. Mobile advertising: Mobile marketing is one of the biggest growth areas in digital marketing, such as wireless phones or other mobile devices like smartphones or computers. Mobile advertising may take the form of static or media-rich occasional

ads, SMS or multimedia messaging, mobile search ads, mobile website advertising, or ads within mobile apps or games.

6. Online advertising: Online advertising is different from pay-per-click ads in that the organization advertises on other people's websites .
- 7- Blogs: Platforms such as LinkedIn create evidence for organizations and customers to communicate online. Organizations that recognize the need for information and access employ blogs to make their products popular and unique and eventually reach out to social media-informed customers.
- 8- Display ad: Advertising on the ad network is advertising on websites. It includes many different formats and contains text, photos, flash, video, and audio elements. The main purpose of image ads is to deliver public ads and brand messages to site visitors.
- 9- Online classified ads: Online classifieds are ads posted online in a category list of specific products or services, such as online job boards.
- 10- Commission marketing: When advertisers organize third parties to create potential customers.

Measures and dimensions of digital marketing:

Kierzkowski et al., 1996) believes that digital marketing revolves around five dimensions. Although it has been more than 25 years since the model was developed, it is still used in many types of

research because it is the most important model of digital marketing (Chan and Guillet, 2011) :

A- Attraction: Through customer interaction, they are required to download the digital app and put the organization's brand name and refer to it in the URL and can attract customers by meeting their needs and desires through ads on websites and text messages.

B- Communication: One of the most important marketing opportunities is to create the most important value in digital marketing. It represents an opportunity to transmit information and a common understanding between the organization and the client. Knowing customers' reactions to products as quickly as possible is one of the most important factors contributing to creating value-added for customers.

C- Participation: It is to share and communicate with customers and get to know their opinions and preferences to create interaction in the marketing process. Electronic stores must be very sophisticated and, at the same time, easy to handle and attractive to make the customer in a state of attention and interaction.

D- Learning: Social media has provided an unprecedented opportunity for marketers to learn more demographic data about customers and their purchasing trends and behaviors. This information is obtained from chat rooms or emails to marketers, while digital screens and billboards collect information about customer opinions through questionnaires.

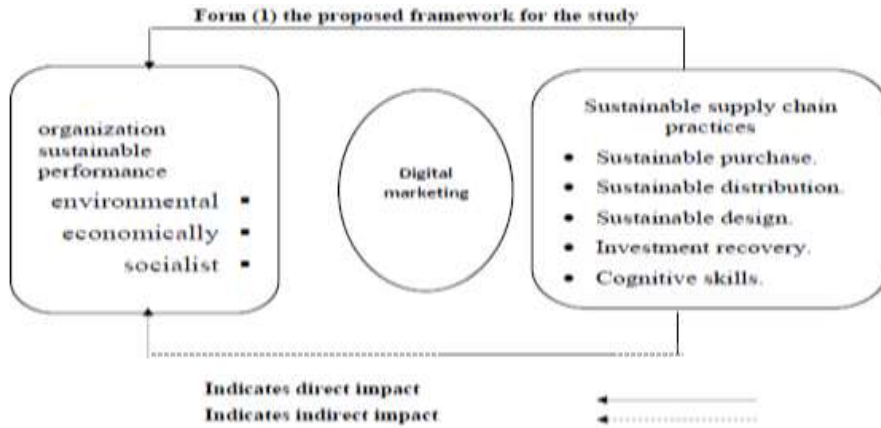
E- Retention: By building profitable and long-term relationships with customers, urging them to repeat purchases through online stores, renew their content, maintain customer privacy, fast download, and continuity of commitment over time.

Fifth: Methodology of the study:

The study relied on the descriptive analytical approach by reviewing previous studies that dealt with the variables of the study in addition to the applied study, and through the analysis of the variables of the study and the test of its assumptions was, prepared a survey form, which is one of the methods of measurement on which the researcher relied in collecting information on the variables of the study.

Study model:

The study model is based on the assumption of a direct and indirect relationship between sustainable supply chain practices (sustainable procurement, sustainable distribution, sustainable design, investment recovery) and the performance of sustainable organizations (environmental, economic, social) to answer study questions, and through previous studies reviewed. Under the predetermined objectives of the study, the direct and indirect relationship between the study variables was identified as presented in figure 1:



Study assignments:

In the light of the relationships presented in figure 1 and to answer the questions of the study and the results of previous studies, the study's assignments were formulated as follows:

- First imposition: There is a moral correlation between sustainable supply chain management practices, digital marketing, and the organization's sustainable performance.
- Second: There is a moral impact of sustainable supply chain management practices on digital marketing.
- Third imposition: Sustainable supply chain management practices have a moral impact on the organization's sustainable performance.
- Fourth: There is a moral impact of digital marketing on the organization's sustainable performance.

- Fifth imposition: The moral impact of sustainable supply chain management practices on the organization's sustainable performance increases when digital marketing is mediated.

Study limits:

The limits of the study are:

1. Spatial limits: The study is limited to electrical and electronic companies.
2. Human boundaries: The study includes all employees working in electrical and electronic industries companies at various administrative levels.
3. Time limits: 2020/21

Study method:

1. It includes the data required for research and its various sources, the research and sample community, the measurement of search variables, the search tool and the method of data collection, and the statistical methods used to verify the validity of the research assignments, which are addressed as follows:
 - a- Data required for research and sources: The researcher relied on two types of data sources:
 - b- Secondary data: Obtained through previous studies on study variables (sustainable supply chain practices, digital marketing, sustainable organization performance), which enables the researcher to prepare the theoretical framework for the study and root concepts related to research variables.

C- Preliminary data: Based on survey lists of employees working for electrical and electronic industries companies, which enables the validity or error of the study hypotheses to be tested and then reach the results and recommendations.

Community and sample research:

- a) Research community: This study's community comprises all employees of electrical and electronic industries companies, according to statistics and reports of the General Authority for Industrial Development (2021). Electrical and electronic industries companies have been selected because companies seek a competitive advantage that will enable them to continue and survive by trying to adapt and adopt new and innovative management systems and working methods, and under increasing pressure on businesses by governments, NGOs, and international organizations to meet their responsibilities to environmental issues; for environmental needs and suit the desires and needs of customers. Companies whose vision is consistent with sustainable practices enable competitive advantage, increased brand loyalty, risk mitigation, and cost reduction, as corporate sustainability practices may reap more investment from companies, and can also increase market value, contribute to overcoming global and local challenges and competition, and increase competitive advantage.

b- Sample research: The researcher pulled out a random class sample*, and the study sample estimated that the sample size was approximately (390) single by distributing part of those forms by hand to the sample members, the other part using Facebook, and the number of correct forms (335) forms, at a rate of (85.90%) and table 1 showing the distribution of questionnaires and response ratio.

Search tool and data collection method:

The survey method was based on data collected from the companies in question. A survey list of 48 words was prepared to measure the study variables, measured using the pentagram Likert scale. It included levels from fully OK (5) to constructed (1), and table 2 shows the term numbers used to measure each variable.

Table 2 measuring study variables

Literature review	Variable measurement statement numbers	variable
Zhu et al.,2013, Green et al.,2012 Ninlawan et al., 2010; Namagembe et al., 2018.	24-1	Sustainable Supply Authority practices
Meler Marcel & Dragan Magas, 2017	30-25	Digital marketing
Zhu et al.,2013, Green et al.,2012	48-31	Sustainable organization performance

Source: Prepared by the researcher in the light of previous studies.

Honesty and stability tests of study variables:

Honesty test:

The Tokedi Working Analysis Test, an application of the structural equation model, was used, and the researcher performed this analysis for each measure of the study variables using Amos Version 22.

Tokai working analysis of the variable of sustainable supply chain practices: as shown in table 3, the results of the statistical analysis showed the morale of all standard transactions, and the analysis showed that the Goodness of Fit Index (GFI), which ranges in value Between zero and the right one, and the closer its value to the correct one, the more the model was morally valued, and it became clear that the comparative Fit Index (CFI) (which ranges from zero to the correct one, and the closer its value to The correct one was the model morally, valued at 0.789 and this indicates the morality of the scale.

Table 3 Standard factors for working analysis of the variable of sustainable supply chain practices

Standard transactions				Ferry number
Fourth dimension	Third dimension	The second dimension	The first dimension.	
			**0.628	1
			**0.742	2
			**0.757	3
			**0.641	4
		**0.772		5
		**0.698		6
		**0.661		7
		**0.723		8
	**0.605			9
	**0.668			10
	**0.599			11
	**0.703			12
**0.763				13

Standard transactions				Ferry number
Fourth dimension	Third dimension	The second dimension	The first dimension.	
**0.733				14
**0.668				15
**0.709				16

**** At a morale level 00.01**

The first factor: is sustainable procurement, the second factor: is sustainable distribution, the third factor: is sustainable design, and the fourth factor: is investment recovery .

Variable tokedi analysis digital marketing: As shown in table 4, the statistical analysis results showed the morale of all standard transactions, with the value of both the matching quality index reaching 0.812 and the comparative matching index 0.822, indicating the morality of the scale.

Table (4) Standard transactions for the working analysis of the digital marketing variable

Standard transactions			Ferry number
Third dimension	The second dimension	The first dimension	
		**0.668	1
		**0.734	2
		**0.841	3
		**0.754	4
	**0.768		5
	**0.801		6
	**0.711		7
	**0.725		8
**0.782			9
**0.674			10
**0.736			11
**0.855			12

**** At a morale level 00.01**

Where the first factor: (Attraction, factor 2: Communication, factor three: Participation).

- Tokidi working analysis of the organization's sustainable performance variable: as shown in table 5, the statistical analysis results showed the morale of all standard transactions and the value of both the matching quality index and the correct comparative matching index, indicating the morality of the scale.

Table (5) Standard factors for the organization's sustainable performance variable

Standard transactions			Ferry number
The third dimension	The second dimension	The first dimension	
		**0.651	1
		**0.758	2
		**0.634	3
		**0.741	4
	**0.705		5
	**0.626		6
	**0.814		7
	**0.871		8
**0.768			9
**0.867			10
**0.809			11
**0.775			12

**** At a morale level 00.01**

The first factor is the social dimension, the second factor is the environmental dimension, and the third factor is the economic dimension.

B- Stability test:

The Alpha Stability Coefficient was relied upon for Kronbach, and the results were presented in Table 6.

Table 6 Stability Test Results for Variable Study Variables

Alpha Coefficient	Number of ferries	variables	
0.707	3	Sustainable purchase	Sustainable supply chain practices
0.757	3	Sustainable distributions	
0.832	3	Sustainable design	
0.856	3	Reinvestment	
0.777	3	Attraction	Digital marketing
0.865	3	communications	
0.792	3	Participation	
0.771	3	Social dimension	Fao's sustainable performance
0.868	3	Environmental dimension	
0.701	3	Economic dimension	
		30	total

From Table 6, the results of the stability analysis showed:

- For the sustainable supply chain practice measure, the Alpha scale coefficient was between 0.707 and 0,856, indicating a high degree of reliability on the scale. The Alpha coefficient if within (0.50-0.60) is acceptable.
- For the digital marketing scale, the Alpha scale factor was 0.713 to 0.865, indicating a high degree of reliability on the scale.
- For the organization's sustainable performance scale, the alpha factor for the scale was found to be 701.00. to 0.868, which indicates a high degree of reliability on the scale.

Methods of statistical analysis:

The following statistical methods were used:

- Spearman Link Coefficient: Used to measure the relationship between the dimensions of sustainable supply chain practices, digital marketing, and the organization's sustainable performance.
- Path analysis and structural equation model: used to measure the direct and indirect effects between the study variables: the dimensions of sustainable supply chain practices, digital marketing, and the organization's sustainable performance.

Sixth: Testing the study's assignments:

The link between the study variables:

To test this hypothesis, the researcher formulated the first hypothesis that there is a moral correlation between sustainable supply chain practices, digital marketing, and the organization's sustainable performance.

Table number (7) link transactions for study variables

7	6	5	4	3	2	1	variables	م
						1	Sustainable purchase	1
					1	**0.445	Sustainable disributions	2
				1	**0.456	**0.527	Sustainable design	3
			1	**0.543	**0.645	**0.432	Reinvestment	4
		1	**0.823	**0.761	**0.854	**0.772	Sustainable supply chain practices	5
	1	**0.604	**0.585	**0.567	**0.599	**0.563	Digital marketing	6
1	**0.743	**0.881	**0.789	**0.807	**0.708	**0.635	organization's sustainable performance	7

**** At a morale level 00.01 Source: By author.**

Table 7 shows the correlation matrix between the study variables, which shows a moral correlation between sustainable supply chain practices in their four dimensions, digital marketing, and the organization's sustainable performance, as shown in table 7:

- There is a positive moral correlation between all dimensions of sustainable supply chain practices and each other, with the correlation coefficient at its highest value in the relationship between each of the sustainable distribution preparation and after reinvestment at 0.645, while the correlation factor between after sustainable purchase and reinvestment was 0.432, and the morality of the correlation for all relationships was evident at 0.01.
- There is a moral correlation between all dimensions of sustainable supply chain practices and the digital marketing variable. The correlation factor achieved the highest value between sustainable distribution as a sustainable supply chain practices dimension and digital marketing variable 0.599. In contrast, the lowest value of the link factor after sustainable purchase as a dimension of sustainable supply chain practices, digital marketing variable 0.563, and the morality of correlation for all relationships became apparent at 0.01.
- There is a moral correlation between all dimensions of sustainable supply chain practices and the organization's sustainable performance variable, with the correlation

coefficient achieving the highest value between sustainable design as one of the dimensions of sustainable supply chain practices, the organization's sustainable performance variable 0.807, while the lowest value of the link factor between sustainable post-purchase as a dimension of sustainable supply chain practices, the organization's sustainable performance variable 0.635, and the morality of the correlation of all relationships at 0.01.

- There is a moral correlation between sustainable supply chain practices in general and digital marketing and the organization's sustainable performance, with the correlation factor between sustainable supply chain practices and digital marketing reaching 0.604, while the correlation between sustainable supply chain practices and the organization's sustainable performance was 0.881. The morale of these relationships was demonstrated at a moral level of 0.01.
- There is a moral correlation between digital marketing and the organization's sustainable performance, with the correlation factor between the two variables reaching 0.743, at a moral level of 0.01.

In light of the previous link results, the first imposition of the study, which states: "There is a moral correlation between sustainable supply chain management practices, digital marketing, and the organization's sustainable performance," can be accepted.

Direct and indirect impact relationships between the study variables: the dimensions of sustainable supply chain practices, digital marketing, and the organization's sustainable performance: to test these relationships, the proposed model of these relationships was developed using the Structural Equation Model using the 22 Amos Version, as shown by the following figure: to identify the level of morale of direct relationships between model variables, the Maximum Likelihood method of great probability was used and the results were as in table No.(9) .

Table 9 Moral Indicators Study Model

Obtained Value	Standardized Value	indexes
0.000	0.05>) P. Value(X^2
1	0.90<)GFI(
0	0.06>	RMR(
1	0.95<) CFI(

The values displayed in table 9 show the morality of the model. Statistical analysis showed the results of the path analysis model test as in table 10.

Table 10 Results of the proposed model test for the relationship between study variables

Total path coefficient value	Indirect path coefficient value	Value of direct path coefficient	variable		
			dependent	medium	Independent
**0.087	-	**0.087	Digital marketing	-	Sustainable purchase
**0.558	-	**0.558	Digital marketing	-	Sustainable distributions
**0.376	-	**0.76	Digital marketing	-	Sustainable design
**0.321	-	**0.321	Digital marketing	-	Reinvestment
**0.382	-	**0.382	organization's sustainable performance	-	Digital marketing
**0.436	**0.189	**0.247	organization's sustainable performance	Digital marketing	Sustainable purchase
**0.593	*0.294	**0.299	organization's sustainable performance	Digital marketing	Sustainable distributions
**0.506	**0.237	*0.269	organization's sustainable performance	Digital marketing	Sustainable design
**0.179	**0.092	**0.087	organization's sustainable performance	Digital marketing	Reinvestment

Source: By author. ** At a morale level 00.01, * At a morale level 00.05

By reading the values displayed in table 10, the following conclusions can be drawn:

For direct effects, the results were as follows:

- A direct moral impact on the dimensions of the sustainable supply chain (sustainable procurement, sustainable distribution, sustainable design, reinvestment) on digital marketing at a moral level of 0.01, and the value of the four-

dimensional direct path coefficient was in order (0.087, 0.0.0.376, 0.558, 0.321), and that the four dimensions of the sustainable supply chain explain 0.688 of the explained variation in digital marketing. The remaining proportion is due to other factors not included in the model. The second hypothesis can therefore be accepted, as the results of the study showed that the adoption and application of sustainable supply chain practices from sustainable procurement, sustainable design, and manufacturing to sustainable distributions and delivery of environmentally compatible products to the end consumer. Access to reinvestment processes facilitate the adoption of digital marketing concepts as sustainable supply chain practices affect the effectiveness of marketing processes, allowing organizations to achieve competitive advantages through improved sales and innovation, which motivates organizations to reduce costs, as well as to disseminate environmental ideologies and standards within the organization's operations through supply chain practices (Longoni et al.), 2016 Nejati et al., 2017,). The organization has many benefits from the joint adoption of digital supply chain and marketing practices, such as a positive image, brand improvement, and increased human resource productivity. As a result, the second imposition of the study, which states: "There is a moral impact of

sustainable supply chain management practices on digital marketing," was accepted.

- A direct moral impact on the dimensions of the sustainable supply chain (sustainable procurement, sustainable distribution, sustainable design, reinvestment) on the organization's performance at a moral level of 0.01, and the value of the four-dimensional direct path coefficient was in order (0.247, 0.299 0.269, 0.087), hence the third imposition of the study can be accepted, as the results of the study showed a positive impact of sustainable supply chain practices on the organization's sustainable performance, as this relationship is evident in the design and implementation of supply, design, implementation and procurement policies to achieve Economic, social and environmental performance, clearly reflected in improving the reputation of the organization, leads to positive financial results in the presence of an environmentally compatible product that serves the interests of stakeholders, and this is consistent with the results of previous studies on the results of this relationship, as stated in the following studies: Diabat et al., 2013; Ortas et al.,2014; Li et al.,2016; Tachizama, 2016; Hong et al;2017(The results showed a positive relationship between sustainable supply chain practices and environmental performance as the successful application of environmental policies and standards through supply chain practices enhances the motivations and

skills of environmental management workers, thus providing them with opportunities to participate properly in the development of the environment and the development of their organization (Cantor et al., 2012). A positive relationship has also been found between sustainable supply chain practices and economic performance, where economic value is added to companies if they have an inspiring and dedicated workforce (Weber, 2008). In addition, a positive relationship has been found between sustainable supply chain practices and social performance as the application of sustainable practices leads to benefits of lower costs, increased sustainability, and a renewed focus on corporate social responsibility, enhancing the company's reputation and improving community health and safety (Vyas, 2016). As a result, the third imposition of the study was accepted, which states: "There is a moral impact of sustainable supply chain management practices on the organization's sustainable performance".

- Reutlinger, 2018), which sees digital marketing as an administrative concept focused on achieving a 3D line by finding, producing, and delivering sustainable solutions with high net added value while maintaining the satisfaction of customers and other parties, and as a result, the fourth imposition of the study, which states: "There is a moral impact of digital marketing on the organization's sustainable performance." there was a direct moral impact of digital

marketing on the organization's performance at a moral level of 0.01. Therefore, the value of the direct track coefficient (0.382) was accepted as the fourth imposition. Adopting the concept of marketing sustainability affects performance in its economic, social, and environmental dimensions. Through digital marketing, the organization seeks to provide environmentally responsible products by paying attention to product safety rates, reusing waste, improving pollution control systems, reviewing energy use methods, and using all of this to support the competitive advantage of organizations, thereby increasing their sales and profits. This is consistent with previous Schouten studies & Martin; 2012.

- For indirect effects, the results were as follows:
- The positive moral impact of a sustainable post-purchase on the organization's performance increases when digital marketing is mediated, with an increase of 0.189 and representing the value of the indirect route.
- The positive moral impact of the sustainable distribution dimension on the organization's performance increases when digital marketing is mediated, with an increase of 0.294, representing the value of the indirect route.
- The positive moral impact of the sustainable design dimension on the organization's performance increases when digital marketing is mediated, with an increase of 0.237, representing the value of the indirect route.

- The positive moral impact of the post-reinvestment dimension on the organization's performance increases when digital marketing is brokered, with an increase of 0.092, representing the value of the indirect route

As a result, the fifth imposition of the study was accepted, which states: "The moral impact of sustainable supply chain management practices on the organization's performance increases when digital marketing is mediated".

Finally, the statistical analysis showed the results of the interpretation factor, which were as follows:

The four-dimensional practices of sustainable supply chain and digital marketing account for 0.804% of the explained variation in sustainable performance. The remainder is due to other factors not included in the model. The four-dimensional practices of the sustainable supply chain explain 688. From the explained variation in digital marketing, the remaining percentage is due to other factors not included in the form.

Seventh: Summary of the results and recommendations of the study:

Summary of the results of the study:

- There is a moral correlation between sustainable supply chain practices, digital marketing, and the organization's performance at a moral level of 0.01.
- Sustainable supply chain practices positively impact digital marketing at a moral level of 0.01.

- Sustainable supply chain practices have a moral impact on sustainable performance at a moral level of 0.01.
- There is a moral impact of digital marketing on sustainable performance at a moral level of 0.01.
- The moral impact of sustainable supply chain practices on sustainable performance increases when digital marketing is marketed at a moral level of 0.01

Study recommendations:

In light of the results of the study and the discussion and analysis of the results of the study, the researcher can make two types of recommendations for this study, some applied and the other related to future research as follows:

Applied recommendations:

- The need for electronic stores to pay attention to digital marketing, through its various strategies, whether based on the Internet or through other media, and attention to the behavior of digital customers to achieve their wishes.
- The need for continuous training of digital marketing operators to increase their effectiveness, identify the desires and preferences of customers directly, and pay attention to the mental image of electronic stores.
- Companies and organizations working in the electrical and electronic industries must collectively promote sustainable supply chain practices. They have positive effects that enhance the economic, social, and environmental performance of workers.

- Develop supply chain management practices to match sustainability trends from design, manufacturing, and procurement processes to distributions to satisfy stakeholder demands and expectations.
- To integrate the philosophy of sustainability within the framework of the strategic thought of Egyptian organizations, especially those that aim to enter into international competition and break into international markets by offering environmentally compatible products that receive customer acceptance domestically and internationally, taking into account international specifications and requirements in terms of ISO standards.
- Expand the measurement of sustainable supply chain practices on organizations' performance to verify their utilization, using indicators presented in sustainable performance dimensions.
- Expand investments that support sustainable supply chain management systems. The need to select certified suppliers that confirm their commitment to environmental standards.
- Adopting environmental and social initiatives, for example, could include selecting suppliers based on the social standard of non-use of child labor.
- Coordination with customers from the stage of design and production methods and the adoption of marketing strategies achieved after economic, social, and environmental sustainability.

- View digital marketing as a comprehensive approach to meeting customer requirements, maintaining social, economic, and environmental issues, and responsibly making a profit.

Recommendations for future research Volume:

- The current study focused on the impact of four sustainable supply chain management practices on the organization's performance, so future research can expand by examining other sustainable supply chain practices to see their impact on the organization's performance.
- Use strategies for other intermediate variables such as sustainable human resources and business strategies in the relationship between supply chain practices and organization performance.
- Expand future research to include several service institutions such as transport, hospitals, and the pharmaceutical industry.

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