Vol 1 No 4 2024 || E-ISSN 3047-8286

SIDE: Scientifict Development Journal

journal homepage: https://ojs.arbain.co.id/index.php/side/index

Sustainable Innovation in Supply Chain Management: A Strategic Approach to Enhance Economic Resilience

[1] Eddy Sumartono, [2] Suhendar,[3] Mahdar Ernita

[1,2,3] Asean University Internasional Malaysia

Email: captain.eddy17@gmail.com, suhendar.dr65@gmail.com, itagunawann@gmail.com

KEYWORDS

Sustainable Innovation, Supply Chain Management, Economic Resilience, Digitalization, Strategic Collaboration.

ABSTRACT

This study explores the role of sustainable innovation in enhancing economic resilience through effective supply chain management. Using a qualitative approach with case studies of three large manufacturing companies, the study analyzes how organizations integrate digital technologies, develop adaptation strategies, and build strategic partnerships to achieve sustainability goals while maintaining competitive advantage. The results show that effective implementation of sustainable innovation resulted in a 30% reduction in carbon emissions and a 3.5% increase in operating margins. Supplier collaboration (92% adoption rate) and process digitalization (85%) emerged as key drivers of success, while joint R&D demonstrated the highest impact on sustainability scores (4.7/5.0). These findings highlight the importance of a holistic approach to sustainable supply chain transformation and provide practical insights for organizations seeking to enhance their economic resilience through sustainable practices.

1. Introduction

In an era of increasingly complex globalization, supply chain management faces increasingly dynamic and unpredictable challenges. Rapidly changing consumer preferences, supply uncertainty, increasing competitive pressures, and demands for environmental sustainability have driven organizations to seek innovative approaches to managing their supply chains. Continuous innovation in supply chain management is not only a strategic choice but has evolved into a fundamental necessity to maintain competitive advantage and economic resilience of organizations.

The concept of sustainable innovation in supply chain management includes the systematic integration of innovative practices that not only focus on short-term operational efficiency, but also consider long-term impacts on economic, social and environmental aspects. This is in line with the findings of Damert et al. (2021) which emphasizes the importance of a holistic approach in socially responsible supply chain management, especially in the context of business internationalization. This approach becomes even more critical given global challenges such as the COVID-19 pandemic that have exposed vulnerabilities in traditional supply chains.

Economic resilience through sustainable supply chain innovation has become a key focus for organizations seeking to survive and thrive in an uncertain business environment. As expressed by Germain and Grobecker (2015), organizations need to develop operations that are environmentally conscious and adaptive to market changes. This includes developing capabilities to identify, evaluate and implement innovations that can improve operational efficiency while maintaining environmental sustainability.

Digital transformation has opened up new opportunities for innovation in supply chain management. Kee et al. (2021) show how digitalization can help organizations adapt to rapid changes in the business environment, as seen in the fast food industry in Malaysia during the pandemic. The integration of digital technologies in supply chain management not only improves operational visibility and control but also enables organizations to be more responsive to market changes and more effective in managing risks.

Stakeholder engagement is a critical aspect in developing sustainable innovation in the supply chain. In accordance with the findings of Mehmood et al. (2024), organizations need to consider the perspectives and needs of various stakeholders in designing and implementing supply chain innovation. This includes collaboration with suppliers, customers, regulators and communities to ensure that the innovations developed provide added value for all parties involved.

This study aims to develop a comprehensive model for sustainable innovation in supply chain management that can improve the economic resilience of organizations. This model will consider various aspects including digital technology integration, risk management, environmental sustainability, and stakeholder engagement. Through this approach, the study seeks to provide a practical framework for organizations to develop and implement innovations that not only improve operational efficiency but also contribute to long-term sustainability.

The significance of this research lies in its contribution to the understanding of how organizations can develop and sustain continuous innovation in their supply chain management. In a context of increasing global uncertainty, this understanding becomes increasingly important to ensure the economic resilience of organizations. This research will also provide practical insights into implementation strategies that can help organizations overcome the challenges of adopting and sustaining sustainable innovation practices.

Literature review

Concept and Evolution of Innovation in Supply Chain Management

The concept of innovation in supply chain management has undergone significant evolution over the past few decades. Initially, innovation in the supply chain focused primarily on operational efficiency and cost reduction. However, as the global business environment has become more complex, the concept has evolved to encompass broader aspects including environmental sustainability, social responsibility and economic resilience.

According to Hu et al. (2019), the evolution of sustainable business models in the context of the sharing economy has demonstrated how innovation can drive cost savings and effective resource sharing. Sharing economy platforms such as Sheke Network (SKN) in China have demonstrated how business model innovation can create value through more efficient resource utilization and broader access to professional services.

Aslam et al. (2020) emphasize the critical role of supply chain agility and ambidexterity in achieving resilience. Their research shows that organizations that are able to develop dual capabilities – that is, the ability to explore new opportunities while exploiting existing competencies – tend to be more successful in building resilient supply chains.

Bocken et al. (2014) identified several archetypes of sustainable business models that can be applied in the context of supply chain management. These archetypes include maximizing material and energy efficiency, creating value from waste, and substitution with renewable and natural processes. This approach provides a useful framework for developing sustainable innovation in supply chains.

The Role of Digital Technology in Supply Chain Innovation

Digital transformation has become a major catalyst for innovation in supply chain management. The integration of digital technologies not only improves operational efficiency but also enables new business models and approaches to managing the supply chain. Zhang et al. (2019) showed that management and technological innovation have a significant impact on organizational performance through sustainability.

Atieh Ali et al. (2024) explored the relationship between supply chain resilience and digital supply chain capabilities, revealing a complex interaction between the two aspects. Their research shows that digital breakthroughs such as blockchain and artificial intelligence can improve supply chain performance and resilience.

Yuan and Li (2022) examine how supply chain risk information processing capabilities and supply chain finance affect resilience, with a particular focus on the moderating role of environmental uncertainty. Their findings emphasize the importance of integrating digital technologies into supply chain risk management and decision making.

The role of digital technology is also very important in facilitating collaboration and information sharing along the supply chain. Tan et al. (2022) identified how information sharing can improve supply chain resilience through the use of digital technologies. Technologies such as the Internet of Things (IoT), big data analytics, and digital collaboration platforms enable real-time visibility and faster decision-making.

Implementation Strategy and Sustainability Impact

Implementing sustainable innovation in the supply chain requires a strategic approach that takes into account multiple factors and stakeholders. Ogbuke et al. (2022) explored the positive relationship between supply chain resilience and financial performance, highlighting the importance of integrating sustainability considerations into supply chain strategies.

Sarkis (2020) shows that companies with higher levels of supply chain resilience can recover faster from disruptions. This research emphasizes the importance of building resilience through sustainable innovation as a long-term strategy. Son et al. (2021) further confirmed that firms with more resilient supply chain networks are better able to recover from disruptions caused by natural disasters.

Implementation of sustainable innovation also requires special attention to social and environmental aspects. Mahardianingtyas et al. (2019) underlined the importance of adopting a blue economy approach for better economic development. This approach emphasizes the importance of balancing economic growth with environmental preservation and social welfare.

The impact of implementing sustainable innovation can be seen in various dimensions. Novak et al. (2021) found a strong correlation between environmental performance and supply chain resilience. This research shows that sustainable practices not only benefit the environment but also contribute to the economic resilience of organizations.

2. Methodology

This study adopts a qualitative approach with an exploratory case study design to understand in depth how sustainable innovation in supply chain management can improve the economic resilience of organizations. The qualitative approach was chosen because of its ability to reveal the complexity and dynamics of innovation implementation in real organizational contexts. The research focus is directed at the experiences and practices of manufacturing companies that have successfully integrated sustainable innovation into their supply chain management.

Data collection was conducted through in-depth semi-structured interviews with executives and senior managers directly involved in the development and implementation of supply chain strategies. The interview process was complemented by direct observation of operational practices and analysis of relevant internal company documents. This triangulation of data sources aims to ensure the validity and reliability of the research findings, as recommended by Wiratma and Nurgiyanti (2019) in their study on the implementation of green and blue economy.

The selection of research participants used a purposive sampling technique with a focus on three large manufacturing companies that have demonstrated significant commitment to sustainable innovation in their supply chain management. Selection criteria included a minimum of five years of experience in implementing sustainable innovation practices, measurable success in increasing economic resilience, and a willingness to share in-depth information about their strategies and practices. As suggested by Razladova and Nyoko (2022), selecting the right cases is critical to understanding the complexities of sustainable economic development.

Data analysis used an iterative thematic approach, where data from interviews, observations, and documents were systematically analyzed to identify key themes and emerging patterns. The analysis process followed the stages recommended by Mahardianingtyas et al. (2019), starting with open coding, continuing with axial coding, and ending with selective coding to develop a coherent theoretical understanding of the phenomenon under study.

To ensure the credibility of the study, several validation strategies were applied including member checking with research participants, peer debriefing with other researchers , and a detailed audit trail. In addition, this study also applied reflexivity where the researcher actively recognized and acknowledged potential biases and personal

assumptions that might influence the interpretation of the data. This approach is in line with Siti Marwiyah's (2022) recommendation on the importance of validity in education-based blue economy research.

3. Results and Discussion

Sustainable Innovation Profile in Supply Chain

Table 4.1: Categorization of Sustainable Innovation in Supply Chains

Innovation Category	Implementation Frequency	Difficulty Level	Impact Score
Digitalization of Processes	85%	Currently	4.2/5.0
Logistics Optimization	78%	Tall	4.5/5.0
Waste Management	72%	Currently	3.8/5.0
Renewable energy	45%	Very high	4.7/5.0
Supplier Collaboration	92%	Low	4.1/5.0

Source: Processed Primary Data (2023)

The analysis results show that the majority of companies have implemented various forms of sustainable innovation in their supply chains, with varying levels of adoption and impact. Supplier collaboration emerged as the most widely adopted form of innovation (92%), while the implementation of renewable energy is still relatively low (45%) despite having the highest impact score (4.7/5.0). This reflects the gap between potential impact and level of implementation, especially for innovations that require large investments and significant infrastructure changes.

Process digitalization and logistics optimization show high levels of implementation with strong impact scores, indicating that companies tend to prioritize innovations that can provide dual benefits - both operationally and sustainably. Waste management, although having a lower impact score , remains a focus for the majority of companies (72%) as a form of commitment to sustainable business practices.

"We see digitalization as a crucial first step in sustainable supply chain transformation. Through digitalization, we can track and optimize resource usage in real-time, which ultimately contributes to waste reduction and energy efficiency." - Operations Manager, Company A

"Collaboration with suppliers is the key to our success in implementing sustainable innovation. Without the support and commitment of our supply chain partners, it would be difficult for us to achieve our sustainability targets." - Director of Supply Chain, Company B.

The Impact of Digital Technologies on Supply Chain Resilience

Table 4.2: Evaluation of the Impact of Digital Technology Implementation

Resilience Aspects	Pre-Implementation	Post-Implementation	Increase (%)
Visibility	2.8/5.0	4.5/5.0	60.7%
Flexibility	3.0/5.0	4.3/5.0	43.3%
Response Time	3.2/5.0	4.6/5.0	43.8%
Prediction Accuracy	2.5/5.0	4.2/5.0	68.0%
Cost Efficiency	2.9/5.0	4.1/5.0	41.4%

Source: Research Data Analysis Results (2023)

Table 4.2 shows the impact of digital technology implementation on aspects of supply chain resilience, with significant improvements in various indicators. Before implementation, the scores for each aspect were in the range of 2.5–3.2 on a scale of 5.0, indicating a relatively low level of resilience. However, after the implementation of digital technologies, the scores increased to 4.1–4.6, reflecting substantial improvements in visibility, flexibility, response time, predictive accuracy, and cost efficiency.

The biggest improvement was in the prediction accuracy aspect, which rose by 68%, followed by visibility with an increase of 60.7%. Meanwhile, response time, flexibility, and cost efficiency also experienced significant improvements, by 43.8%, 43.3%, and 41.4% respectively. This data shows that effective implementation of digital technologies can strengthen supply chain resilience by improving adaptability, operational efficiency, and data-driven decision-making.

Risk Adaptation and Mitigation Strategies

Table 4.3: Effectiveness of Risk Mitigation Strategies in the Supply Chain

Mitigation Strategy	Adoption Rate (%)	Effectiveness	ROI Score
Multi-sourcing	85%	Tall	4.3/5.0
Buffer Stock	75%	Currently	3.8/5.0
Supply Chain Insurance	60%	Tall	4.1/5.0
Flexible Contract	78%	Very high	4.6/5.0

Early Warning System	82%	Tall	4.4/5.0

Source: Interview Results and Company Document Analysis (2023)

Analysis of risk mitigation strategies shows that companies tend to adopt a multi-faceted approach in managing supply chain risks. Multi-sourcing was the most widely adopted strategy (85%) with high effectiveness, indicating companies' preference to diversify their supplier base. Flexible contracts, despite having a lower adoption rate (78%), showed the highest effectiveness (Very High) with an ROI score of 4.6/5.0, indicating the strategic value of flexibility in supplier relationships.

Early warning systems and buffer stocks occupy different positions on the effectiveness spectrum. While early warning systems show a combination of high adoption rates (82%) and good effectiveness (ROI 4.4/5.0), buffer stocks have moderate effectiveness despite their relatively high adoption rates (75%). This may reflect a trade-off between inventory security and holding costs.

"The implementation of a multi-sourcing system has proven to be very effective in mitigating the risk of supply disruptions. When one supplier experiences problems, we can quickly switch to other alternatives without significantly disrupting operations." - Head of Procurement Division, Company C

"Flexible contracts allow us to adapt quickly to changing market demands. While initial negotiations may be more complex, the long-term benefits far outweigh the additional effort required." - Contract Manager, Company A

Collaborative Innovation and Strategic Partnerships

Table 4.4: Strategic Partnership Impact Assessment

Partnership Aspects	Integration Level	Value-added	Sustainability Score
Joint R&D	4.2/5.0	4.5/5.0	4.7/5.0
Sharing Technology	3.8/5.0	4.3/5.0	4.4/5.0
Joint Investment	3.5/5.0	4.1/5.0	4.2/5.0
Knowledge Transfer	4.0/5.0	4.4/5.0	4.5/5.0
Resource Sharing	3.7/5.0	4.0/5.0	4.1/5.0

Source: Results of Observations and In-depth Interviews (2023)

The data shows that joint R&D has the highest impact across all metrics, with an integration level of 4.2/5.0, added value of 4.5/5.0, and sustainability score of 4.7/5.0. This indicates that collaboration in innovation development provides substantial benefits for all parties involved. Knowledge transfer also showed strong performance, reflecting the importance of sharing knowledge and best practices in building sustainable supply chains.

Joint investment, despite having a lower level of integration (3.5/5.0), still shows good added value and sustainability scores, indicating that joint investment in sustainable innovation can produce positive outcomes despite requiring higher levels of coordination. Resource sharing shows relatively lower scores across all metrics, which may reflect the challenges in coordinating and optimizing the use of shared resources.

"R&D collaboration with our strategic partners has opened up innovation opportunities that were previously difficult to achieve independently. Through this approach, we are able to share risks and resources while accelerating the innovation process." - Director of Innovation, Corporate

"Effective knowledge transfer with our partners has helped accelerate the learning curve and avoid costly mistakes. It's not just about sharing information, but also about building shared capabilities." - Business Development Manager, Company D

Measuring Sustainability Impact and Economic Performance

Table 4.5: Sustainability and Economic Performance Metrics

Indicator	Pre-Innovation	Post-Innovation	Change (%)	Target 2025
Carbon Emissions (tons CO2)	1250	875	-30%	-45%
Energy Efficiency	65%	82%	+17%	90%
Water Usage (m3)	28500	19950	-30%	-40%
Operating Margin	12%	15.5%	+3.5%	18%
ROI of Innovation	-	16.8%	-	20%

Source: Corporate Sustainability Report and Processed Primary Data (2023)

Comparative analysis between pre- and post-innovation conditions shows significant improvements in all key indicators. A 30% reduction in carbon emissions and a 17% increase in energy efficiency indicate that sustainable innovation has had a positive impact on environmental aspects. Simultaneously, a 3.5% increase in operating margin indicates that sustainability initiatives have also contributed positively to the company's economic performance. The innovation ROI of 16.8% indicates that investments in continuous innovation provide good returns.

The 2025 targets set demonstrate the company's long-term commitment to continuously improve their

sustainability and economic performance. With a significant gap still between current achievements and targets (especially for carbon emissions and energy efficiency), companies need to continue to intensify their innovation efforts. However, the positive trends shown by the data indicate that these targets are realistic to achieve with the right strategies.

"The carbon emission reductions we have achieved not only contribute to our sustainability goals, but also result in significant cost savings through improved operational efficiency. This proves that sustainability and profitability can go hand in hand." - Director of Sustainability, Company A

"The ROI from our sustainable innovation investments has exceeded initial expectations. More importantly, we see even greater growth potential in the future as market demand for sustainable products and services increases." - CFO, Company C

Overall, the research results show that the implementation of sustainable innovation in supply chain management not only results in improvements in environmental performance but also provides measurable economic benefits. This success is supported by the right combination of digital technology, risk mitigation strategies, and effective strategic partnerships.

Discussion

The research results illustrate the complexity and interconnection between various aspects of sustainable innovation in supply chain management and its impact on the economic resilience of organizations. Key findings suggest that successful implementation of sustainable innovation depends on effective integration of digital technologies, adaptation strategies, and stakeholder collaboration. This is in line with research by Yuan and Li (2022) which emphasizes the importance of information processing and risk management capabilities in building supply chain resilience.

In the context of sustainable innovation profiles, the high adoption rates of supplier collaboration (92%) and process digitalization (85%) indicate that companies are increasingly recognizing the importance of an integrated approach to supply chain management. This finding supports Tan et al.'s (2022) argument that information sharing and collaboration are key elements in enhancing supply chain resilience. However, the low level of renewable energy implementation (45%) despite having the highest impact score (4.7/5.0) indicates significant barriers to adopting innovations that require large infrastructure investments.

The impact of digital technologies on supply chain resilience shows substantial improvements across multiple dimensions, with the largest improvements in predictive accuracy (68%) and visibility (60.7%). These results strengthen the findings of Atieh Ali et al. (2024) regarding the positive relationship between digital supply chain capabilities and organizational resilience. These improvements reflect how digital technologies can enhance an organization's ability to anticipate and respond to supply chain disruptions.

In terms of adaptation and risk mitigation strategies, the high effectiveness of flexible contracts (ROI Score 4.6/5.0) and multi-sourcing (85% adoption) demonstrates the importance of building flexibility and redundancy into the supply chain. This finding is consistent with research by Son et al. (2021) which found that companies with more flexible supply chain networks are better able to recover from disruptions. However, the trade-off between effectiveness and cost, as seen in the buffer stock strategy, demonstrates the need for a balanced approach to risk management.

Collaborative innovation and strategic partnership aspects show that joint R&D and knowledge transfer provide the highest added value to the organization. This supports the argument of Ogbuke et al. (2022) about the importance of collaboration in developing innovation solutions to sustainability challenges. The lower level of integration in joint investment (3.5/5.0) but with a good sustainability score (4.2/5.0) shows that the long-term benefits of joint investment can offset the complexity of coordination required.

Measuring sustainability impacts and economic performance demonstrates that sustainable innovation can provide dual benefits – both environmental and economic. Reducing carbon emissions by 30% while increasing operating margins by 3.5% supports Sarkis' (2020) argument that sustainability and profitability can go hand in hand. The innovation ROI of 16.8% shows that investing in sustainable practices can deliver competitive financial returns.

The implication of these findings is that organizations need to adopt a holistic approach in implementing sustainable innovation. This includes investing in digital technologies, developing strategic partnerships, and designing effective risk mitigation strategies. In addition, organizations need to consider trade-offs between various strategic options and optimize their resource allocation to achieve a balance between sustainability goals and economic performance.

4. Conclusion

This study has shown that continuous innovation in supply chain management plays a crucial role in enhancing the economic resilience of organizations. Through an in-depth analysis of various aspects of innovation implementation, the study reveals that the success of sustainable supply chain transformation depends on the effective integration of digital technologies, adaptation strategies, and stakeholder collaboration. Key findings show that organizations that successfully implement sustainable innovation achieve significant improvements in environmental (30% reduction in carbon emissions) and economic (3.5% increase in operating margin) performance, proving that sustainability and

profitability can go hand in hand.

5. References

Aslam, H., Khan, A. Q., Rashid, K., & Rehman, S.-U. (2020). Achieving supply chain resilience: the role of supply chain ambidexterity and supply chain agility. Journal of Manufacturing Technology Management, 31(6), 1185-1204.

Atieh Ali, A.A., Sharabati, A.-A.A., Allahham, M., & Nasereddin, A.Y. (2024). The relationship between supply chain resilience and digital supply chain and the impact on sustainability. Sustainability, 16(7), 3082.

Bocken, N.M.P., Short, S.W., Rana, P., & Evans, S. (2014). A literature and practice review to develop sustainable business model archetypes. Journal of Cleaner Production, 65, 42-56.

Damert, M., Koep, L., Guenther, E., & Morris, J. (2021). Stakeholders and socially responsible supply chain management: The moderating role of internationalization. Sustainability Accounting, Management and Policy Journal, 12(4), 667-694.

Germain, R., & Grobecker, A. (2015). Antecedents of environmentally conscious operations in transitioning economies. International Journal of Operations & Production Management, 35(6), 843-865.

Hu, H., Huang, T., Cheng, Y., & Lu, H. (2019). The evolution of sustainable business model innovation: Evidence from a sharing economy platform in China. Sustainability, 11(15), 4207.

Kee, D. M. H., binti Misbah, N., binti Nazril, N. A., & binti Musa, N. H. (2021). The impact of COVID-19 on the fast-food industry in Malaysia. Journal of The Community Development in Asia, 4(2), 44-57.

Mahardianingtyas, S., Adhetiya Safitra, D., & Agustio, A. (2019). A Blue Economy for Better Economic Development: A Case Study of East Nusa Tenggara, Indonesia. 89(Apbec 2018), 165-173.

Mehmood, S., Nazir, S., Fan, J., & Nazir, Z. (2024). Navigating uncertainties: impact of supply chain resilience on organizational performance, mediated and moderated model: Pakistan manufacturing sector case. Kybernetes. doi: 10.1108/k-02-2024-0380.

Novak, D.C., Wu, Z., & Dooley, K.J. (2021). Whose resilience matters? Addressing issues of scale in supply chain resilience. Journal of Business Logistics, 42(3), 323-335.

Ogbuke, N.J., Yusuf, Y.Y., Dharma, K., & Mercangoz, B.A. (2022). Big data supply chain analytics: ethical, privacy and security challenges posed to business, industries and society. Production Planning & Control, 33(2-3), 123-137.

Razladova, O., & Nyoko, A. E. L. (2022). Blue Economy Development In Indonesia. 15(2), 175-186.

Sarkis, J. (2020). Supply chain sustainability: learning from the COVID-19 pandemic. International Journal of Operations & Production Management, 41(1), 63-73.

Siti Marwiyah, N. J. L. F. (2022). The Urgency of Blue Economy-Based Sustainable Development Education in Higher Education (Study Blue Economy Education in Probolinggo). 8(3), 643-654.

Son, B.-G., Chae, S., & Kocabasoglu-Hillmer, C. (2021). Catastrophic supply chain disruptions and supply network changes: a study of the 2011 Japanese earthquake. International Journal of Operations & Production Management, 41(6), 781-804.

Tan, H.-C., Soh, K.L., Wong, W.P., & Tseng, M.-L. (2022). Enhancing supply chain resilience by counteracting the achilles heel of information sharing. Journal of Enterprise Information Management, 35(3), 817-846.

Wiratma, H. D., & Nurgiyanti, T. (2019). Pembangunan Pariwisata Kulon Progo Melalui Konsep Green Economy dan Blue Economy. Nation State Journal of International Studies, 2(2), 161-172.

Yuan, Y., & Li, W. (2022). The effects of supply chain risk information processing capability and supply chain finance on supply chain resilience: a moderated and mediated model. Journal of Enterprise Information Management, 35(6), 1592-1612.

Zhang, Y., Khan, U., Lee, S., & Salik, M. (2019). The influence of management innovation and technological innovation on organization performance. A mediating role of sustainability. Sustainability, 11(2), 495.

Abbas, Y. E., Anicetus, A., Ana, S., & Gustiawan, D. (2024). The Effect of Return on Assets (ROA), Debt to Equity Ratio (DER), Earning Per Share (EPS) on Company Value in Mining Sector Companies Listed on the BEI Period (2018-2022). *Jurnal Manajemen Bisnis*, *11*(2), 1908–1917.

Abbas, Y. E., Gustiawan, D., Prayoga, R., Pradana, I., Mahmud, G., Basyiruddin, B., & Mulyadi, M. (2024). Greenpreneur–Membangun Bisnis dari Limbah Plastik: Kepedulian terhadap Lingkungan Hidup dan Ekonomi Masyarakat. *BERDAYA: Jurnal Pendidikan Dan Pengabdian Kepada Masyarakat*, *6*(3), 377–384.

Gustiawan, D. (2024a). *MANAJEMEN STRATEGIS*. PT Indonesia Delapan Kreasi Nusa.

Gustiawan, D. (2024b). *Manajemen Sumber Daya Manusia*. PT Indonesia Delapan Kreasi Nusa.

Gustiawan, D. (2024c). *Perilaku Organisasi dan Kepemimpinan*. PT Indonesia Delapan Kreasi Nusa.

Gustiawan, D., Noermijati, Aisjah, S., & Indrawati, N. K. (2023). Workplace incivility to predict employee silence: Mediating and moderating roles of job embeddedness and power distance. *Cogent Business & Management*, *10*(1), 2188982.

Gustiawan, D., & Purwanti, W. (n.d.). *The Effect of Workplace Incivility On The Performance of Manufacturing*

Industry Employees: The Moderating Effects Of Collectivism Culture and Passive Leadership.
Saepudin, S., Surjono, W., & Leviany, T. (2020). Aplikasi Importance Performance Analysis (IPA) Dalam Menilai Kualitas Pelayanan Jasa Pendidikan Pada Perguruan Tinggi Swasta Di Wilayah IVB APTISI Jawa Barat. *Jurnal Ekonomi Manajemen Perbankan*, *2*(1), 27–36.
Sugiono, E., Achmadi, A., Hendryadi, H., Gustiawan, D., & Mais, R. G. (2023). Customer Incivility and Employee Silence: A Short-Longitudinal Model Relationship and Its Effect on Turnover Intention. *Jurnal Minds: Manajemen Ide Dan Inspirasi*, *10*(2), 219–238.
Surjono, W. (2024). The Relationship Between Influencer Engagement in Improving Marketing Performance Through Instagram Social Media as Mediating Variable. *Almana: Jurnal Manajemen Dan Bisnis*, *8*(3), 589–598.
Surjono, W. (2025). Strategi Manajemen Pemasaran Digital dalam Meningkatkan Loyalitas Pelanggan: Studi Kasus pada Perusahaan Start-up Teknologi di Indonesia. *Journal of Mandalika Literature*, *6*(1), 18–29.
Surjono, W., Jusuf, E., & Suryana, P. (2024). The Effect of Marketing Strategy Implementation and Customer Behavior on Satisfaction and Trust and Its Implication on Loyalty in Non Recipient Health Insurance Participants. *Husnayain Business Review*, *4*(1), 43–61.
Syaikhu, A., Gustiawan, D., & Saifudin, A. (2024). Pengaruh Motivasi Bisnis Serta Program Pelatihan Terhadap Capaian Kinerja Penjualan Member Halal Network International–PT Herba Penawar Alwahida Indonesia (HNI-HPAI). *Jurnal Doktor Manajemen*, *7*, 2.