

Modeling The Determinants of Digitalization Adoption in Post Pandemics Supply Chain Management in Indian Automobile Industry

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Background

Digitalization adoption in post pandemic phase is a growing business reality. The pandemic unleashed the rampant inability of human resource managers to act in favor of defined corporate interest as leading to confusing supply chain management decisions and poses consequences for structural stability and competitiveness of the aforesaid organization. The organizations were observed as suffering from the crisis of managerial lack of adequate and updated supply chain management information so as to take appropriate and relevant logistics management decision. The research efforts to map, to calibrate, to conceptualize and to interpret the managerial perceptions (Levitt, 1983) of supply chain transformation (Yeager, Muller, 2019) have often lacked research absorption on account of multi-faceted, multi-dimensional and vivid nature of the phenomenon. The organizations (Al-Adaileh, 2011) in post pandemic phase need serious and considerable articulation of interest so as to realize and achieve the business goals and objectives. The studies (Garicano, 2016) on organizational failure have enlisted supply chain as the core determinant of the corporate survival impetus. The supply chain strategies (Alam, 2022) as well as policies have largely been

identified as the guiding poles across which the corporate survival hinges upon. The manner of corporate interest articulation and the respective access of policy makers to information (Wewege, Thomsett, 2020); seems to play a critical role in the organizational survival and resilience after business shocks. The supply chain (Sandra, 2007) and its role in organizational viability (Ocasio, 1997) is being underlined in a number of studies on subject matter. The failure of organizational decision makers (Anibaldi, Thiele, David, 2021) to not to act in a manner that is in favor of organizational interest or the issues of bounded rationality (decision makers as having no access to supply chain information); does play a crucial role in shaping the prospects of organizational competitiveness (Sangbaupaun, 2012) and respective oiling of supply chain (Pathak, Panda, 2022). The advances in organizational economics (Bunjak, Cerne, Popovic, 2021) reflect tremendously on the supply chain issues and respective lack of integration and absence of digitalization as influencing the organizational interest articulation (Hugins, Thompson, 2021) and realization in phased manner. The supply chains (Tounkara, 2014) and their serious consideration in

organizational perspective do seem to reflect on the problems that organization can solve and rectify in timed manner. The supply chain managers (Garicano, 2016) often fail to act in a manner conducive to the organizational survival. The prevalence of asymmetric information or imperfect commitment or presence of cognitive biases (Akgunduz, 2018); often lead to action and decision making (Trevino, 1986) in a manner that fails to stem the organizational downfall (Behera, Karthiayani, 2021) despite supply chain threats and challenges. The digitalization and integration of information (Gormley, 2017) across inbound and outbound frontiers; often leads to optimum and seamless (Kim, Lee, 2021) decision making. Thus digitalization (Henrekson, Sanadaji, 2019) helps overcome the problems of bounded rationality as well as incentive issues in organizational decision making prospects. The prior literature (Sabherwal, 2001) enlists the traditional, single channel contexts yet never ever adopted viable measures for operationalization of managerial perceptions of functional and effective digitalized supply chains and need for incumbent digitalization of supply chain practices.

Key Words: Digitalization, Adoption, Pandemic, Automobiles Industry, Supply chain

Literature Review

The matter of efficiency of supply chain (Alam, 2022) is a very crucial factor for sustainability, competitiveness & growth of an organization (Methlie, 2006). The (Garicano, 2016) on organizational failure (Stobaugh, Batts, 2000) have enlisted supply

chain as the core determinant of the corporate survival impetus (Levy, 2011). The supply chain strategies (Barney, 1986) as well as policies have largely been identified as the guiding poles across which the corporate survival (Lee, 2007) hinges upon. The manner of corporate interest articulation (Bartlett, 1994) and the respective access of policy makers to information (Harvey, Brown, 2006); seems to play a critical role in the organizational survival and resilience after business shocks (Gimeno, 2004). The supply chain (Garcia, 2007) and its role in organizational viability (Lee C. , 2014) is being underlined in a number of studies on subject matter. The studies (Al-Adaileh, 2011) on determinants of digitalization adoption (Levy, 2011) in post pandemics supply chain management in Indian automobile industry. The digitalization (Silverstein, McCormack, 2018) and integration of information (Bigliardi, Filippelli, 2022) across inbound and outbound frontiers; often leads to optimum and seamless decision making. The digitalization (Gimeno, 2004) not only helps overcome the problems of bounded rationality (Sabherwal, 2001) as well as incentive issues in organizational decision-making (Bartlett, 1994) prospects. The prior literature (Aji, 2015) enlists the traditional, single channel contexts (Cristovao, 2015) yet never ever adopted viable measures for operationalization of managerial perceptions (Baron, 2003) of functional and effective digitalized supply chains and need for incumbent digitalization of supply chain practices. There is plethora of research studies (Lavie, 2010) that seem to associate individual aspects, cognitions, mindsets,

preparedness and levels of motivation, with the various aspects of individual performance, opinion formation (Pal, Vanijja, 2021) with regard to supply chain optimization and digitalization as well as achievement of a sense of balance between core and non-core information aspects (Chollet, 2012) as shaping the digitalization prospects. The information flows (Akio, 2005) and their effective management (Cragg, 2007) seems to play a crucial role in organizational functioning. A host of academic studies (Akgunduz, 2018) vindicate the role of information and managerial access (Cortellazzo, Bruni, Zampieri, 2019) to requisite information as possessing vital consequences for the organizational functioning, organizational outlook as well as organizational efficiency to act Vis a Vis competitors. The managerial access (Akio, 2005) to qualitative and functional information has essentially been observed to lead to a situation of real time decision making (Merrilees, 2011) with emphasis on containing the competitors and leading the market places (Sangbaupaun, 2012). The use of technology (Hsieh, Hong, Burtch, Zhu, 2022) of intra organizational flow of information (Mgale, 2020) has been observed as promoting the requisite organizational change (Meuer, 2014), and overcoming inertia to adapt to market realities (Tadeo, Gomez, 2008). The resource dependency theories (Anibaldi, Thiele, David, 2021), contingency theories (Lee B. , 2003) as well as rational adaptation theories call for the alignment of information systems and marketing, in order to facilitate organizational adaptation to market realities

as well as ground situation in market places. A section of literature underlines the role of external contextual actors especially the mimetic pressures from other organizations as well as prevailing environmental turbulence as holding the key to transition of alignment between IT and marketing processes. Managerial perceptions of organizational influences (Saarijarvi, 2013) on possible support and roadblocks (Ocasio, 1997) to alignment seem to matter as these have been observed as directly influencing the organizational dynamics (Miao, 2018), organizational outlook (Ramesh, 2016) as well as usage of IT systems in post alignment phase (Sandra, 2007). The contextual “mimetic pressures” (Canestrino, Carayannis, Magliocca, 2022) are essential to consider as they often shape the decision-making patterns, contexts as well as managerial perceptions of right and wrong practices (Wewege, Thomsett, 2020) to be observed while undertaking decision making. In a study (Buhler, 2016) across 431 logistics organizations in Europe, the research observed the crucial impact of top management as influencing the management system design, organizational resilience as well as distribution service performance. The research studies further elaborate on the mechanics of the phenomenon as involving the aspects of upper management control mechanisms. There are host of studies (Chollet, 2012) that vindicate the substantial impact of top management on the incumbent organizational communications, flow of internal communications, management system design, organizational resilience as well as distribution service performance. The research leveraged the dominant managerial

perceptions connote a big sense making ability across the managerial class that essentially determine the right or wrong in organizational perspective. The research further concluded that the prevalent “managerial perceptions” count as their “opinions” and “ideas” of the “contextual influences”; might be unbiased or an outcome of conditioned biases and environmental turbulence. Another study (Toukara, 2014) also supported the research findings in terms of contextual influences vis a vis communication, value, governance, partnership, scope and architecture and factor of skills. The research study extended the academic discourses on the resource dependency theory as applied to information economics and vitality of information systems in decision making apparatus in evolving organizations. A recent study (Barriball, 2021) underlined the critical role of integration in overcoming the organizational failure (Cortellazzo, Bruni, Zampieri, 2019), prevention of loss of competitiveness (Levy, 2011) as well as advantage in the market places (Lee Y. , 2004). The alignment between IT and marketing has been observed to promote organizational agent-based action in a manner that promotes organizational interests and well as enable the organizational agents to access the essential information for effective and appropriate decision making in line with market requirements. IT and marketing alignments (Toukara, 2014) seem to facilitate building of exchanges, long term prospects as well as sequential allocation of authority along with prospects for multi-tasking amongst the managerial class (Nestande, 2013). A research (Cragg, 2007)

across IT organizations implementing business strategy revealed that the “organizational infrastructure and processes” do impact the “IT alignment” as well as pose consequences for IT based success” in the organizations. The study across middle ranking officials, information management executives and knowledge management engaged professionals; cited the prevalence of substantial and significant impact of antecedent factors on the dependent outcome based factors. The study also reflected on the statistically significant relationship across factors of “organizational infrastructure and processes” and the “IT alignment”. The multi-dimensional nature of supply chain ‘digitalization’ as a research construct needs extensive exploration especially in view of the contingency research framework and in terms of stakeholder and accountability perspective. The traditional resource-oriented theories offer the essential explanation yet the construct foresees an extensive conceptualization and operationalization history. The construct has a marked history of being worked out with individual, contextual as well as work place related aspects and perceptions. The individual perceptions will remain the fulcrum of debate and review yet the organizational aspects do play a strategic role in ensuring conversion of employee capabilities and competencies into employee engagement and binding aspirations of the organization. The construct has been reviewed as unidimensional as well as multi-dimensional across the current literature (Mayrhofer, Gunz, 2015) on subject matter calls for the more focus on consistency and renewability in line with business

requirements (organizational responsibilities) yet identifies the multi-dimensional nature of the construct. The plethora of research (Letizia, 2016) acknowledges the supply chains in automobile industry as undergoing extensive transformation and calls for the integration across conceptual theories, circumstances, environments and general practices to be pursued vis a vis the SMEs and their effective operationalization in Indian perspective (Lekhanya, 2017). The theorizing also needs to reflect on the growing reality that the plethora of theories, frameworks, conceptual models and the supply chain management development ideologies do shape the understanding of contextually determined digitalization phenomenon. The research theorizing would hence borrow extensively from existing literature on subject matter. The 'bio-psychological individualistic' attributes have been interpreted as the individual driven dispositions to develop themselves, to adapt to changes, sense of self awareness, resource harnessing potential and social capital in organizational perspectives. The individual correlates have been identified as serious to digitalization discourses. The organizational correlates (Creswell, 2003) on the other side seem to revolve around the ability to the organization to sensitize the employee, to ascertain embedment of employee in organizational goal achievement framework; is a serious policy task. The organizational propensity (Chen,Liu, 2021) for sustainable employee engagement in organizational business objective has been recommended, reviewed and advised over a decade of research on subject. The organizational impetus for sustainable competitiveness and

organic growth is not only desired but is also critical for the firm to sustain a lead over the competitors. In literal terms, the firm based organizational behavior (Horvath,Szabo, 2019) is not only a luxury but an essential component of organizational endeavor (Khanna, Palepu, 2010) to consistently secure meaningful and sustainable engagement of employees across various programs, goals and programs. The organizational endeavor to compete is reliant on quality of information exchanges as evident in organizational ecosystem. The benefits that actually accrue to the organization seem numerous in terms of product-market fit (Hsieh,Hong,Burtch,Zhu, 2022), in terms of resource mobilization and in terms of market leadership. With regard to literature (Yeager,Muller, 2019) on the need for sustainable performance and competitive edge, the firm based strategic orientations seem to matter extensively on account of the climate and organizational processes (Menon, 1996) that prevail with in the organizational paradigms (Koren,Peto, 2020). The studies (Pathak,Panda, 2022) on need for organizational change oriented and pro-market behavior reflects extensively on the notions of usage of ICT integration (Cortellazzo,Bruni,Zampieri, 2019) for retaining and enriching the existing market posturing (Akio, 2005), indulging into actions that secure and safeguard the market position and shares as well as ascertain the product based consistent acceptance (Nestande, 2013). Yet the challenge revolves around the issues of change management (Nimalathan, 2008) and problem of managing employee attention (Nielsen, 2014). The challenges (Lee Y. , 2004) are

immense as the innovation is more a process-oriented problem that involves bringing new product or process idea into circulation. The challenge could be evident in terms of managing the part and whole relationships (Hovermann, Messer, 2015), retaining and extending the institutional leadership (Mossholder, Settoon, Henegan, 2006) as well as structural management. The change management (Wewege, Thomsett, 2020) and change readiness quotient (Henrekson, Sanadaji, 2019) across the organizational perspective matters. The data availability and the sample representativeness (Lassen, 2009) are the usual concerns in the studies encountering the socially constructed phenomenon of alignment. The identification, classification and subsequent measurement of factors and prospective construct operationalization remain an uphill task while research-based factor operationalization. The qualitative studies (Chen, Liu, 2021) on the subject matter focus more on the interview as well as action research (Lassen, 2009) based activities to understand the phenomenon yet the quantitative research on the subject matter seek measurement of the phenomenon with pre validated scales (Tadeo, Gomez, 2008) so as to capture the respondent's responses and derive conclusions from them in numerical terms.

Research Gaps & Research problem

The advances in organizational economics reflect tremendously on the supply chain issues and respective lack of integration and absence of digitalization as influencing the organizational interest articulation and realization in phased manner. The supply

chains and their serious consideration in organizational perspective do seem to reflect on the problems that organization can solve and rectify in timed manner. The supply chain managers often fail to act in a manner conducive to the organizational survival. The prevalence of asymmetric information or imperfect commitment or presence of cognitive biases; often lead to action and decision making in a manner that fails to stem the organizational downfall despite supply chain threats and challenges. The respective marked failure of organizational decision makers (Singh, Sinha, 2019) not to act in a manner that is in favor of organizational interest or the issues of bounded rationality (decision makers as having no access to supply chain information); does play a crucial role in shaping the prospects of organizational competitiveness (Sachs, 2020) and respective oiling of supply chain (Supriyanto, Ekowati, Rosidah, 2020).

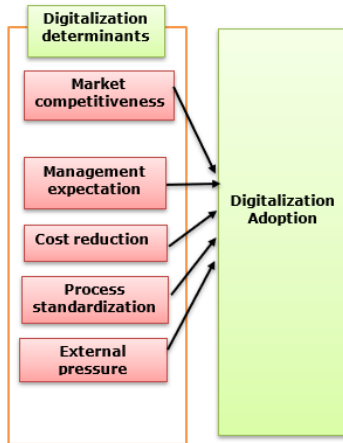
Objectives

The research objective is to identify the determinants of digitalization adoption in post pandemic phase and to identify the relationship between dependent and non-dependent variables.

The research aims to provide considerable articulation of interest to the organizations in post pandemic phase to realize and achieve the business goals and objectives.

The research efforts to map, to calibrate, to conceptualize and to interpret the managerial perceptions of supply chain transformation have often lacked research absorption on account of multi-faceted, multi-dimensional and vivid nature of the phenomenon.

Conceptual Model



Hypothesis

H1: There is statistically significant impact of 'perceived market competitiveness', 'perceived management expectation.', 'perceived cost reduction', 'perceived process standardization' and 'perceived external pressure' on 'digitalization adoption' in supply chain

H2: There is statistically significant interaction across 'perceived market competitiveness', 'perceived management expectation.', 'perceived cost reduction', 'perceived process standardization' and 'perceived external pressure' and 'digitalization adoption' in supply chain

H3: There is statistically significant correlation across 'perceived market competitiveness', 'perceived management expectation.', 'perceived cost reduction', 'perceived process standardization' and 'perceived external pressure' and 'digitalization adoption' in supply chain

Research Methodology

With mixed design research and studies across NCR region perspective, the study hence proposes a comprehensive measurement instrument that seek to incorporate the theoretical conceptualization of aspects that seem dominant in guiding the phenomenon-based transformation and seek to integrate the means-end chain theory and social contingency theory to explain the perceived determinants of supply chain digitalization as a research construct. This construct seeks to capture the intricacies with five dimensions: perceived market competitiveness, perceived management expectation, perceived cost reduction, perceived process standardization (Nguyen, 2010), perceived external pressure. The likert (Lavrakas, Encyclopedia of survey research methods, 2008) based responses analysed with extractive factor analysis and the structural equation modeling. Likert scales (1-5) captures the variety of respondent's perceptions in terms of opinions ranging from 'strongly disagreeing' to strongly agreeing' with regard to closed ended statements. The statements are borrowed from pre-validated scales utilized in earlier studies. The re validation and re assessment of reliability of scale items is done as part of data analysis. The utility of the likert scale (Allen, 2007) lies in offering the respondent the select options and facilitates the empirical determination of the perceptions. The likert based questions enable the establishment of empirical basis for the research and respective modeling of influence from one factor to other. The review of existing literature (Creswell, 2003) also points towards the prevalence of uni-dimensional and multidimensional (Gladun, 1997) as well

as formative and reflective measures of digitalization. The scale items for factors were screened from various articles and finally item selection was undertaken with aid of the expert advice. The factors considered were derived from the list and were ranked by the faculty on the appropriateness. The factors were screened from across the aspects embarked by leading experts on subject matter. The sample frame comprises the 200 purchase managers in age group of 20-35. The study is based on the perceptions of the individual purchase managers

(supply chain managers) who were enrolled in decision making with regard to supply chain practices and engage in ICT usage. Various criteria were used to segregate the most suitable for the research study. The study relied on random sampling and attracted a valid sample size of 200 respondents. The extractive factor analysis methodology (Lewis, 2017) comprising KMO Test (For data Adequacy), EFA (For extraction of loading variables or sub scale items and reduction of data), Reliability Assessment with Cronbach Alpha, Correlation Assessment were leveraged (Lavrakas, Research Hypothesis, 2008). The study leveraged the IBM software SPSS version release 24.0 for the conduct of empirical calculations, validity assessment and reliability exploration. The factor structure was examined with aid of factor analysis and subsequent tests like variance examination, Scree plot analysis and pattern matrix determination. The study leveraged the factor analysis methodology as a tool for exploring the representing dimensions of the factors assumed for the analysis. The

extractive factor analysis (Saris, 1988) facilitates the evaluation of the dimensions as well as leads to dimensional validity assessment with regard to data as collected from the Likert based scales. The reliability assessment (Nguyen, 2010) is vital for the evaluation of the internal consistency of the responses collected from likert scaling instrument. The reliability assessment is vital for the evaluation of the internal consistency of the responses collected from likert scaling instrument. The reliability is deemed essential to ascertain the nature of responses that have been received. The existing literature identifies that internal reliability analysis is crucial for the ascertainment of the data based internal consistency. As advocated in the existing literature cronbach alpha figures as the most prominent tool for the achievement of internal reliability assessment.

Analysis

The sampling adequacy measure of KMO measure for scale-based elements was observed to be in the satisfactory range of 0.7 to 0.99. This is tantamount to saying that data collected with regard to factors comprising theme-based scale; is factorable. The Bartlett test of data sphericity revealed a p-value of 0.000(<0.05) which stands for satisfactory presence of statistically significant variance across the data collected with regard to scale representing scale items. The significant “p-value” in other words points towards the significant utility of the data and suitability of the data for consideration with regard to factor analysis. Such a measure of KMO revealed the suitability of the data for factor analysis and dimensional validity

assessment. KMO in ideal terms is the measure of proportion of variance amongst the variables as undertaken for the research. The KMO satisfactory observation with regard to scale point towards the satisfactory presence of data based factorability. The factor extraction formed the next crucial stage. This is essential to ascertain the factor weightage that each factor occupies across scale composition. This enables the research in comprehending the variance that is exhibited by each scale constituent. As observed, the factor 'facilitating conditions.' exhibited maximum possible variance. The rationale for the usage of extractive factor analysis lies in the fact that this methodology for examination of the construct validity and ascertains whether the factor is representing the phenomenon or not. The literature reflects on the need for segregating the loading and non-loading items in order to establish the empirical dimensional validity of the factors. In empirical literature, factor analysis identifies as an exquisite technique for the establishment of the data validity based on the internal structure in factor based instrument development exercise.

H1: There is statistically significant impact of perceived market competitiveness, perceived management expectation., perceived cost reduction, perceived process standardization' and perceived external pressure' on 'digitalization adoption' in supply chain

The linear regression was calculated to predict 'digitalization adoption prospects' based on respondent's perceptions of 'perceived market competitiveness',

'perceived management expectation.', 'perceived cost reduction', 'perceived process standardization' and 'perceived external pressure'. The significant regression equation was observed [F(Digitalization Adoption)= perceived market competitiveness', 'perceived management expectation.', 'perceived cost reduction', 'perceived process standardization', 'perceived external pressure'] with an observed R of 0.407. The reported empirical observations point towards the degree of freedom as 1 and equation was found [F(1(degree of freedom)=0.15(F),p<0.000), with an R of 0.407. The respondents predicted the weight as equal to (0.062) Competitiveness + (.155) Expectations + (0.102) Cost + (0.61) Process Standardization. The R (multiple correlation coefficient) is regarded as a reliable measure of the quality of the prediction of the dependent variable (digitalization adoption in this case). The R² (coefficient of determination) represents the proportion of variance in the dependent variable as reported by the constituent independent variables. The observed R² of 0.166 depicts the 16 per cent variance in dependent on account of independent variables in determining the digitalization adoption prospects. The reported value of .407 is a satisfactory measure of the multiple correlations.

Regression equation involving 'Digitalization Adoption' = (0.062) Competitiveness + (.155) Expectations + (0.102) Cost + (0.61) Process Standardization

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.407 ^a	.166	.158	3.25498	1.670

a. Predictors: (Constant), PROCESS_ST, COMP, EXPECT, COST

b. Dependent Variable: DIGI_ADOPT

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error				Beta	Zero-order	Partial	Partial	Tolerance
1 (Constant)	18.915	1.376		13.750	.000					
COMP	.062	.031	.097	2.007	.045	.225	.096	.088	.827	1.208
EXPECT	.155	.036	.196	4.316	.000	.275	.203	.189	.933	1.072
COST	.102	.029	.173	3.548	.000	.286	.168	.156	.806	1.241
PROCESS_ST	.061	.017	.167	3.689	.000	.244	.175	.162	.945	1.059

a. Dependent Variable: DIGI_ADOPT

The hypothesis stands vindicated.

H2: There is statistically significant interaction across 'perceived market

competitiveness', 'perceived management expectation.', 'perceived cost reduction', 'perceived process standardization' and

'perceived external pressure' and 'digitalization adoption' in supply chain

The interaction effects were analyzed under the linear modeling and following outcomes

were observed. The outcomes point to the incidence of significant interaction of independent variables on the dependent variable. Hence the hypothesis stands vindicated.

Symmetric Measures

	Value	Approximate Significance
Nominal by Phi	.288	.000
Nominal Cramer's V	.332	.000
Contingency Coefficient	.790	.000
Ordinal by Ordinal Kendall's tau-b	.190	.000
Kendall's tau-c	.183	.000
Gamma	.210	.000

a. Not assuming the null hypothesis.

H3: There is statistically significant correlation across 'perceived market competitiveness', 'perceived management expectation.', 'perceived cost reduction', 'perceived process standardization' and 'perceived external pressure' and 'digitalization adoption' in supply chain

The correlation assessment was undertaken to ascertain the statistical scope for correlation under Pearson methodology. The significant correlation as observed points to cross factor influences and hence the hypothesis stands vindicated.

Correlations

		DIGI_A DOPT	COM P	EXP ECT	COS T	PROCE SS_ST
Pearson Correlation	DIGI_A DOPT	1.000	.225	.275	.286	.244
	COMP	.225	1.000	.192	.398	.129
	EXPECT	.275	.192	1.000	.204	.151
	COST	.286	.398	.204	1.000	.203
	PROCES S_ST	.244	.129	.151	.203	1.000

Observations

In academics, the study seeks to contribute towards the in depth study & analysis towards new era of 4.0 Industry with providing in depth understanding & analysis for impact of Digitalization on supply chain performance with keen understating of facilitators measuring relationship with Digitalization adoption. The study emphasized identification of more critical factors would empower researchers to consider these factors for future studies to analyze effectiveness of supply chain in a wholesome manner in other Indian industries. In addition, relationship analysis between the determinants could lead to in depth understanding & analysis of supply chain encouraging customer satisfaction and cost reduction with competitive advantage.

In Industry prospective, the study contributes towards analysis toward identification of driving factors towards digitalization adoption after post pandemic phase which would help in efficiency of

supply chain and thus contributes in getting the organizational goals and objectives.

Theoretical Implications

The post pandemic challenges and issues hence constitute remarkable implications for the manager's respective opinions for organizational resilience and revival. The need for amendment of existing supply chain based protocols and devising new mechanisms for supply chain derived efficiency, innovativeness, disruptive change management impetus and ability to explore external opportunities in ecosystem. The factors and their modeling vindicate support for managerial intervention as being guided by technological edge. The sheer gap between policy making and appropriate execution seems to mar the effective and foolproof digital transition

Limitations

The research relied only on the existing literature and the publications that surfaced with key word search. The primary data was incorporated in form of closed ended likert

based scaling instrument. The deducing of general underlying perceptions across purchase manager's hierarchy could be subject to inherent biases and selection errors. The study conducted in only NCR region with identification of driving factors of digitalization adoption in post pandemic phase.

Future studies can be conducted considering few more factors. Future studies can be conducted outside NCR region. Future studies could also measure the relationship of these determinants with supply chain performance.

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