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Aydah Almasri * and Ma Ying

Posted Date: 11 March 2025

doi: 10.20944/preprints202503.0694.v1

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Evaluating Conflict Management Strategies and Supply Chain Performance: A Systematic Review in Jordan's Food Manufacturing Sector

Aydah Almasri * and Ma Ying

Business Administration/School of Management/ Wuhan University of Technology, Nanhu Campus, Wuhan 430070, China

* Correspondence: a.almassri@gmail.com

Abstract: This systematic literature review explores how Conflict Management Strategies (CMS) impact Supply Chain Performance (SCP), focusing on the mediating roles of Supply Chain Operational Processes (SCOP) and Customer-Centric Green Supply Chain Management (CCGSCM) within Jordan's food manufacturing sector. Framed within Smart City initiatives and sustainable development goals (SDGs 9, 11, and 12), this study addresses critical gaps identified in the literature, particularly the lack of integrated examination of CMS impacts in emerging markets like Jordan. Utilizing thematic analysis, this review consolidates key findings across relevant studies from 2010-2025 sourced from top-tier databases. The results reveal that collaboration emerges as the most effective CMS, enhancing stakeholder interactions, operational coordination, and resilience. SCOP significantly mediates CMS-SCP relationships, with logistics and inventory management notably vital in mitigating disruptions. Additionally, Customer-Centric Green Supply Chain Management (CCGSCM) is highlighted as pivotal for sustainability and operational efficiency, in post-COVID market conditions. The findings offer valuable insights for practitioners and policymakers, providing strategic recommendations for integrating technology-driven and relationship-focused CMS tailored to Jordan's unique socio-economic context, thereby aligning operational practices with global sustainability goals (SDGs 9, 11, and 12).

Keywords: Conflict Management Strategies (CMS); Supply Chain Performance (SCP); Food Manufacturing; Supply Chain Operational Processes (SCOP); Customer-Centric Green Supply Chain Management (CCGSCM); Sustainable Development Goals (SDGs); Smart City Initiatives; Logistics

1. Introduction

Strategic industrial planning through Smart City initiatives is vital for sustainable infrastructure and production, aligning with SDGs 9, 11, and 12 (Oluyisola et al., 2022; Rossit et al., 2019; Usuga Cadavid et al., 2020). The sector faces significant challenges due to resource scarcity, fragmented regulations, and operational inefficiencies, resulting in frequent stakeholder conflicts (Bondigas, 2022; IMCO Software, 2023; World Bank, 2022).. Thus, effective Conflict Management Strategies (CMS) are crucial for enhancing collaboration, operational efficiency, and resilience against disruptions (Dubey et al., 2020).

While CMS have been widely explored within well-established markets (Durach et al., 2017; Ivanov, 2022) research specific to Jordan's socio-economic and geopolitical context remains limited (Al-Dmour et al., 2023; Jum'a, 2023). Additionally, previous studies have independently examined Supply Chain Operational Processes (SCOP) and Customer-Centric Green Supply Chain Management (CCGSCM), but have not investigated their combined mediating roles between CMS and Supply Chain Performance (SCP), especially within industries prioritizing sustainability (Almasri & Ying, 2024; Rahim, 2023).

 doi:10.20944/preprints202503.0694.v1

Addressing this gap, this study leverages Stakeholder Theory (Freeman, 1984) and Conflict Management Theory (Rahim & Buntzman, 1989) to explore how CMS influence SCP through SCOP and CCGSCM mediation. Given recent reports highlighting significant operational inefficiencies from unresolved supply chain conflicts among Jordanian food manufacturers (Aloun, 2024), the urgency of this investigation is evident. Therefore, through a systematic integrative literature review, this paper aims to identify effective CMS practices, highlight the mediating influence of SCOP and CCGSCM, and offer valuable theoretical and practical insights tailored specifically to emerging markets like Jordan.

2. Methodology

This study employed a Systematic Literature Review (SLR) adopting an integrative thematic synthesis approach (Snyder, 2019; Whittemore & Knafl, 2005) to investigate the impact of Conflict Management Strategies (CMS) on Supply Chain Performance (SCP) mediated by Supply Chain Operational Processes (SCOP) and Customer-Centric Green Supply Chain Management (CCGSCM) within Jordan's food manufacturing sector. Relevant literature was systematically searched from key databases including Scopus, Web of Science, IEEE Xplore, ScienceDirect, SpringerLink, Emerald Insight, and Google Scholar, supplemented by reputable institutional reports (e.g., World Bank, United Nations).

Search terms combined using Boolean logic ensured relevance and breadth, such as "Conflict management strategies," "Supply chain operational performance," "Jordanian industrial sector," and "Green supply chain management"(Gusenbauer & Haddaway, 2020). Studies were included based on clear criteria: peer-reviewed empirical research published between 2010-2025, explicit relevance to CMS in SCM, and methodological rigor. Non-English publications, unrelated topics, duplicates, and low-quality studies were excluded.

Data extraction involved structured thematic synthesis using NVivo software for qualitative analysis (Braun & Clarke, 2006), categorized into key themes: CMS impacts, mediating roles of SCOP and CCGSCM, and SCP outcomes. To ensure validity and reliability, studies were assessed using the Joanna Briggs Institute (JBI) and Mixed Methods Appraisal Tool (MMAT)(Demirel et al., 2018; Munn et al., 2020). Due to methodological heterogeneity, a meta-analysis was impractical; thus, thematic synthesis provided robust conceptual integration and minimized bias (Denyer & Tranfield, 2009; Hunter & Schmidt, 2004).

3. Literature Research and Result

3.1. Theoretical Background

This study employs five theoretical lenses to analyze CMS in Jordan's food manufacturing. Social Exchange Theory (SET) (Blau, 1968; Emerson, 1977) highlights reciprocal trust, crucial for collaborative CMS in Jordan's relationship-focused market. Resource Dependence Theory (RDT) (Pfeffer & Salancik, 1978) helps manage Jordan's reliance on imported resources through strategic conflict resolution. Game Theory (Weintraub, 1992) provides insights into strategic interactions in Jordan's fragmented market. Conflict Theory (Coser, 1976; Güçlü, 2014; Marx & Engels, 1848) explains power dynamics and resource conflicts, showing how large stakeholders influence smaller manufacturers. Finally, Stakeholder Theory (Freeman, 1984; McGahan, 2021) stresses balancing diverse interests, vital in Jordan's complex regulatory environment. These theories collectively illuminate how CMS impacts supply chain operations and performance, fostering efficiency and resilience.

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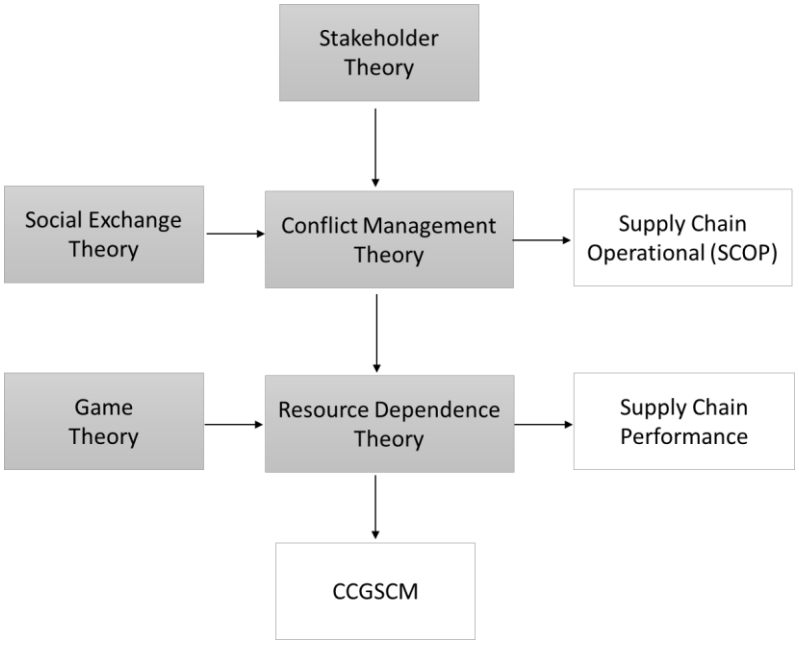

Figure 3. Theoretical Framework Integration in Supply Chain Conflict Management.

3.2. Conflict Management Strategies (CMS) in Supply Chains

Conflict Management Strategies (CMS) strategically address and resolve disputes within supply chains to enhance operational efficiency, stability, and stakeholder relationships (Durugbo & Al-Balushi, 2023; Huo et al., 2023c). Within the Jordanian food manufacturing sector, characterized by geopolitical complexity, resource scarcity, stringent regulations, and market volatility, effective CMS are critical(Alshawabkeh et al., 2022; Saleheen & Habib, 2022). They support sustainable supply chain practices, optimize resource allocation, and ensure food security, directly aligning with national priorities and broader sustainability objectives. This study will examine specific five strategies.

Collaboration

Collaboration in Jordan's food manufacturing is essential due to resource scarcity and geopolitical influences (Alsaad et al., 2018). It involves joint resource and knowledge sharing to enhance resource utilization and supply stability (Baah et al., 2022; Sanjaya et al., 2022), building supply chain resilience through improved demand forecasting and production coordination (Cao & Zhang, 2011).

Accommodation

Accommodation is vital in Jordan's food sector for navigating relationships with diverse stakeholders, including governmental bodies and suppliers (Diab et al., 2022; Martins et al., 2020). It involves prioritizing others' concerns to maintain relational harmony, especially when dealing with regulatory compliance (B. Obeidat, 2022) and supplier needs (Obeidat & Hamadneh, 2022). ensuring operational stability.

Avoidance

Avoidance is crucial in Jordan's food sector for navigating socio-political and economic conflicts, buffering the supply chain from potential disruptions (Abdallah et al., 2014; Rahim, 2023). This strategy allows businesses to focus on operational efficiency by disengaging from non-essential conflicts that could destabilize the supply chain (Huo et al., 2023a; Min et al., 2020).

Compromise

Compromise is essential in Jordan's food sector due to the need to balance the interests of diverse stakeholders, such as farmers and producers (Macieira et al., 2021). It involves mutual concessions to reach acceptable solutions on issues like pricing and volumes vital (Behfar et al., 2008; Noermijati et al., 2019), safeguarding relationships and maintaining operational flow.

Competition

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Competition in Jordan's food manufacturing can manifest in price negotiations and delivery prioritization (Rahim, 2023) (Boz Semerci, 2019). While it can drive efficiency, it can also cause conflicts when interests clash or resources are limited (Chen et al., 2017). Understanding its impact on stakeholder relationships is crucial for mitigating potential disruptions.

CMS in the Context of Jordan's Food Manufacturing Sector

In Jordan's food sector, Conflict Management Strategies (CMS) are vital for navigating supply chain challenges arising from geopolitical, economic, and socio-cultural factors (Hundaileh & Fayad, 2019). Applying collaboration, accommodation, avoidance, compromise, and competition is crucial for managing conflicts among stakeholders over pricing, quality, and delivery (Al-Hamdan et al., 2019). Collaboration using smart technologies, like blockchain, supports Jordan's Smart City initiatives and sustainability goals (SDG 11 & 12). Jordan's unique socio-economic and geopolitical context, including resource scarcity and regional instability, intensifies the need for effective CMS (Shareef et al., 2022; Wang et al., 2021).

Table 3-1 Summary of Conflict Management Strategies Literature Review

Category	Description	Importance in Supply Chain	Relevance in Jordan's Food Manufacturing Sector	Citations
Introduction to CMS	Strategies pivotal for navigating supply chain complexities, enhancing efficiency, and improving stakeholder relationships.	Vital for resolving disagreements, improving operational processes, and boosting overall performance.	Essential for managing complexities and conflicts arising from internal and external factors, crucial for the sector's sustainability and growth.	Huo, He, & Tian, 2023; Durugbo & Al-Balushi, 2023; Murad et al., 2021; Alshawabkeh et al., 2022; Saleheen & Habib, 2022
Collaboration	Parties work jointly, sharing resources, knowledge, and capabilities for mutually beneficial outcomes.	Mitigates risks, enhances efficiency, fosters innovation, and strengthens relationships.	Instrumental for facing challenges like resource scarcity, geopolitical influences, and global market fluctuations. Enhances resource utilization and risk mitigation.	Delak & Širok, 2022; Sanjaya, Suartama, & Suastika, 2022; Baah et al., 2022; Cheek & Hamrin, 2023; Alsaad, Yousif, & AlJedaiah, 2018; Cao & Zhang, 2011
Accommodation	One side willingly compromises, prioritizing others' concerns and preferences.	Preserves harmonious relationships, where stakeholder dynamics are disparate, and conflicting issues are non-central to outcomes.	Vital for navigating various stakeholder expectations and regulatory frameworks, fortifying relationships, and ensuring a reliable supply chain.	A. L. Diab et al., 2022; Martins et al., 2020; Maiti & Choi, 2021; B. Obeidat, 2022; Obeidat & Hamadneh, 2022
Avoidance	Deliberate disengagement from conflicts, neither addressing nor	Practical for bypassing disruptions unrelated to core	Essential for maneuvering socio-political and economic conflicts,	Huo et al., 2023; Min et al., 2020; Abdallah et al., 2014; Rahim, 2023

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	confronting the issue.	operations, preserving operational flow, and avoiding unnecessary strain.	acting as a buffer against potential disruptions and maintaining consistent internal operations.	
Compromise	A mutual give-and-take approach to establish an acceptable solution, relinquishing certain stances.	Ensures smooth operations amidst disagreements, finding a middle ground in disputes essential for process continuity.	Prominent in managing diverse stakeholder interests, stabilizing supply chain segments, and maintaining operational flow without significant sacrifice.	Noermijati et al., 2019; Behfar, Peterson, Mannix, & Trochim, 2008; Macieira, Barbosa, & Teixeira, 2021
Competition	High concern for one's interests over others, potentially leading to win-lose outcomes.	Can drive efficiency and innovation but may lead to conflicts if not managed adeptly, especially when resources are scarce or objectives conflict.	Influences stakeholder negotiations and operational priorities, requiring adept management to prevent potential negative consequences like strained relationships.	Rahim, 2023; Boz Semerci, 2019; Chen et al., 2017
CMS in Jordan's Food Sector	Essential for managing diverse challenges within the food sector's supply chain, influenced by various internal and external factors.	Critical for managing discrepancies in interests, objectives, and operational preferences among stakeholders.	Intensified need for adept CMS due to socio-economic and geopolitical challenges, ensuring stability and efficiency within the supply chain.	Hundaileh & Fayad, 2019; Al-Hamdan et al., 2019; Shareef et al., 2022; T. Wang et al., 2021

3.3. Comparative Discussion: CMS in Developed vs. Emerging Economies

Jordan's food manufacturing relies heavily on relationship-based CMS, emphasizing trust and informal negotiations (Almasri & Ying, 2024; Mohsen, 2024; Shaer et al., 2023), contrasting with developed markets that prioritize technology-driven solutions and formal agreements (Irfan & Wang, 2019) (Yin et al., 2022) (Huo et al., 2023b). This distinction is crucial for understanding SCP in Jordan, where socio-economic and geopolitical complexities necessitate collaborative strategies. The study highlights that while collaborative CMS enhances SCP through improved efficiency and stakeholder satisfaction, the reliance on personal connections in Jordan presents unique challenges compared to the data-driven approaches of developed economies. This reinforces the study's conclusion that adaptive, collaborative, and customer-centric green practices are vital, but must be tailored to Jordan's specific context, recognizing the limitations of solely relationship-focused methods and the potential for integrating appropriate technological advancements (see Tables 3-10 and 3-11).

Table 3-2 CMS Strategies Across Global Contexts

CMS Strategy	Jordan (Emerging Market)	UAE (Advanced SCM Tech)	Singapore (Regulated SCM)

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Collaboration	Relationship-based trust	AI-driven coordination	Government-mandated SCM rules
Avoidance	Conflict avoidance due to business risks	Rare due to strict compliance	Penalized under strict SCM policies
Competition	Dominant retailers enforce strict supplier terms	Strong government price controls	Competitive SCM innovation
Compromise	Informal negotiation tactics	Formalized dispute resolution	Arbitration frameworks exist
Accommodation	Supplier-driven flexibility due to power imbalances	Buyer-driven due to strict standards	Legally enforced SCM contracts

Table 3-3 CMS outcomes across Jordan, UAE, and Singapore, emphasizing key performance indicators

CMS Strategy	**Jordan (Emerging Market) Outcomes**	**UAE Outcomes**	**Singapore Outcomes**
Collaboration	Increased supplier loyalty, slower tech adoption Faster	Faster order fulfillment, AI-based collaboration	Highly efficient dispute resolution, regulatory enforcement
Avoidance	Supplier retention but higher supply risks	Risk minimization via tech-driven solutions	Conflict escalation prevention due to strict laws
Competition	Cost pressures on suppliers, market fragmentation	Government intervention, stabilized pricing	Competitive advantage through innovation
Compromise	Flexible but inconsistent SCM performance	Legal frameworks ensure enforceability	High compliance, standardized negotiations
Accommodation	Power imbalances, reactive	Balanced SCM relationships	Institutionalized supplier protection laws

3.4. Supply Chain Operational Processes (SCOP)

Supply Chain Operational Processes (SCOP) are critical to the food manufacturing sector, ensuring efficient production, storage, and delivery, given product perishability and stringent quality standards (Saragih, Tarigan, Silalahi, et al., 2020). Globally, SCOP encompasses production planning, inventory management, and distribution, all essential for a seamless supply chain (Aung & Chang, 2014; Gupta & Jain, 2013) (Krajewski & Malhotra, 2022). These processes, impacted by technology, regulations, and market dynamics, directly influence supply chain operations (Mollenkopf et al., 2021). This study explores how SCOP mediates the relationship between conflict management strategies and supply chain performance, examining how effective production planning and inventory management, for example, mitigate conflicts and ensure operational efficiency.

Production Planning

Production planning, crucial for efficient food manufacturing, involves determining product volume and timing based on demand, resources, and capacity (Han et al., 2019). In Jordan, this planning is vital for navigating fluctuating demand and resource limitations (Jum'a et al., 2021). Effective planning optimizes resource use, reduces waste, and addresses supply chain conflicts, with resource constraints (Stadtler, 2014). Jordan's production planning is influenced by raw material availability and technological advancements, such as Industry 4.0 (Abu-Rumman et al., 2023; Jaber et al., 2019). This study examines how production planning, as a SCOP dimension, impacts the relationship between conflict management and supply chain performance, specifically how it mitigates conflicts and optimizes performance in Jordan's food sector.

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Inventory Management

Inventory management, crucial for balancing inventory costs and demand, is especially complex in Jordan's perishable food sector (Becerra et al., 2021; Diab et al., 2015). Effective inventory management, using techniques like JIT and EOQ, mitigates stakeholder disputes and controls costs (Pan & Nagi, 2010). However, Jordan faces unique challenges due to product perishability, demand fluctuations, and regional instability (Hiassat et al., 2017). Aligning inventory control with conflict resolution is vital for Jordanian firms, and analyzing local case studies reveals how inventory management enhances supply chain efficiency and reduces conflicts (Al-Hamdan et al., 2019).

Distribution

Distribution, a key SCOP element, ensures timely and accurate delivery of finished products, crucial in Jordan's food sector for maintaining product freshness and customer satisfaction (Dwivedi et al., 2020; Randrianarisoa & Gillen, 2022). Strategic distribution alignment with conflict management can mitigate stakeholder disputes by ensuring reliable and cost-effective delivery.

Logistics

Logistics, another vital SCOP component, manages the movement and storage of goods throughout the supply chain. In Jordan, logistics is essential for navigating geopolitical and market challenges (Gligor & Holcomb, 2012). Effective logistics, including transportation and warehousing, minimizes costs and ensures timely delivery, directly impacting supply chain performance. Integrating logistics with conflict management ensures reliability and efficiency for all stakeholders (Kim et al., 2020).

The Mediating Role of SCOP in CMS → SCP Relationship

Supply Chain Operational Processes (SCOP) act as a crucial link between Conflict Management Strategies (CMS) and Supply Chain Performance (SCP), translating conflict resolution into operational efficiency. However, the exact interplay between SCOP and CMS remains under-explored. This study addresses this gap by analyzing how four SCOP dimensions—Production Planning, Inventory Management, Distribution, and Logistics—interact with CMS.

Table 3-4 SCOP Components and Their Role in Conflict Resolution

Supply Chain Operational Process	How It Mediates CMS → SCP	Examples of CMS Influence
Production Planning	Aligns production schedules with stakeholder expectations to reduce demand fluctuations	Collaboration CMS: Joint production planning enhances supply chain agility (Sarkis et al., 2022)
Inventory Management	Balances stock availability to mitigate supply chain disruptions	Avoidance CMS: Poor communication leads to stock shortages (Christopher & Holweg, 2017)
Distribution	Optimizes transportation and last-mile delivery, reducing delays	Competitive CMS: Power asymmetries increase lead times for smaller suppliers (Ketchen & Hult, 2021)
Logistics	Enhances resilience through technology-driven coordination	Compromise CMS: Shared logistics resources lower transportation costs (Prajogo et al., 2022)

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Jordan's food manufacturing sector faces unique logistical, regulatory, and geopolitical constraints that impact SCOP effectiveness as a mediator between CMS and SCP. Complex customs regulations and import dependencies, coupled with a lack of standardized SCM regulations, create regulatory barriers (WorldBank, 2021). Geopolitical constraints, such as landlocked geography and regional conflicts, disrupt supply chain routes and increase costs (Haraguchi & Lall, 2015; WorldBank, 2021). Furthermore, technology limitations, like the limited adoption of AI and blockchain and a lack of integrated supply chain data, impede SCOP efficiency (Abaddi & AL-Shboul, 2023; Almasri & Ying, 2024). These constraints necessitate resilience-focused CMS strategies, refining SCOP as a structured mediator and providing a practical framework for optimizing SCM decisions in conflict-prone supply chains.

SCOP within Jordan's Socio-Economic Context

Jordan's food manufacturing Supply Chain Operational Processes (SCOP) are significantly shaped by its complex socio-economic context, including geopolitical instability, resource scarcity, and economic fluctuations (Abu-Rumman et al., 2023). This sector requires resilient SCOP to navigate stringent regulations and market dynamics (Christoforidou et al., 2023; Hundaileh & Fayad, 2019). Integrating conflict management strategies is crucial for mitigating disruptions, in logistics, distribution, production planning, and inventory management, to meet fluctuating demands and stakeholder expectations (Huo et al., 2023a; Shareef et al., 2022). Jordan's economic stability, influenced by external factors, directly impacts resource availability and market demand, necessitating adaptive SCOP for sustainable supply chain performance (Qtaishat et al., 2023; Schuetze & Hussein, 2023).

Table 3-5 Summary of Supply Chain Operational Processes Literature Review

Supply Chain Operational Process	Description	Key Points	Citations
Overview	The backbone of the food manufacturing sector, crucial for efficient and effective production, storage, and delivery to meet consumer demand.	- Nuanced due to perishable products. - Requires efficient strategies for production, inventory, distribution, and logistics.	Saragih et al., 2020; Aung & Chang, 2014; Gupta & Jain, 2013; Krajewski & Malhotra, 2022; Mollenkopf, Ozanne, & Stolze, 2021
Production Planning	Ensures items are created efficiently, deciding what to make, its volume, and production timing. Tackles challenges like changing demand and resource limits.	- Influences supply chain performance metrics. - Essential in resolving supply chain disagreements.	Han, Lee, & Kim, 2019; Jum'a et al., 2021; Stadtler, 2014; Jaber, Marahleh, & Dalabeeh, 2019; Abu-Rumman et al., 2023
Inventory Management	Oversight of non-capitalized assets, stock items, and inventory levels. Balances costs with the benefits of meeting demand.	- Linked to product quality and waste minimization. - Techniques like JIT and EOQ are crucial.	Becerra et al., 2021; Diab, Al-Bourini, & Abu-Rumman, 2015; Pan & Nagi, 2020; Hiassat, Diabat, & Rahwan, 2017; Al-Hamdan et al., 2019
Distribution	Strategic dissemination of products from manufacturers to consumers. Involves logistical and strategic endeavors affecting performance and relationships.	- Essential for maintaining product freshness and quality. - Mitigates stakeholder conflicts through reliable delivery.	Dwivedi, Amin, & Vollala, 2020; Randrianarisoa & Gillen, 2022

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Logistics	Coordinated management of movement and storage of goods in the supply chain. Ensures seamless operation amidst various challenges.	- Minimizes costs, optimizes efficiency. - Influences performance and stakeholder satisfaction.	Gligor & Holcomb, 2012; Kim et al., 2020
SCOP in Jordan's Context	Influenced by geopolitical, economic, and stakeholder complexities. Necessitates resilient processes for optimal performance.	- Integration with conflict management strategies is crucial. - Must be adaptive and aligned with socio-economic factors.	Abu-Rumman et al., 2023; Christoforidou et al., 2023; Hundaileh & Fayad, 2019; Huo et al., 2023; Shareef et al., 2022; Schuetze & Hussein, 2023; Qtaishat et al., 2023

3.5. Customer-Centric Green Supply Chain Management (CCGSCM) as a Strategic Sustainability Mediator

Customer-centric green supply chain management (GSCM) contributes to the smart business concept by integrating sustainable practices with a focus on customer needs, enhancing resource efficiency, reducing environmental impact, and promoting circular economy principles, as evidenced by recent research (Chavez et al., 2016). In the current business landscape, smart business practices face a fundamental shift to-ward focusing on customer satisfaction while integrating environmental sustainability (Raoof, 2023). The primary objective of CCGSCM is not only to increase the efficiency and sustainability of supply chain practices, but also to consider customers' expecta-tions. This aspect is relevant and preferred in today's environmentally conscious market (Ye et al., 2023).

Previous studies have highlighted that aligning green supply chain management (GSCM) practices with customer expectations can significantly improve operational efficiency while simultaneously enhancing customer satisfaction (Laari et al., 2016, Jena, 2023). This dual focus on efficiency and satisfaction positions CCGSCM as a crit-ical strategy for businesses aiming to thrive in the modern marketplace.

This approach aligns supply chain practices with customer expectations for sus-tainability, especially in the post-COVID-19 era. The pandemic has further amplified the relevance and popularity of CCGSCM, changing consumers' expectations, making them more proactive in seeking sustainable practices and expecting organizations to engage in and incorporate social responsibility and sustainable practices (Villar et al., 2023). This shift has developed unique opportunities for businesses to re-evaluate and enhance their strategies regarding GSCM. By emphasizing a customer-centric ap-proach and prioritizing environmental sustainability, businesses can better meet the evolving demands of the market (Kholaif et al., 2023).

3.6. Supply Chain Performance (SCP) Outcomes

Introduction to SCP Metrics and Importance

Supply Chain Performance (SCP) measures a supply chain's efficiency and effectiveness in meeting objectives, assessed through metrics like cost management, quality, and responsiveness (Gunasekaran et al., 2001; Ka et al., 2019). In food manufacturing, SCP is vital due to product perishability and stringent standards (Manzini & Accorsi, 2013) Efficient SCP enhances competitive advantage and customer satisfaction by ensuring timely delivery and quality (Christopher, 2022). In Jordan's food sector, SCP is complex due to geopolitical and socio-economic challenges, requiring resilience and adaptability to global market dynamics (Jum'a et al., 2021).

Detailed Exploration of Each Measure of SCP

(1) ***Cost of Supply Chain***

Cost management is a critical dimension of Supply Chain Performance (SCP) in food manufacturing, impacting profitability and competitiveness (Seuring & Müller, 2008). It encompasses

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production, logistics, inventory, and waste costs, requiring strategic planning due to product perishability and stringent regulations (Aung & Chang, 2014; Kittipanya-Ngam & Tan, 2020). In Jordan, cost management is influenced by political instability, resource scarcity, and global commodity prices, notably water scarcity and transportation costs (Beithou et al., 2022; Khan et al., 2021). Strategies like Just-In-Time (JIT) inventory and technologies like IoT and Blockchain can optimize costs (Kshetri, 2018; Pan & Nagi, 2010). Understanding cost structures in Jordan's food sector is vital for enhancing efficiency and profitability, especially when evaluating the impact of conflict management strategies on SCP.

(2) ***Quality of Supply Chain***

Quality is critical in food manufacturing SCP, encompassing safety, consistency, and standards compliance (Pham & Doan, 2020). It extends beyond product excellence to include process and relationship management, with practices like HACCP and GMP as essential (Babeker et al., 2021; Saragih, Tarigan, Pratama, et al., 2020). Jordan's food sector faces challenges adhering to standards like ISO 22000 while navigating geopolitical and resource constraints (Krampe, 2020; Mazzawi & Alawamleh, 2019). Quality management involves supplier relationships, where collaborative conflict management can enhance input quality (Caputo, 2018). This study explores how conflict management strategies impact quality practices in Jordan's food SCP, enhancing its competitive position.

(3) ***Responsiveness*** in Supply Chain

Responsiveness in SCP is the supply chain's ability to promptly address market demands, critical in the perishable food sector (Gligor & Holcomb, 2012). In Jordan, regional tensions and resource limitations impact responsiveness (Jarrah, 2023). Conflict Management Strategies (CMS) significantly influence this; collaborative CMS enhance responsiveness through improved communication and decision-making (Rahim, 2023). Conversely, avoidance strategies can hinder it. Understanding how CMS affects responsiveness in Jordan's food sector is crucial for mitigating conflict-driven disruptions and meeting market demands (Mazzawi & Alawamleh, 2019).

(4) ***Flexibility in Supply Chain***

Flexibility in SCP is the supply chain's ability to adapt to variations and disruptions (Piprani et al., 2022). In food manufacturing, this is crucial due to volatile demand and regulatory standards. In Jordan, geopolitical factors and diverse market demands necessitate flexibility (Al-Hawary et al., 2017). Conflict Management Strategies (CMS) enhance flexibility by preventing conflicts from disrupting operations (Rahim, 2023). For example, compromise can facilitate adaptability. This study explores how CMS impact flexibility in Jordan's food sector, demonstrating how effective conflict management safeguards adaptability.

(5) ***SCP in Jordan's Food Manufacturing Industry***

Supply Chain Performance (SCP) is vital for Jordan's food manufacturing, impacting economic stability and food security (Jum'a, 2023). This industry, a GDP contributor, faces conflicts affecting performance due to its reliance on imported materials and diverse stakeholders (Abdallah et al., 2014; Abu Nimeh et al., 2018). Conflict Management Strategies (CMS) are crucial for navigating these conflicts, which impact costs, quality, responsiveness, and flexibility. This study examines how effective CMS enhance SCP in Jordan's food sector, providing practical insights for industry practitioners.

Table 3-6 Summary of Supply Chain Performance Literature Review

Section	Summary	References
Introduction to SCP Metrics and Importance	SCP is critical for assessing supply chain efficiency and effectiveness, impacting competitive advantage and customer satisfaction. It's crucial in the food sector due to product perishability, quality standards, and logistical challenges.	Ka, Ab, & Lb, 2019; Christopher, 2022
Cost of Supply Chain	Managing costs within the SCP is essential for profitability, requiring strategic planning, especially in	Seuring & Müller, 2008; Beithou et al.,

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	food manufacturing. External factors like geopolitical issues and resource scarcity significantly influence cost management.	2022; K. Khan et al., 2021
Quality of Supply Chain	Quality in SCP goes beyond product excellence, requiring adherence to safety standards and consistent output, especially under geopolitical and resource challenges in regions like Jordan.	Pham & Doan, 2020; Mazzawi & Alawamleh, 2019
Responsiveness in Supply Chain	Responsiveness in SCP involves meeting market demands promptly, crucial for customer loyalty and brand image, especially in conflict-prone regions. CMS impact on responsiveness is notable.	Gligor & Holcomb, 2012; Rahim, 2023
Flexibility in Supply Chain	SCP flexibility refers to adapting to disruptions and market variations, vital in volatile sectors like food manufacturing in Jordan. CMS play a key role in maintaining operational adaptability.	Piprani et al., 2022; Al-Hawary et al., 2017
SCP in Jordan's Food Manufacturing Industry	SCP's efficiency in Jordan's food sector is vital for national economic stability and food security, facing challenges due to reliance on imports and various conflicts. Effective CMS is essential for enhancing SCP amidst these challenges.	Jum'a, 2023; Abu Nimeh et al., 2018

3.7. Tactical Pillars for Constructing Green Supply Chain Resilience in Food Manufacturing

(1) **Relationship Characteristics – Power Dynamics**

Power dynamics, characterized by the asymmetrical distribution of influence, significantly impact supply chain operations and conflict management, within Jordan's food manufacturing sector (Sharma et al., 2023). These dynamics, encompassing various power types like coercive and reward, influence conflict resolution strategies, with dominant players often enforcing their preferred approaches while smaller entities adopt conciliatory tactics (Ghosh & Eriksson, 2019; Li et al., 2020; Reimann & Ketchen Jr, 2017). Furthermore, power influences Supply Chain Operational Processes (SCOP) and Supply Chain Performance (SCP) by shaping production strategies, inventory management, and overall efficiency, with dominant firms dictating terms that affect costs, quality, and responsiveness (Chamanara et al., 2023; Li et al., 2020). In Jordan, where the food sector is crucial to the economy, power dynamics are shaped by market dominance, resource accessibility, and global presence, leading to significant influence by larger corporations over smaller suppliers and distributors, thus affecting both conflict resolution and operational strategies (Yoo & Seo, 2017).

(2) **Long-term Relationship and Conflict Intensity**

Stakeholder relations in supply chains are significantly influenced by maintained affiliations and conflict intensity. Long-term relationships, characterized by cooperation and shared goals, foster trust and mitigate conflicts, encouraging collaborative and compromise-based conflict management strategies (Al-Omoush et al., 2022; A. M. Obeidat, 2022). Conversely, conflict intensity dictates the choice of conflict management, with high-intensity disputes requiring robust strategies like collaboration or competition, while low-intensity conflicts may be addressed through avoidance or accommodation (Jum'a, 2023; Yoo & Seo, 2017). In Jordan's food manufacturing sector, long-term relationships are crucial for stability, yet conflicts over pricing, delivery, and quality pose challenges. The Jordanian cultural preference for relationship preservation often leads to the adoption of compromise and accommodation to resolve disputes and maintain harmony (Al-Hyari, 2023; Zureiqat & Ostermeier, 2022).

Table 3-7 Summary of Moderating Variables' Literature Review

Section	Subsection	Description	Citation

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Relationship Characteristics – Power Dynamics	Introduction to Power Dynamics in Supply Chains	Power dynamics refer to the asymmetrical influence among entities in supply chains, with some organizations having significant control over terms, decisions, and resources.	V. Sharma et al., 2023
	Types and Sources of Power in Supply Chains	Various types of power exist, including coercive, reward, legitimate, referent, and expert power, each arising from unique sources and affecting entities differently.	Reimann & Ketchen Jr, 2017
	Relevance of Power Dynamics in Conflict Management	Power dynamics critically influence conflict management strategies in supply chains, with powerful entities enforcing strategies that can range from collaboration to competition.	Li et al., 2020; Ghosh & Eriksson, 2019
	Relevance of Power Dynamics in SCOP and SCP	Power dynamics affect operational decisions in supply chains, such as production strategies and inventory management, thereby impacting overall productivity.	Chamanara, Goldstein, & Newell, 2023; Li et al., 2020
	Power Dynamics in Jordan's Food Manufacturing Sector	In Jordan's food industry, power dynamics are influenced by factors like market dominance, resource control, and global reach, affecting pricing, quality, and delivery decisions.	Yoo & Seo, 2017; V. Sharma et al., 2023
Conflict Characteristics - Long-term Relationship and Conflict Intensity	Long-term Relationship and Conflict Intensity: An Overview	Long-standing relationships and conflict intensity are key in understanding stakeholder interactions within supply chains, involving elements of cooperation, shared benefits, and goal alignment.	Al-Omoush, Palacios-Marques, & Ulrich, 2022; Yoo & Seo, 2017
	Relevance of Long-term Relationships in Conflict Management	Long-term relationships contribute to a culture of trust and mutual reliance, reducing conflicts and encouraging collaborative problem-solving.	A. M. Obeidat, 2022
	Conflict Intensity and Its Implications	The severity of conflicts influences the choice of management strategy, with high-intensity conflicts necessitating structured resolution methods.	Jum'a, 2023
	Conflict Characteristics within Jordan's Food Manufacturing Sector	In Jordan, long-term partnerships are crucial for supply chain stability, whereas conflict intensity, influenced by various operational factors, requires careful management to preserve business relationships.	Zureiqat & Ostermeier, 2022; Al-Hyari, 2023

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3.8. Accounting for Contextual Influences: The Role of Control Variables

To accurately assess the impact of CMS on SCP in Jordan's food manufacturing, this study controlled for company size, industry segment, and location. Company size influences resource availability and CMS structure, with larger firms adopting structured strategies and smaller ones relying on agile approaches (Andreoni & Chang, 2019; Dang et al., 2018). The industry segment shapes operational practices and regulatory requirements, necessitating tailored CMS for challenges like perishable goods and market fluctuations (Christoforidou et al., 2023; Diab et al., 2015). Location impacts logistics and stakeholder interactions, requiring customized CMS like collaboration or compromise to mitigate location-specific risks (Huo et al., 2023b; Shishodia et al., 2023). These controls ensure the study's robustness, isolating the direct relationship between CMS and SCP, and providing relevant strategic insights for diverse organizational contexts within Jordan.

4. Discussion

This systematic review synthesizes the relationships among Conflict Management Strategies (CMS), Supply Chain Operational Processes (SCOP), Customer-Centric Green Supply Chain Management (CCGSCM), and Supply Chain Performance (SCP) within Jordan's food manufacturing sector. A key finding is that CMS significantly enhances SCP, primarily through SCOP as a mediator, aligning with previous studies across various industries ((Behroozi et al., 2021; Huo et al., 2023b)). Notably, collaboration emerges as the most effective CMS dimension, significantly fostering stakeholder interactions, operational coordination, and resource efficiency, which is crucial in Jordan's context characterized by resource scarcity and geopolitical instability ((Delak & Širok, 2022);(Sanjaya et al., 2022)).

The analysis underscores the relevance of other CMS dimensions, such as accommodation, in sectors with pronounced power asymmetries. Accommodation effectively manages stakeholder relationships, maintains stability, and minimizes conflicts in Jordanian SMEs, where smaller enterprises frequently navigate pressures from dominant stakeholders, including government bodies and major retailers ((Obeidat & Hamadneh, 2022);(Martins et al., 2020)). However, competitive and avoidance strategies exhibit mixed impacts—potentially beneficial in specific short-term scenarios but detrimental when persistent conflicts or responsiveness are required ((Rahim, 2023);(Jum'a, 2023)).

A key contribution is the detailed exploration of SCOP as a critical mediator, including production planning, inventory management, distribution, and logistics. These processes significantly mediate the impact of CMS on SCP, with logistics and inventory management vital for mitigating disruptions due to external challenges ((Becerra et al., 2021);(Hiassat et al., 2017);(Gligor & Holcomb, 2012)). Further, CCGSCM emerged as essential in aligning supply chain practices with evolving customer preferences for sustainability and responsibility, notably amplified post-COVID-19 ((Chavez et al., 2016);(Ye et al., 2023)).

The comparative analysis between Jordan and developed markets (e.g., UAE, Singapore) identifies disparities in technology adoption, regulatory structures, and CMS formalization. In developed economies, technology-driven, structured conflict resolution mechanisms contrast sharply with Jordan's informal, relationship-driven practices. Understanding these differences provides nuanced insights for policymakers and industry leaders, emphasizing the strategic integration of CMS with technology and regulation tailored to Jordan's specific needs and cultural practices ((Almasri & Ying, 2024);(Shaer et al., 2023);(Shaer et al., 2023)).

Linking Conflict Management to Smart and Green Cities and the SDGs Integrating Conflict Management Strategies (CMS) with Smart City and Green City principles offers significant potential to advance urban sustainability (SDG 11) by enabling efficient resource use, transparency, and collaborative problem-solving (SDG 17). In Jordan's food manufacturing sector, technologies such as blockchain-driven supply chain platforms enhance transparency and operational efficiency,

 doi:10.20944/preprints202503.0694.v1

significantly reducing waste and ensuring responsible production (SDG 12). Table 3-9 explicitly with a new column linking CMS strategies to relevant SDGs and Smart City relevance.

CMS Strategy	Smart City Relevance	Relevant SDGs
Collaboration	IoT-enabled transparency & coordination	SDG 9, SDG 11, SDG 17
Accommodation	Technology-driven regulatory compliance	SDG 16, SDG 17
Avoidance	Digital risk monitoring	SDG 9, SDG 12
Compromise	Smart logistics sharing	SDG 11, SDG 17
Competition	Blockchain-driven fair competition	SDG 9, SDG 12

5. Conclusion

This systematic review addresses critical research gaps concerning the interplay between Conflict Management Strategies and Supply Chain Performance in Jordan's food manufacturing sector. Collaborative CMS strategies significantly enhance SCP by improving efficiency, resilience, and stakeholder satisfaction, which are essential in navigating Jordan's socio-economic and geopolitical complexities. The mediation role of Supply Chain Operational Processes and Customer-Centric Green Supply Chain Management is crucial in transforming conflict management outcomes into practical performance enhancements.

Theoretically, integrating Stakeholder Theory, Conflict Management Theory, Social Exchange Theory, Resource Dependence Theory, and Game Theory into a comprehensive analytical framework provides significant insights and advancements in understanding SCM dynamics. Practically, this study offers vital guidance to policymakers and industry leaders, highlighting the strategic importance of adaptive, collaborative, and customer-centric green practices in supply chain management.

While the study provides robust findings, it acknowledges limitations such as the exclusion of non-English studies and its concentrated focus on Jordan. Future research is recommended to include longitudinal studies, further cross-cultural analyses, and the exploration of additional moderating variables, such as power dynamics and long-term relationships, to generalize these insights more broadly.

The subsequent chapter, (Chapter 4), delves deeper into these dynamics, exploring specific conflict management strategies and their direct and mediated impacts on SCP through CCGSCM in Jordan's food manufacturing sector. This exploration aims to empirically validate the theoretical constructs identified here and offer actionable insights for practitioners seeking sustainable, customer-centric supply chain operations.

Ethics & Funding Statements: This systematic review did not involve human participants, personal data, tissues, or animals. Hence, ethical approval was not required.

Funding Statement: This research received no external funding.

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