

REVIEWER'S REPORT

Manuscript No.:IJAR-54339

Title:Online Commerce Adoption and Smart Supply Chain Modernization: Empirical Evidence from Saudi Arabia's Retail Sector

Recommendation:

Accept as it is YES

Accept after minor revision.....

Accept after major revision

Do not accept (*Reasons below*).....

Rating	Excel.	Good	Fair	Poor
Originality	YES			
Techn. Quality	YES			
Clarity	YES			
Significance	YES			

Reviewer Name: Dr. Himanshu Gaur

Date:16/10/2025

Detailed Reviewer's Report

The paper titled "Online Commerce Adoption and Smart Supply Chain Modernization: Empirical Evidence from Saudi Arabia's Retail Sector" presents a robust and timely investigation into how digital transformation, driven by online commerce adoption, is reshaping supply chain modernization within the framework of Saudi Arabia's Vision 2030. The study's methodological rigor, employing SPSS and Partial Least Squares Structural Equation Modeling (PLS-SEM) on data collected from 50 managerial respondents, demonstrates a strong empirical foundation and sound analytical execution. The results, highlighting the positive impact of online commerce on technological integration and overall supply chain performance, provide valuable insights into the mechanisms of digital modernization in emerging markets. The identification of organizational readiness as a moderating factor further enriches the model, underscoring the importance of managerial commitment and cultural alignment in ensuring successful digital adoption. The paper is well-structured, clearly written, and theoretically grounded, contributing both to academic understanding and practical strategy in the field of supply chain and digital commerce management. Its coherence, relevance, and empirical robustness justify its scholarly merit, and it is therefore **accepted without revision.**