

The Impact of Strategy Development in Chinese Manufacturing Sector on the Competitiveness of Small and Medium-Sized Enterprises

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As global economic growth slows, China is stepping up its structural reform and transformation efforts to preserve and even boost sustainable economic development. China is expending a lot of effort to shift its image from that of a nation that produces items with weak value-added content to that of a country that is a world-class inventor and designer. These policy initiatives aim to support small and medium-sized enterprises (SMEs), which make up the bulk of Chinese firms and are the nation's manufacturing base. SMEs are rapidly becoming a key player in China's innovation landscape. Examines the innovation networks and strategies of SMEs in China's industrial sectors to gain an understanding of the country's shift towards a more mature and indigenous innovation system. Analyses the fundamental Chinese market's knowledge production and distribution process. Details China's efforts to establish an innovation system that is both local and highly developed. Three significant conclusions emerge from the inquiry, which employs a methodology including several case studies: Three distinct methods are used to achieve this goal: It catalogues five distinct kinds of innovation strategies—the Exist, Enhance, Integrate, Edge, and Switch strategies each with its unique mix of exploitation and exploration tactics; it examines the knowledge creation and diffusion processes in China's innovative ecosystem; and it shows how these five strategies relate to different external resources, such as vertical and horizontal networks.

Keywords: Issues related to Small and medium-sized enterprises; SME; Digital transformation; Sustainability; Sustainable development; Systematic literature review.

1. Introduction

The world's economy has taken a major hit due to the new coronavirus pandemic, and the damage may be worse than the financial crisis itself. As the initial epidemic's epicentre, China has taken the brunt of the damage. Consequently, China's economic progress has slowed more dramatically compared to other regions globally. Businesses in China are obligated to postpone returning to work until after the 2020 Spring Festival, except for those supplying medical supplies. The effects of the shutdown persisted for weeks beyond that date, even though 76.8% of China's SMEs resumed operations. Diseases and other health problems caused a 6.8% annual decline in China's GDP in the first quarter. Conversely, our economy grew by 3.2% in the second quarter. So, while they have only been in place for a short while, China's efforts to limit epidemics have been quite effective. Chinese businesses have had less

time to fix critical issues and have been unable to resume regular operations due to the outbreak. While 67.1% may be maintained for two months, 85.5% can be maintained for no more than three months. Thirty million SMEs and seventy million individual industrial and commercial homes in China are the sources of sixty per cent of the country's gross domestic product (GDP), eighty per cent of the country's employees' jobs, and more than half of the country's tax revenue (Hadjimanolis, 2019).

As a result, assisting medium and small businesses in China and helping them grow in the face of the economic challenges posed by the pandemic greatly affects the country's long-term economic and social stability. SMEs are more vulnerable to the pandemic and continue to depend on sales for cash flow, so it's not surprising that they would suffer from its effects. Many obstacles stand in the way of small and medium-sized businesses, in contrast to massive corporations. Most small and medium-sized firms rely too much on a single funding source and have an overly simplistic capital chain structure as compared to major corporations. Many medium- and small-sized firms have gone out of business because of the outbreak. On top of that, there is a mechanism in place to compensate customers monetarily when their orders are unable to be delivered because of the pandemic. The main source of finance for small and medium-sized service firms is often the money they earn from their regular activities. The day they decide to stop conducting business is the day all of their money was gone. The conclusion of the epidemic also brought significant changes in how organisations function, especially with how people report to work. Businesses want an all-encompassing online office solution to integrate their online and offline processes. Employees can manage their schedules, and the firm can monitor their productivity with the use of online applications. The technological department is the primary source of innovation inside the organisation, providing fresh perspectives on management and better computer systems. Despite having fewer resources, small and medium-sized businesses should innovate more. Bad credit is a result of several things for small and medium-sized businesses. These include things like lack of solvency, short effective loan terms, poor credit status, and short development periods. When small and medium-sized businesses are already having trouble making ends meet owing to things like sluggish output, falling sales, and reduced investment, they have it much worse with constant fixed costs like rent and interest (Basri, 2020).

2. BACKGROUND OF THE STUDY

It is a big challenge to determine a way to ensure the long-term viability of SMEs, even if they are crucial to strong economic growth. Medium and small businesses are not immune to the effects of the digital economy and society's complex changes on their productivity and standing in the market. The way these companies operate is also impacted by these developments. SMEs are defined by more than just their size. Their unique characteristics evolve and alter over time in response to environmental factors such as economics, culture, and politics. There are many ways in which small and medium-sized enterprises differ from their main predecessors. Some of these distinctions include the limited resources at their disposal and the specifics and applicability of their plans. In addition to these traits, they can be characterised by an openness to change, a tendency for adopting and executing strategies supported by evidence, a penchant for innovation, and a flat and flexible organisational

structure. Some think that for small and medium-sized enterprises to succeed in the long run, they must embrace digitalization and innovate. The importance of innovation as a core competency in today's fast-paced economic environment has highlighted the significance of creation as a core business for all firms. Innovation is a crucial activity for companies to participate in, according to research on performance management. This has led performance frameworks to expand their purview beyond more established sectors like banking and commerce and into up-and-coming areas like digitalisation, R&D, and development, where intangible qualities like knowledge and understanding are more important for achieving success. However, compared to large corporations, small and medium-sized firms are more susceptible to environmental uncertainty. It is more challenging for them to learn about the business and influence the organization's trajectory due to the limited resources at their disposal. When opposed to large enterprises, small and medium-sized firms react to environmental changes distinctively. Because of the limitations imposed by their assets, business choices, the nature of their profession, and their geographic location, businesses can only respond with a certain level of speed. Several approaches may probably be necessary for this, contingent upon the stage of the firm's life cycle. There has been an upsurge in studies examining entrepreneurship and SMEs over the last decade, and Albania is no exception. It is reasonable to say that these companies are vital to the European economy, and that's putting aside the fact that several groups employ differing definitions of "small to medium-sized enterprises". If small and medium-sized businesses are doing well, it bodes well for the economy overall. When it comes to boosting local economies and generating new jobs and revenue, SMEs are invaluable. Clustering enables the establishment of adaptable supply chains, which may be leveraged by innovative small and medium-sized enterprises. This study aims to examine the impact of digitalisation and other advanced ICT systems on the performance of SMEs. These systems include Data Analytics, Analytics, and Organisational Learning. Although the study's major emphasis is the company's growth, other factors are also considered (Alraja et al., 2021).

3. PURPOSE OF THE STUDY

The purpose of this study is to explore how strategic planning and implementation affect the performance and market position of SMEs within this dynamic sector. By utilizing a mixed-methods approach, the research aims to provide a comprehensive analysis of both quantitative data and qualitative insights. The quantitative component assesses trends and correlations between strategic development and competitiveness metrics, while the qualitative component offers in-depth perspectives from SME leaders and industry experts. This dual approach enables a thorough examination of how various strategic practices influence SME outcomes, providing actionable recommendations for improving competitiveness. Ultimately, the study seeks to bridge gaps in existing research and offer practical guidance for SMEs and policymakers to enhance strategic effectiveness and drive growth in China's manufacturing industry (Ervits, 2021).

4. LITERATURE REVIEW

The Chinese government has set the country on a course they call "the revitalisation of the China nation," and a national innovation system is a crucial part of this renewal. The rapid economic expansion in China over the last several decades has been based on a growth model that extensively exploited human labour and natural resources. Now, the country is undergoing a creative revolution, which has greatly impacted global economic restructuring. To better understand the current state of creative change in China and the strategies and networks of SMEs in Chinese industries, this section examines the historical context of China's innovation culture, institutional framework, regulations, and governance of innovation development. The goal is to have a deeper understanding of China's industrial sectors (Hadi et al., 2020).

China's rise to prominence as the factory of the world in recent decades, and the country's role in the international industrial system has grown more significant. The substantial contributions that China makes to manufacturing, as well as the sale of labour and natural resources, are likely to have had a significant role in driving the country's fast economic rise in recent decades. The export-oriented manufacturing system in China is a significant contributor to the rapid growth of China's GDP. China has shown a trend towards improvement during the last five years. Although international commerce and investment have not changed, the country's exports have levelled out at over 20% of GDP. In 2015, manufacturing was responsible for over 94.3 per cent of the total items that were exported. Items with the mark "Made in China" are becoming more desirable to purchasers all around the globe. China was the country that produced the most fax machines, Video recorders, and washing machines of any country in the world. These business-related and industrial goods are manufactured at China's many factories, both large and small, which are in the country's metropolitan and suburban hubs. In addition to this, it contributes to the development of a full manufacturing ecosystem, which includes providers of raw goods, machinery and supplies, designing and production centres, distribution networks, and growing markets. Since quite some time ago, the great majority of Chinese companies have been situated at the very bottom of both the supply chain for items and the worldwide industrial system. These companies have attained this position by carefully following and imitating the production lines of large and world-leading organisations, which in turn make items that were established and built in developed nations. This has allowed these businesses to achieve the prestige that they now have. These businesses can persist and even develop despite having weak revenues per unit as a result of cheap labour costs, unrestrained and improper use of natural assets, and enormous commodities exports. On the one hand, the growth of Korea's total economic output (GDP) because of the efforts of both large and small manufacturers, the majority of whom are SOEs, has made China an essential and necessary cog in the enormous industrial system. On the other hand, the catastrophic pollution problems and the large gap in intellectual ability on modern tools are just two examples of how the previous mode of large-scale economic expansion has derived a series of challenges that are attempting to prevent continued prosperity for the economy and society. This mode of expansion has also led to a huge disparity of professionalism on sophisticated technologies. The idea of China functioning as a global factory cannot provide the foundation for China's long-term, sustainable economic development. If it wants to keep growing at such an unexplained pace, it needs to come up with a new plan soon. It is vital to make investments in the development of science and technology and to see invention as the most successful strategy

to achieve the degree of economic growth that is sought. By strengthening its position in the global production system and enhancing its capacities in the areas of research, technology, and innovation, China is making progress towards its goal of becoming an innovative economy (Grobler, 2020).

5. RESEARCH QUESTION

How do networks relate to initiatives for transformational innovation?

6. METHODOLOGY

A mixed-methods study seeks to address a research topic by integrating quantitative and qualitative research techniques. Again, by combining the strengths of quantitative and qualitative approaches, mixed-methods research may provide a fuller picture than each approach alone. The social, behavioural, and health sciences often use mixed methods research, particularly in interdisciplinary contexts and for studies examining intricate social or situational phenomena. A mixed-methods study seeks to address a research topic by integrating quantitative and qualitative research techniques. Again, by combining the strengths of quantitative and qualitative approaches, mixed-methods research may provide a fuller picture than each approach alone. The social, behavioural, and health sciences often use mixed methods research, particularly in interdisciplinary contexts and for studies examining intricate social or situational phenomena. The term "perception" is used in marketing to describe the order in which a product or service is presented to customers and when their attention is first drawn to it. Kotler and Armstrong argue that the core of perception is the process of gathering, organising, and making sense of information. Data transformation into formats that the intended users may easily understand. In contrast, from the perspective of the customer, the entrepreneur's responses and activities inside the SM environment are understood by the consumer. Another approach to describe customer perception is the impact of a customer's actions on a firm. The public's perception of a company may be influenced by promotional efforts like product offers and text message marketing. It has a remarkable ability to understand client preferences. Advertising, social media, and other kinds of marketing all have an impact on it.

Study area: The study was conducted on Chinese govt. Employee, healthcare professional, engineer, businessman and Pvt. Employee.

Sampling: According to China's population (2024) 22.3 million people are living in Shanghai and the sampling through a Rao-soft sample size of 337 people was determined with the use of the Rao-soft software; 450 questionnaires were handed out, of which 410 were filled out and returned; and finally, 25 questionnaires were discarded since they were not fully completed. Hence, there were a total of 385 participants from China for the study. Everyone who responded to the survey was contacted for the survey, and the sampling was done randomly.

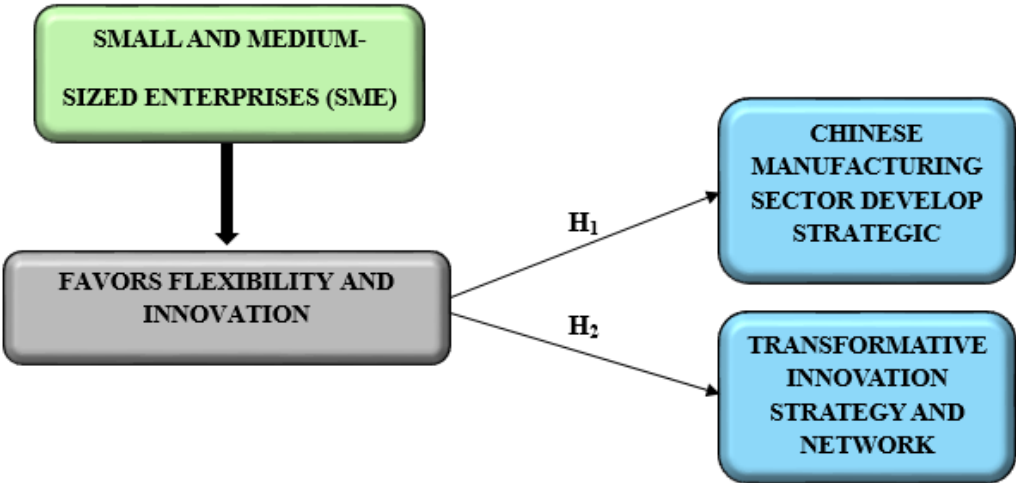
Data and Measurement: Questionnaires served as the main means of data collection for the project. There were two sections to the survey: (A) General demographic information and (B)

Online & non-online channel factor replies on a 5-point Likert scale. Secondary data was gathered from a variety of sources, with an emphasis on online databases. Various sources, most notably online ones, were combed through to gather secondary data.

Statistical Software: MS-Excel and SPSS 25 was used for Statistical analysis.

Statistical tools: The fundamental character of the data was understood by using descriptive analysis. Using Cronbach's alpha, they were ensuring that the data was valid and reliable. The research analysed data using ANOVA, T, and F tests.

Conceptual Framework



7. RESULT

Factor Analysis

The process of verifying the underlying component structure of a set of measurement items is a widely used application of Factor Analysis (FA). The observed variables' scores are believed to be influenced by hidden factors that are not directly visible. The accuracy analysis (FA) technique is a model-based approach. The primary emphasis of this study is on the construction of causal pathways that connect observable occurrences, latent causes, and measurement inaccuracies.

The appropriateness of the data for factor analysis may be assessed by using the Kaiser-Meyer-Olkin (KMO) Method. The adequacy of the sampling for each model variable as well as the overall model is assessed. The statistics quantify the extent of possible common variation across many variables. Typically, data with lower percentages tends to be more suited for factor analysis.

KMO returns integers between zero and one. Sampling is deemed adequate if the KMO value falls within the range of 0.8 to 1.

It is necessary to take remedial action if the KMO is less than 0.6, which indicates that the *Nanotechnology Perceptions* Vol. 20 No. S16 (2024)

sampling is inadequate. Use your best discretion; some authors use 0.5 as this, therefore the range is 0.5 to 0.6.

- If the KMO is close to 0, it means that the partial correlations are large compared to the overall correlations. Component analysis is severely hindered by large correlations, to restate.

Kaiser's cutoffs for acceptability are as follows:

A dismal 0.050 to 0.059.

- 0.60 - 0.69 below-average

Typical range for a middle grade: 0.70–0.79.

Having a quality point value between 0.80 and 0.89.

The range from 0.90 to 1.00 is stunning.

Table 1: KMO and Bartlett's

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.944
Bartlett's Test of Sphericity	Approx. Chi-Square	5730.206
	df	190
	Sig.	.000

The overall significance of the correlation matrices was further confirmed by using Bartlett's Test of Sphericity. A value of 0.944 is the Kaiser-Meyer-Olkin sampling adequacy. By using Bartlett's sphericity test, researchers found a p-value of 0.00. A significant test result from Bartlett's sphericity test demonstrated that the correlation matrix is not a correlation matrix.

Table 2: KMO and Bartlett's

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.978
Bartlett's Test of Sphericity	Approx. Chi-Square	3252.968
	df	190
	Sig.	.000

The overall significance of the correlation matrices was further confirmed by using Bartlett's Test of Sphericity. A value of 0.978 is the Kaiser-Meyer-Olkin sampling adequacy. By using Bartlett's sphericity test, researchers found a p-value of 0.00. A significant test result from Bartlett's sphericity test demonstrated that the correlation matrix is not a correlation matrix.

❖ Test for Hypothesis

- Dependent Variable

Chinese Manufacturing Sector Development Strategic

The researcher discovered that most SMEs would give up on the project and go on to another one if the anticipated result was not obtained. This is because SMEs have fewer resources than larger companies and are thus unable to afford to invest time and money in modifying and improving a project that has fallen short of expectations. Quite a few of them said that, if they were given sufficient time, they may think of ways in which the product or the marketing might be improved. Company is one of the companies that pulls the plug on operations when the results are not satisfactory so that it may refocus its efforts on something that would provide a higher profit. If the project does not turn out as the researcher had planned, the chiefs of each department assess the workflow and make improvements to improve the efficacy of cooperation. However, if a large amount of time and effort has already been spent in this endeavour without sufficient results, the general manager and the vice manager was immediately decide to suspend production and transfer those assets onto an endeavour that was provided a greater return were more lucrative and Chief Executive Officer of Firm in addition to this, the vice general manager of Company A has presented several potential outcomes in which the company would no longer pursue the method. "In most cases, researchers just give up and walk away (Chege & Wang, 2019).

Transformative Innovation Strategy and Network

Transformational innovation policy provides a more comprehensive approach, in contrast to social innovation, which is primarily concerned with the promotion of good social change. In the research that has been done on sustainable development, this concept is referred to as the "transition of socio-technical systems." In these complex systems, aligned technologies, knowledge, infrastructure, markets, governance and regulation, cultural norms, and industrial structures all work together to support one another. Check out this infographic on the energy system as an example; researchers could also create infographics like this about the food system, the transportation system, the healthcare system, the water system, and so on. According to the definition provided by the OECD, systems innovation is "a radical innovation in socio-technical systems that fulfil societal functions, entailing changes in both the components and the architecture of the systems." As a result, it is essential to resolving societal problems that systems innovation be implemented. Changes in socio-technical systems may be better understood with the use of a framework provided by the literature on transitions towards sustainability, in particular the multi-level perspective (MLP). It divides the world into three distinct tiers: niche, regime, and landscape (Basri, 2020).

- Independent Variable

Small and medium-sized enterprise

The provision of much-needed employment opportunities makes SMEs an essential component of both the global economy and society. Because of the smaller size of the company, CEOs have a disproportionate degree of power over SMEs. CEOs of SMEs are often the organization's founders, owners, and managers. The CEO of an SME is tasked with duties that are like those of the CEO of a large organisation. In many instances, the CEO of a small or medium-sized firm is either the driving force behind the success or failure of the business. An example sentence: This definition is included in Section 7 of the Micro, Small, and Medium-Sized Enterprises Development Act of 2006 (MSMED Act), which was made public in September of 2006. The Act creates several different classifications for enterprises, each of

which is based on the amount of capital the company has invested and the kind of labour it does. The MSMED Act classifies firms into one of two primary categories: those that either manufacture products or offer services.

Favour flexibility and innovation

Researchers in China have been given a leg up due to the Chinese Cooperation Innovation Survey (CIS), which has increased the amount of data that is readily available at the firm level. Recent research has focused its emphasis on several different aspects, including but not limited to market structure; firm size; knowledge spillovers; R&D collaboration; settings for the application of innovation benefits; and other characteristics. Throughout the past several decades, many labour market specialists have recommended that expanding the flexibility of the labour market is the critical factor in bringing down Europe's continuously high unemployment rate. Take for instance the OECD's Jobs Study as an illustration. The Jobs Study's statements that more flexible labour markets would decrease unemployment and, perhaps, promote economic growth and productivity gains have been the subject of several studies and publications that have attempted to provide support for those claims. Even though research of this kind has been an incredibly significant factor in discussions on policy, the empirical basis for such policy statements is far from substantial. There has not been nearly enough research done to determine how flexible employment arrangements affect either output or innovation. Since the evidence from large-scale data sets is lacking, organizers agree with Freeman's recent demand for further comprehensive analyses at the micro level. Some of the few studies that have been carried out at the firm level include those carried out. This is a squandered opportunity when one considers the significance of labour relations and the role that human resources play in the formation of knowledge processes (Agbola & Amoah, 2019).

The relationship between Chinese manufacturing sectors develops strategically and favor flexibility and innovation.

The focus here is on innovative high-tech sectors, which should lead to more deliberate, long-term planning on the part of producers. In several industries, including electronics, textiles, and equipment, Chinese firms have established themselves as major actors in global supply chains. Competition and creativity are fostered by this combination. When it comes to adapting to shifting customer preferences and international market conditions, China's manufacturing industry has shown to be very versatile. This involves making rapid adjustments to manufacturing processes to accommodate changing demands, such as the growing need for environmentally friendly goods. As a result of their versatility, many Chinese manufacturers can adapt and develop new items quickly in response to changes in consumer demand. This variety makes it more resistant to changes in market conditions. To encourage innovation, many businesses are pouring resources into research and development. This is especially true in industries where new technologies are vital, such as electronics and automobiles. Partnerships between Internet businesses and more conventional industrial organisations are on the rise. The integration of smart technology is promoted via this cooperation, which improves efficiency and product quality. Chinese firms are establishing a favourable position in international markets by innovating to minimise energy usage and waste, in response to the growing worldwide demand for sustainable practices (Agbola & Amoah, 2019).

Based on the above discussion, the researcher formulated the following hypothesis, which was

to analyse the relationship between Chinese manufacturing sectors to develop strategies and favours flexibility and innovation.

“H0₁: There is no significant relationship between Chinese manufacturing sectors develop strategic and Favors flexibility and innovation.”

“H₁: There is a significant relationship between Chinese manufacturing sectors develop strategic and Favors flexibility and innovation.”

Table 3: H₁ ANOVA

Sum	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	68018.547	170	6183.504	1283.330	.000
Within Groups	424.013	214	4.818		
Total	68442.560	384			

In this study, the result is significant. The value of F is 1283.330, which reaches significance with a p-value of .000 (which is less than the .05 alpha level). This means the “H₁: There is a significant relationship between Chinese manufacturing sectors develop strategic and Favors flexibility and innovation” is accepted and the null hypothesis is rejected.

Relationship between Transformative innovation strategies and networks and Favors flexibility and innovation

Improvements in efficiency and market position are common outcomes of these tactics, which seek to radically alter processes, goods, or business models. To shake things up in current markets or even start from scratch, some businesses are turning to disruptive innovation. For this, the researchers need to know the researchers’ customers and the latest tech inside and out. Collaborations with other companies, universities, and new ventures are all part of creative networks. By working together, people can share information and resources, creating an atmosphere that is perfect for creativity. Innovative ideas and solutions may emerge from the pool of knowledge made available via networks. For game-changing inventions that need cross-disciplinary approaches, this variety is crucial. Companies with strong networks are better able to adapt rapidly to shifting market conditions. Faster strategy pivots and product adaptations are possible when stakeholders work together. Another way to obtain flexibility is by using shared resources inside networks. With no fixed expenditures to worry about, businesses can easily scale up or down in response to demand. Innovative solutions that would not occur in solitary settings are more likely to emerge in networks because of the ease with which ideas can be generated and discussed. Revolutionary concepts may be sparked by this pool of knowledge. Businesses may reduce their exposure to innovation risk by forming networks and sharing resources. As a result, increased risk-taking is fostered, even in endeavours that no one organisation could accomplish on its own. Companies in the technology industry often use open innovation tactics, where they work with third parties to create new goods. This method has allowed for quick progress and adaptability to satisfy customer needs. New approaches to managing the supply chain may use networks to share and collaborate on data in real time, which makes them more adaptable to market changes and

more responsive overall (Chege & Wang, 2019).

Based on the above discussion, the researcher formulated the following hypothesis, which was to analyse the relationship between Transformative innovation strategies and networks and favour flexibility and innovation.

H₀₂: There is no significant relationship between Transformative innovation strategies and networks and Favors flexibility and innovation.

H₂: There is a significant relationship between Transformative innovation strategies and networks and Favors flexibility and innovation.

Table 4: H₂ ANOVA

Sum	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	65485.912	153	10914.319	343.305	.000
Within Groups	2956.648	231	31.792		
Total	68442.560	384			

In this study, the result is significant. The value of F is 343.305, which reaches significance with a p-value of .000 (which is less than the .05 alpha level). This means the “H₂: There is a significant relationship between Transformative innovation strategies and networks and Favors flexibility and innovation” is accepted and the null hypothesis is rejected.

8. DISCUSSION

The first section of the survey revealed that out of a total of 385 respondents, fewer women than men participated. There are 185 females and 200 males in this group. There are 52% men and 48% women who qualify. The youngest responders are under the age of 25, while the oldest are in the 45–60 age bracket. There are 104 responders under the age of 25, 100 between the ages of 25 and 35, 104 between the ages of 35 and 45, and 77 between the ages of 45 and 60. Each age group has a valid percentage: 27%, 26%, 27%, and 20%. Everyone in this research is single. Doctors scored the lowest and businesspeople the highest in the survey. Of the total responses, 77 work as teachers, 61 as designers, 70 as engineers, 31 as doctors, 85 as business analysts, and 61 as private sector employees. A valid breakdown of the respondents by profession shows the following: 20% are teachers, 16% are designers, 18% are engineers, 8% are doctors, 22% are business analysts, and 16% are private sector employees. The survey indicated that the lowest income group had a salary of more than 45,000 and the highest income group had a salary of less than 15,000. A total of 108 respondents have monthly incomes between 15,000 and 25,000, 88 have incomes between 25,000 and 35,000, 58 have incomes between 35,000 and 45,000, and 53 have incomes over 45,000; the corresponding percentages are 28%, 23%, 15%, and 11%. The survey found that the group with the most replies had 6–10 years of experience, while the group with the fewest had 11–15 years. There are 104 respondents with 0–5 years of experience, 105 with 6–10 years, 84 with 11–15 years, and 92 with more than 15 years of work experience; the corresponding percentages are 27%,

17%, 22%, and 24%.

Descriptive Statistics for the Likert Scale

In the subsequent portion of the results, the researchers can see a Likert scale with intervals. From 1.00 to 1.80, it shows strongly disagree, from 1.81 to 2.60, it shows disagree, from 2.61 to 3.40, it shows neutral, from 3.41 to 4.20: agree, and from 4.21 to 5.00: strongly agree. All twenty of the survey items (ranging from 3:41 to 4:20, denoting agree) fall within this range.

Yes/no questions

In the third part of the study, it is found that all the respondents say “yes” to all 10 questions.

9. CONCLUSION

The SLR methodology's qualitative synthesis of documents has led to the discovery of a great deal of new information, including the significance of an organization's culture that is receptive to emerging technologies and skilled at the management of its data. The implementation of digital sustainability initiatives is made easier by strategic innovation. Because of this, it is vital to carry out a sustainability assessment to define the relevant criteria and aid managers or leaders who are attempting to facilitate the transition of small and medium-sized businesses in an effective manner. Automating organisational structure and processes is very necessary for successfully adopting new digital technologies. Additionally, digital orientation is selected the deciding factor in the technology that is used. The demands of management was took priority over the complexity of the fundamental technology because of the significance of innovation and high performance. This is because of the importance of good performance. Cutting-edge technology such as robots perform just as well as traditional ICT infrastructure when compared to one another, which shows that the level of technical sophistication is not the only element that matters. Following the completion of the SLR, a list of suggestions for more research was developed. In addition, in further study, this SLR need to be improved upon by gathering actual evidence on how SMEs might sustainably engage in a method of digital transformation. Research of this sort should establish which technologies should be targeted and the most effective way to support the digital transformation of SMEs based on the economic, environmental, and social performance of such businesses. China is one of the most quickly increasing and significant social media growth markets in the world. This study helps fill in some of the gaps about how Chinese tourists utilise social media and arrange their vacations. According to the findings, Chinese users of social media are growing more diverse in both their demand and supply, and that they are utilising social media as tools before, during, and after their journeys. According to the findings, consumers' levels of trust in travel-related social media, the degree to which they rely on such platforms, and their ultimate platform of choice all differ. One of the first leaders in terms of realising the utility of a website and, more significantly, the significance of search engine optimisation (SEO), was the hotel business. As a natural consequence of this, the hotel sector has enthusiastically embraced the opportunities presented by social media. When hotel websites were still in their infant stages, those in charge of marketing believed them to be the digital counterpart of a brochure in an online setting.

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