

REVIEWER'S REPORT

Manuscript No.: **IJAR- 59008**

Title: Augmented Supply Chain Workforce Solutions for Saudi Arabia: Integrating ERP, Warehouse Management Systems and Digital Decision Support toward Vision 2030.

Recommendation:

Accept after minor revision.

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

Reviewer Name: Dr. Bishwajit Rout

Reviewer's Comment for Publication.

(To be published with the manuscript in the journal)

The reviewer is requested to provide a brief comment (3-4 lines) highlighting the significance, strengths, or key insights of the manuscript. This comment will be Displayed in the journal publication alongside with the reviewers name.

- Significance:** The paper addresses a problem: aligning ERP, WMS, digital decision support, and workforce capability within Saudi Arabia's Vision 2030 transformation. Its emphasis on augmentation rather than replacement offers practical relevance for resilient supply chains. However, the contribution would become stronger through transparent review procedures, sharper theoretical positioning, improved evidence synthesis, and clearer separation between established findings and proposed conceptual mechanisms.
- Strength:** The manuscript integrates multiple technology layers into a coherent workforce-centered perspective and proposes a practical phased implementation roadmap. The human-in-the-loop emphasis, role-based training, governance, and workforce-oriented performance indicators are valuable features. The paper also connects global literature with Saudi contextual priorities. Nevertheless, the selective thirty-source evidence base and predominantly conceptual synthesis require stronger methodological transparency and empirical validation before publication.
- Key Insight:** The insight is that digital supply-chain value depends not merely on technology adoption, but on coordinated integration, human capability, decision authority, and continuous organizational learning. ERP, WMS, and DDS are presented as complementary cognitive and operational layers. This perspective appears promising, but the multiplicative relationship should be framed as a testable proposition requiring empirical examination across Saudi organizations and sectors.

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The paper titled “*Augmented Supply Chain Workforce Solutions for Saudi Arabia: Integrating ERP, Warehouse Management Systems and Digital Decision Support toward Vision 2030.*” proposes an augmented workforce model for Saudi supply chains under Vision 2030, combining enterprise resource planning (ERP), warehouse management systems (WMS), and digital decision support (DDS). Drawing on literature from 2020–2025, it synthesizes human-centric Industry 5.0, digital transformation, and resilience perspectives. ERP ensures planning consistency, WMS enables precise execution, and DDS provides predictive and exception-management support. Effectiveness depends on role-based interfaces, training, and decision authority rather than passive automation. The paper offers a human-in-the-loop architecture, implementation roadmap, and workforce-focused indicators, advocating augmentation over replacement for resilient local capability.

Suggestions for Improvement:

1. Explain explicitly why existing Saudi studies fail to integrate ERP, WMS, decision support, and workforce capability within one coherent framework.
2. Correct typographical errors and improve question wording throughout.
3. Revise RQ2 with precise wording and specify human capabilities and mechanisms expected to influence productivity, resilience, and sustainability outcomes.
4. Clarify database selection, search dates, and screening responsibilities.
5. Explain how search strings were combined across databases and how relevance, quality, and transferability judgments were assessed consistently.
6. Clarify how Industry 5.0 supports the proposed human-centric perspective.
7. Link each technology layer to explicit workforce outcomes.
8. Identify responsible actors for governance, training, cybersecurity, and data quality.
9. Separate synthesized findings from propositions requiring empirical validation.
10. Expand limitations concerning selective evidence and database coverage.
11. Explicitly state how each research question was addressed.
12. Avoid introducing new concepts in the conclusion; emphasize the literature basis, conceptual contribution, implementation roadmap, and future empirical priorities.

The manuscript presents a relevant framework for workforce augmentation through integrated ERP, WMS, and digital decision support in Saudi supply chains. Its practical roadmap and human-in-the-

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REVIEWER'S REPORT

loop orientation are noteworthy. However, substantial revision is required before publication. The review methodology needs greater transparency, the conceptual contribution requires sharper theoretical justification, and claims should be distinguished from empirical evidence. I therefore recommend Minor Revision, subject to comprehensive methodological and conceptual strengthening throughout. Addressing the identified weaknesses will make it suitable for publication in IJAR.

I recommend this paper for publication after minor revision.