International Journal of Business Management and Processes (IJBMP)
Vol 6. Issue No.2. August, 2024. PP 133-144. ISSN 2616-3209

SUSTAINABLE CORPORATE SOCIAL RESPONSIBILITY AND SUPPLY CHAIN PERFORMANCE OF LEVEL FOUR HOSPITALS IN MOMBASA COUNTY, KENYA

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Abstract

This study aimed to establish the effect of sustainable corporate social responsibility on supply chain performance of level 4 hospitals in Mombasa. It was guided by Systems Theory and Stakeholders Theory. The population consisted of 40 respondents, including the head of the hospital and the head of the supply chain function from each of the 20 level 4 hospitals in Mombasa. A census was used due to the manageable population size, achieving a 90% response rate, which is considered exceptional for the study's validity. A descriptive research strategy was employed and it included a survey of twenty Level 4 hospitals. Data was gathered through questionnaires. Regression analysis was also used to determine the extent to which the study's variables were related to one another. The study established strong validity and reliability for the questionnaire used, with all constructs achieving content validity ratios above the threshold of 0.72 and a Kaiser-Meyer-Olkin index of 0.821, confirming construct validity. Additionally, Cronbach's Alpha values for all constructs were above 0.700, indicating high reliability and consistency in measuring sustainable supply chain management practices. The study found out that Sustainable Corporate Social Responsibility (CSR) has a significant positive impact on the supply chain performance of Level 4 hospitals in Mombasa. The strong agreement among respondents on various CSR-related aspects indicates active involvement in sustainable practices. However, there is room for improvement in managerial commitment to CSR. The study concluded that while there's a proactive commitment to sustainability in healthcare supply chains, leadership engagement and communication must be enhanced for consistent CSR implementation. Recommendations were made for policy makers, theorists, and healthcare practitioners to promote and strengthen CSR initiatives in the healthcare sector

Keywords: *Corporate Social Responsibility, Level 4 Hospital, Supply Chain Performance, Sustainability*

Introduction

The adoption of environmentally friendly business practices has gained momentum in recent years as companies face increasing pressure to incorporate sustainability into their operations (Zhu, Sarkis & Lai, 2019). This trend has become particularly significant in supply chain management, where the impact of sustainable corporate social responsibility on the supply chain performance majorly focusses on how environmental, social, and governance practices influence operational efficiency and sustainability (Kähkönen, Lintukangas & Hallikas, 2018). However, the globalized nature of supply chains brings additional challenges, such as increased competition for resources, corporate accountability, and stakeholder expectations. As organizations navigate these complexities, Sustainable Corporate Social Responsibility (CSR) emerges as a key driver for enhancing supply chain performance, especially in sectors like healthcare where ethical considerations and societal impacts are crucial. Sustainable CSR is measured by the hospital's efforts in reducing its carbon footprint, promoting diversity and

inclusion, maintaining transparent and ethical business practices, investing in community initiatives, and balancing long-term profitability with environmental and social responsibilities in its supply chain operations

Supply chain management in healthcare involves multiple stages, from sourcing to delivery of services, with a focus on maintaining long-term sustainability. Various studies have highlighted the importance of incorporating SSCM techniques to improve not just environmental outcomes, but also social and economic performance (Roy, Schoenherr, & Charan, 2018; Maditati, Munim, Schramm, & Kummer, 2018). In the context of Level 4 hospitals in Mombasa, these principles translate into practices such as eco-friendly procurement, responsible waste management, and ethical partnerships with suppliers. Despite a growing body of research on SSCM, there is a need for localized studies that examine how sustainable CSR impacts supply chain performance in healthcare, addressing unique operational challenges and cultural factors (Duque-Uribe, Sarache, & Gutierrez, 2019).

Regionally, sustainable supply chain practices vary based on local contexts and industries. In Africa, studies have explored the impact of SSCM on business performance, revealing that companies embracing sustainable practices often experience improved operational outcomes (Niehaus, Feiboth, & Goedhals-Gerber, 2018; Hamdy, Elsayed, & Elahmady, 2018). However, these studies often focus on manufacturing or consumer goods industries, with limited attention given to the healthcare sector. In Kenya, healthcare is structured into six levels, with Level 4 hospitals serving as County hospitals providing comprehensive medical services (Munene, 2016). The impact of sustainable CSR on the supply chain performance of these hospitals is crucial for their ability to meet patient needs while addressing broader sustainability goals. This study aims to fill this gap by exploring how sustainable CSR practices influence supply chain performance in Mombasa's Level 4 hospitals.

In Kenya's healthcare system, Level 4 hospitals face challenges such as limited access to resources, inadequate staffing, and infrastructure constraints, all of which can affect their supply chain performance (Kenya Healthcare Federation, 2018). Sustainable CSR practices could play a significant role in addressing these issues by promoting responsible sourcing, reducing waste, and fostering stronger stakeholder relationships. By investigating the effects of sustainable CSR on supply chain performance, this study aims to provide insights that can guide healthcare policymakers and practitioners in adopting practices that support both operational efficiency and sustainability. The findings can also inform strategies for improving the overall performance of Level 4 hospitals in Mombasa, contributing to better healthcare outcomes and enhanced societal impact.

Previous studies have examined SSCM in various industries and regions, providing valuable insights into lean management, motivators, and supply chain integration (Baliga, Raut, & Kamble, 2020). However, these studies often focus on non-healthcare sectors, or different geographical regions, making it difficult to generalize findings to Level 4 hospitals in Mombasa. Mohammed and Mwanyota's (2018) work on lean management in Mombasa's healthcare system indicated the importance of a comprehensive approach to SSCM, but stopped short of exploring the broader CSR context. This underscores the need for a focused investigation into how sustainable CSR practices influence supply chain performance within these hospitals. The present study seeks to fill this gap, providing localized insights that can

guide healthcare leaders in adopting CSR-focused SSCM strategies to improve both operational efficiency and social responsibility.

Research Hypothesis

H_{01}: Sustainable Corporate Social Responsibility has no significant effect on supply chain performance of level 4 hospitals in Mombasa County, Kenya.

Methodology

Research Design

The research used a descriptive survey design to gather information and verify hypotheses concerning the state of the investigation. Descriptive research, as defined by Siedlecki (2020), involves eliciting useful responses from participants' subjective points of view to define the nature of current conditions for making comparisons between individual events. According to Toledo and Scognamiglio (2021), the objective of this research strategy is to understand the habits, routines, and perspectives of a sizable population, which can be achieved through a descriptive survey.

Target Population

According to Santuryan, Karyatun, and Digdowiseiso, (2023) a population was defined as all items under investigation in any area. According to the Kenya Master Facility Health List by the Ministry of Health (2023), there were 20 hospitals in Mombasa categorized as level 4 hospitals. The study targeted the head of the level 4 hospital and the head of the supply chain function in the said hospitals. This implied that the study targeted two respondents per hospital making the population to be 40. The study used a census.

The study managed a 90% response rate since out of the 40 questionnaires disbursed, 36 were returned. The non-response is acknowledged but considered negligible, as the high response rate of 90% is deemed sufficient for the study's validity A response rate of 50% is termed satisfactory by Holtom, Baruch, Aguinis, and Ballinger (2022). 60% is considered acceptable, while 70% or more is exceptional. Accordingly, this rate of participation was exceptional and deemed fit for the study.

Data Processing and Analysis

The collected data was carefully checked for errors, verified, and edited until it became complete, uniform, and accurate. Descriptive statistics provided insightful information about the respondents. To examine the interplay of the variables of interest, correlation analysis and regression analysis were employed. The study used t-tests and p-values to determine the significance of all included variables. The applicability of regression analysis was checked using the f-test and associated p-values. After calculating the p-values, Beta coefficient, and R2 value, the Pearson's correlation coefficient was determined. Tables were utilized to present the data, as they provided a relative form to otherwise abstract results. The average, frequency, and percentage of each variable were determined. The model of regression was used to analyze the data and draw conclusions based on the results.

$$\mathbf{Y = \beta_0 + \beta_1 x + \varepsilon}$$

Where;

Y = Supply Chain Performance
x= Sustainable Corporate Social Responsibility
β_0 =the constant term
β_1 = coefficients and ε= Stochastic term

Results and Discussion

Sustainable Corporate Social Responsibility

The descriptive statistics for corporate social responsibility are as presented in Table 1. The overall mean is at 4.29 implying that the respondents agreed on the presence of the corporate social responsibility practice at their respective hospitals since 4.29 is near 4 on the Likert Scale. The findings from the study strongly align with the literature, emphasizing the interdependence of supply chain management (SCM) and corporate social responsibility (CSR) in the pursuit of sustainable practices.

Table 1 Descriptive Statistics for Sustainable Corporate Social Responsibility

Corporate Social Responsibility	Mean	Std. Deviation
For environmental sustainability our organization works with others in the supply chain towards the same goal	4.39	.549
Our administrative and internal processes are geared sustainable CSR	4.39	.549
Our hospital minimizes emissions and uses recycled products for sustainability	4.31	.525
Our hospital complies with the environment laws and regulations	4.31	.577
Managers at our hospital are committed to corporate social responsibility	4.06	.754
Averages	**4.29**	**.591**

According to Abbasi (2017) and Yoon, Talluri, Yildiz and Ho (2018) organizations are increasingly recognizing the significance of CSR, particularly concerning environmental sustainability, which has prompted a shift in supply chain dynamics. This shift is primarily driven by the growing consumer demand for socially responsible practices. The relationship between organizations and their supply chain partners has become a critical aspect of implementing CSR strategies that encompass all components of the supply chain. This supports the high agreement among respondents regarding the collaboration of their organization with others in the supply chain for environmental sustainability, as indicated in the study. The literature also suggests that the commitment of top management is crucial in driving the organization towards its CSR objectives, ultimately leading to improved firm performance (Yusliza *et al.* 2019). This perspective sheds light on the relatively lower agreement regarding

managerial commitment to corporate social responsibility in the study, possibly due to varying perceptions among respondents.

The study emphasizes the importance of sustainable practices in hospitals, with a focus on environmentally friendly approaches, green marketing strategies, and environmental certifications (ElAlfy *et al*., 2020). This finding reinforces the respondents' strong agreement that their hospital minimizes emissions, uses recycled products, and complies with environmental laws and regulations, thereby indicating a high level of dedication to CSR efforts.

The empirical literature and the study findings support the critical role of sustainable practices and CSR in supply chain management. This aligns with the increasing importance of sustainable growth and stakeholder engagement, as highlighted by various scholars in the field (Trapp & Sarkis, 2016; Jamali & Karam, 2018). The average Likert Scale response for all the statements related to CSR as a sustainable supply chain management practice is quite positive, with an average score of 4.29. This suggests that, on average, respondents perceive their hospitals to be actively engaged in sustainable practices and corporate social responsibility within the supply chain. However, it's important to note the variations in responses, especially for the statement about managerial commitment, which may warrant further investigation or targeted improvement efforts. These findings indicate a generally favorable view of CSR practices in the context of Level 4 hospitals in Mombasa.

Correlation Results

The correlation results of the study variables are presented on Table 2.

Table 2 Correlation Results

Correlations

		Corporate Social Responsibility	Supply Chain Performance
Corporate Social Responsibility	Pearson Correlation	1	.893**
	Sig. (2-tailed)		.000
	N	36	36
Supply Chain Performance	Pearson Correlation	.893**	1
	Sig. (2-tailed)	.000	
	N	36	36

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation table indicates a strong positive correlation (Pearson Correlation = 0.873, $p < 0.01$) between Sustainable Corporate Social Responsibility and supply chain performance. This signifies that as Sustainable Corporate Social Responsibility increase, there is a corresponding improvement in supply chain performance. The correlation coefficient of 0.873 suggests a robust relationship between these variables, and the statistical significance reinforces the reliability of the findings. The findings align with earlier empirical studies that underscore the impact of CSR on operational outcomes. Studies such as those by Yoon, Talluri, Yildiz, and

Ho (2018) have highlighted how a commitment to CSR can drive efficiency and innovation within supply chains, leading to improved performance metrics such as cost savings, reduced waste, and enhanced customer satisfaction. The strong correlation coefficient of 0.893 further supports the notion that sustainable CSR isn't just a moral or ethical imperative but also has tangible benefits in terms of supply chain efficacy. This finding reinforces the idea that integrating sustainability into CSR strategies can create a virtuous cycle where companies can simultaneously achieve social responsibility goals and optimize their supply chain operations.

Regression Results

Regression analysis was carried out to test the relationship between the dependent (supply chain performance) and Sustainable Corporate Social Responsibility. The results were tabulated and discussed as shown in the subsections here below;

Multiple Regression Model Summary
The table 3presents the model summary

Table 3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.893[a]	.798	.792	.22139	.673

a. Predictors: (Constant), Sustainable Corporate Social Responsibility
b. Dependent Variable: Supply Chain Performance

The Adjusted R-square value of 0.792 indicates that Sustainable Corporate Social Responsibility (CSR) can explain about 79.2% of the variance in supply chain performance. This substantial proportion aligns with the existing empirical literature that underscores the importance of sustainable CSR practices in enhancing supply chain outcomes. For instance, research by ElAlfy et al. (2020) suggest that integrating sustainability into business strategies not only meets stakeholder expectations but also contributes to improved operational efficiency and customer satisfaction. The high Adjusted R-square value in the given model reinforces the notion that sustainable CSR is a significant determinant of supply chain performance. This finding also aligns with studies indicating that organizations prioritizing environmental and social responsibility tend to build more resilient, efficient, and effective supply chains, as they foster better relationships with stakeholders and innovate in their operations (Yoon, Talluri, Yildiz & Ho, 2018). The implication is that Level 4 hospitals in Mombasa, by focusing on sustainable CSR, can significantly enhance their supply chain performance, reinforcing the empirical link between these two crucial variables.

Analysis of the Variance of the Study Variables (ANOVA)

Table 4 presents the ANOVA of the study variables, generated from the analysis

Table 4 Analysis of Variance for the Study Variables

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6.577	1	6.577	134.173	.000[b]
Residual	1.667	34	.049		
Total	8.243	35			

a. Dependent Variable: Supply Chain Performance
b. Predictors: (Constant), Sustainable Corporate Social Responsibility

The Analysis of Variance (ANOVA) results from Table 4 indicate that the model, with Sustainable Corporate Social Responsibility (CSR) as the predictor, is statistically significant in explaining variations in supply chain performance ($F=134.173$, $p<0.01$). This high F-value and significant p-value suggest that Sustainable CSR is a robust predictor of supply chain performance, aligning with existing literature that emphasizes the impact of sustainability practices on operational success. According to Trapp and Sarkis (2016), integrating CSR into supply chain management can drive not only environmental benefits but also operational efficiency and stakeholder engagement. The significant results in this ANOVA table support these findings, illustrating that sustainable CSR can have a measurable impact on supply chain outcomes. This reinforces the view that companies, particularly in the healthcare sector like Level 4 hospitals in Mombasa, can derive substantial benefits by prioritizing sustainability in their corporate strategies. As shown by the model's strength in the ANOVA results, focusing on Sustainable CSR can lead to a marked improvement in supply chain performance, validating the relationship established in the existing empirical research.

Coefficients of the Regression Model

The co-efficient of the regression model were obtained from the analysis and presented. The regression equation is as shown below;

Y=1.048+0.643X

Y –Supply Chain Performance

X– Sustainable Corporate Social Responsibility

Table 5 presents the regression coefficients results for the standard multiple regression that was conducted for the study.

Table 5 Coefficients of the Regression Model

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.048	.174		6.035	.000
	Sustainable Corporate Social Responsibility	.643	.056	.893	11.583	.000
a. Dependent Variable: Supply Chain Performance						

The results of the regression analysis in the context of the study indicate that several key factors significantly influence supply chain performance in these healthcare settings. The results of the regression analysis, as presented in Table 5, suggest that Sustainable Corporate Social Responsibility (CSR) has a significant positive impact on Supply Chain Performance. The regression equation $Y=1.048+0.643X$, this equation indicates that for every unit increase in Sustainable CSR, there is a corresponding 0.643 increase in Supply Chain Performance. This strong positive relationship is corroborated by a high t-value (11.583) and a significant p-value (.000), demonstrating the robustness of the findings.

These results align with empirical studies that emphasize the importance of integrating CSR practices within supply chains to drive performance. For instance, Abbasi (2017) noted that consumer pressure has been a key driver in transforming traditional supply chain approaches to ones that embrace broader CSR goals, particularly in response to environmental sustainability concerns. This trend has led organizations to ensure that their CSR strategies extend to their entire network of supply chain partners, ensuring consistency in their approach to social responsibility (Yoon et al., 2018). Further supporting this notion, Cantele and Zardini (2018) found that revenue-sharing contracts between manufacturers and distributors that incorporate CSR considerations can lead to better alignment and cooperation across the supply chain. This aligns with the current study's emphasis on the need for Level 4 hospitals in Mombasa to work with environmentally conscious vendors and adopt green marketing strategies to achieve their CSR goals while maintaining supply chain efficiency (ElAlfy et al., 2020).

Test of Hypothesis

The unstandardized coefficient for Sustainable Corporate Social Responsibility (CSR) is 0.643 with a standard error of 0.056. The t-statistic associated with the CSR coefficient is 11.583, which is high, indicating a significant effect. The p-value for the CSR coefficient is .000, which is lower than the common significance threshold of 0.05. This means the effect of CSR on supply chain performance is statistically significant. Given the high t-value and a p-value below 0.05, the study rejects the null hypothesis (H01) and concludes that Sustainable Corporate

Social Responsibility has a significant effect on supply chain performance of Level 4 hospitals in Mombasa.

Discussion

CSR involves the initiatives and practices adopted by organizations to contribute to the well-being of society and demonstrate ethical behavior, environmental sustainability, and community involvement. In the context of healthcare institutions, CSR practices might include community health programs, ethical procurement, and sustainable waste management. The study highlighted the significant impact of CSR on supply chain performance, suggesting that hospitals prioritizing CSR initiatives tend to achieve better overall supply chain performance. This aligns with the existing literature emphasizing the interconnectedness of supply chain management and social responsibility, ultimately contributing to improved stakeholder relationships and overall organizational performance.

Conclusion and Recommendation

The study aimed to investigate the impact of sustainable corporate social responsibility (CSR) on the supply chain performance of Level 4 hospitals in Mombasa. The analysis of CSR within these hospitals revealed a generally positive alignment with sustainable supply chain management practices. The strong agreement among respondents on various CSR-related statements suggested active involvement in collaborative efforts for environmental sustainability. However, there was room for improvement in managerial commitment to CSR, indicating a potential area for enhancing leadership involvement and communication to ensure a more consistent commitment throughout the organizations.

Conclusion

The study reveals a widespread and proactive commitment to sustainability and environmental responsibility across healthcare supply chains, as evidenced by the consensus among respondents on various corporate social responsibility (CSR) items. However, to ensure uniform commitment, improvements in leadership engagement and communication are suggested, aligning with variations in responses indicating managerial commitment to CSR. These results underscore the value of CSR as an integral component of sustainable supply chain management in healthcare settings, while also identifying opportunities for enhancement.

Recommendation to Policy Makers/Regulators: Policy makers and regulators should consider implementing frameworks and guidelines that encourage and incentivize healthcare institutions to adopt robust CSR practices. By introducing policies that support sustainable procurement, ethical sourcing, and environmentally friendly operations, regulators can drive broader compliance and raise industry standards. Further, establishing metrics to measure CSR impact on supply chain performance could help assess progress and provide a benchmark for continuous improvement.

Recommendation to Theorists: Theorists in supply chain management and corporate social responsibility should focus on exploring the underlying mechanisms that connect CSR practices to enhanced supply chain performance in healthcare settings. By developing models that integrate concepts from stakeholder theory, sustainable growth, and ethical business practices, theorists can offer comprehensive frameworks that guide empirical research and

practical applications. Studies focusing on the unique challenges and opportunities within healthcare supply chains will provide valuable insights for both academic and industry advancement.

Recommendation to Healthcare Practitioners: Healthcare practitioners, particularly those involved in supply chain management, should prioritize the integration of CSR initiatives into their operational strategies. This involves establishing partnerships with ethical suppliers, implementing sustainable waste management practices, and engaging in community health programs. Leadership should focus on fostering a culture of sustainability and encouraging transparent communication about CSR goals and achievements. Practitioners can leverage these practices to improve supply chain performance, build stronger stakeholder relationships, and meet both environmental and social objectives

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