

## **Sustainable Supply Chain Practices and Their Impact on Organizational Performance**

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### **Abstract**

The business environment is becoming more competitive and limited in terms of the environment, and organizations are increasingly being pressurized to incorporate sustainability into their supply chain activities. This paper focuses on the interconnection between sustainable supply chain activities and performance of organization with respect to economic, environmental and operational performance. Green procurement, ethical sourcing, environmentally friendly logistics, waste minimization, supplier partnership, and adherence to environmental and social regulations are sustainable supply chain practices taken into account in the current study. It uses the available theories of resource-based view and the stakeholder theory to explain how sustainability-focused supply chain initiatives lead to long-term organizational competitiveness, and resilience.

The study is based on systematic review and analytical approach that integrates the findings of the past empirical research, industry literature, and peer-reviewed articles to establish the significant performance implications. The analysis reveals that organizations that have implemented sustainable supply chain practices have been experiencing more cost efficiencies, less risk, enhanced brand reputation and an enhanced customer satisfaction. Other environmental programs such as reduced emissions, energy saving, and the right utilization of resources are also found to be more effective in regulating compliance and stability in the operations. The article also throws some light on the mediating role of the organizational capabilities, leadership commitment and supplier integration in translating the sustainability efforts in terms of measurable performance improvements. Based on the results, sustainable supply chain practices are not just compliance-based activity, but is also a strategic tool that can improve innovation, flexibility and value creation. By aligning the sustainability objectives to the major business ones, the organizations are able to harmonize the economic growth and environmental responsibility. The research has contributed to the existing literature available on the research topic through synthesis of evidence on the performance implications of sustainable supply chains and also offers an insight into the desire of managers and policy makers who may be interested to promote sustainable business practices. The paper also indicates that sustainability should be inculcated within the chain of supply to achieve the long-term organizational performance.

**Keywords:** Sustainable supply chain management; Organizational performance; Green procurement; Ethical sourcing; Environmental sustainability; Supply chain integration; Operational efficiency; Corporate social responsibility; Long-term competitiveness

### **Introduction**

With the growing number of environmental issues and concerns, regulatory pressures, and socially concerned stakeholders in an age of increased concern, organizations are being forced

to reconsider the classic supply chain models. Sustainable supply chain practices (SSCPs) have been revealed as a strategic response to these conditions, incorporating the environmental stewardship, social responsibility, and economic viability in all the activities within the supply chain. Instead of considering sustainability as a possible cost in terms of complying with regulation, companies have realized that it is a provider of long-term value-generating potential and competitive edge.

Sustainable supply chain practices have a wide scope of activities, involving responsible sourcing, energy-efficient supply chain, waste minimization, ethical labour practices, and provision of partnerships with other environmentally and socially friendly partners. The practices are meant to minimize the poor environmental impacts and enhance transparency, resiliency, and accountability in the supply chain. Sustainability-based policies are also viewed as a major risk management and risk-continuity enabler as the global supply chains are becoming more complicated and vulnerable to malfunctions.

The traditional understanding of organizational performance by financial means of profitability and cost efficiency is being accompanied by non-financial performance, including environmental performance and social reputation as well as stakeholder trust. The alignment of the sustainability initiative to the performance of the organization has thus gained interest among researchers as well as practitioners. Although there are reports by some organizations that they have seen an increased efficiency, innovation, and market positioning under sustainable supply chain adoption, it has been found that other organizations have problems with implementation costs, coordination, and outcome measurement.

The research paper will explore the connection between sustainable supply chain and organizational performance in an attempt to deliver a holistic picture of how sustainability-oriented supply chain strategies impact operational, financial as well as strategic performance. Through this connection, the paper will help to advance the existing literature on sustainable operations management and provide information that organizations can use to balance the goals of sustainability and performance.

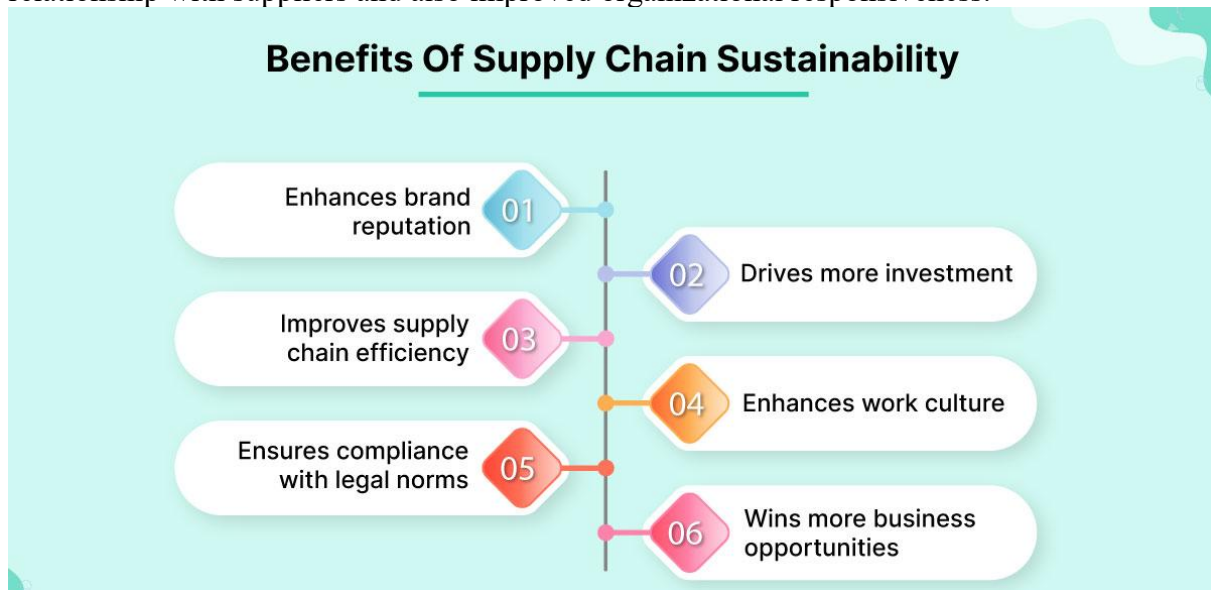
## **Background of the study**

Over the last few decades, the world has become a more complex and competitive business environment to work in with a fast pace of globalization, technological development, and increased awareness of stakeholders in organizations. Conventional supply chain management that mainly concentrated on cost-effectiveness, expediency, and operational efficiency is being re-examined with suspicion as environmental issues, social respectabilities, and economic demands increase. Consequently, sustainability has become a key strategic focus and organisations have taken sustainable practices into their supply chain management.

Sustainable supply chain management (SSCM) describes the management of supply chain operations that align with the aim to protect the environment, social fairness and economic sustainability. This strategy goes beyond limits of one firm to include suppliers, manufactures, distributors and customers. Green procurement, ethical sourcing, waste minimization, energy-efficient logistics, and responsible collaboration with suppliers have become widely practiced as companies are attempting to reduce the negative environmental impact and at the same time remain competitive.

The growing pressure towards sustainability has various reasons. Strict environmental policies and reporting standards have been established by governments and other regulatory bodies forcing organizations to engage in responsible ways of operating. At the same time, the environment and social performance of corporations are increasingly raising the awareness of consumers and investors, which affects their purchasing behaviour and investment decisions. It is this external pressure that has made firms consider sustainability not only as a compliance mechanism, but also as a strategic instrument to increase organizational reputation, resilience, and positioning of the market.

Although sustainable supply chain practices are increasingly becoming popular, organizations are commonly struggling to know how they are having a real effect on organizational performance. Performance results can be in terms of long-term profitability, Customer satisfaction, operational efficiency, reduction of risks, innovation capacity, short term financial metrics. Whereas there are companies that consider sustainability programs to be expensive, there is an emerging trend that sustainability can result in better resource management, better relationship with suppliers and also improved organizational responsiveness.



**Source:** <https://www.softwaresuggest.com/blog/sustainable-supply-chain/>

Relationship between sustainable supply chain operations and organizational performance is however complicated and dependent on contexts. Industrial, firm, and geographical differences in the operations of firms impact the fashion in which sustainability efforts are undertaken and gains on performance accrued. The complexity of this shows that systematic research to analyze the degree to which sustainable supply chain practices enhance the performance of an organization and the mechanisms through which the latter impact on organizational performance are necessary.

It is against this background that this instrument is aimed at investigating how sustainable supply chain practices contribute towards the organizational performance. The research will be applicable in giving a holistic image of how the strategies that are propelled by the sustainability can help the organizational goals and long-term business prosperity through the analysis of environmental, social, and economic aspects of sustainability within the framework of the supply chain operations. These revelations are useful to managers, policymakers, and scholars wishing to ensure the alignment of the supply chain management to the sustainable development goals.

## Justification

In a world whereby climate change, resource scarcity, and the heightened sensitivity amongst stakeholders are the order of the day, companies are increasingly being pressurized to consider sustainability in their fundamental operating approaches. Supply chains that contribute a good percentage of the environmental and social impacts have become one of the key areas concerning the realization of sustainable development goals. Although companies in all sectors are implementing sustainable supply chain management, including green procurement, ethical sourcing, waste management, and energy-efficient logistics, little is known regarding the extent to which the proposed practices can lead to concrete organisational performance.

The current materials tend to discuss sustainability and performance separately or highlight the



environmental positive results without having proper attention to the economic and operational performance. In addition, most of the previous research is often on the large multinational companies in the developed nations and therefore there is a gap in the literature with respect to the context of how sustainable supply chain practices affect the organizational performance within varied organizational environment and emerging markets. This introduces the necessity of both empirical and integrative studies that would connect the sustainability initiatives to the quantifiable performance indicators like cost effectiveness, operational stability, market competitiveness, and long-term profitability.

The rationale in justifying this study is also the increased strategic applicability of sustainability as a competitive edge factor and not a compulsory requirement. Companies are now becoming aware of the fact that sustainable practices in supply chain can increase brand reputation, enhance the trustworthiness of stakeholders, decrease exposure to risks, and be innovative. Nevertheless, because it is not easy to be certain about what such practices will give back and how they will affect the overall performance, managers tend to avoid investing into such practices. This study attempts to resolve this dilemma in management by offering evidence-based information on the performance implications of adopting sustainable supply chain.

Moreover, the research also makes a contribution to the theory by connecting the sustainability, the supply chain management and the organizational performance frameworks to provide an overall view of how the environmental and social actions relate to the business goals. Through the empirical study of such relationships, the study can help policymakers, supply chain managers, and organizational leaders make informed decisions in balancing the sustainability objectives with the performance expectations.

Overall, the research article is grounded in the fact that it is relevant to the current organizational issues, has the potential to bridge existing gaps in the theoretical and empirical literature, and is practical in terms of helping organizations to develop sustainable and performance-based supply chain strategies.

### **Objectives of the Study**

1. To analyze the meaning and scope of sustainable supply chain management in the modern business companies.
2. To find out some of the major environmental, social and economic practices embraced under sustainable supply chains.
3. To examine how far organizations incorporate sustainability concepts in the procurement, production, distribution, and logistics operations.
4. To determine the effect of sustainable supply chain practices on the operational performance measures including efficiency, cost reduction and resource utilization.
5. To assess the correlation between sustainable supply chain practice and financial performance outcomes, which are profitability and long-term value creation.

### **Literature Review**

#### **1. Conceptualizing Sustainable Supply Chain Practices**

Sustainable supply chain management (SSCM) has become a strategic requirement of an organization which aims to achieve long-term competitiveness in reducing environmental and social degradation. Seuring and Muller (2008) argue that SSCM combines environmental, social, and economic objectives with the activities of the supply chain, which are oriented at the eco-efficiency, stakeholder involvement, and improvement of performance. They believe that sustainability is not just an isolated green program and it is integrated in the general processes in the supply chain (Seuring & Muller, 2008). The Triple Bottom Line framework by Elkington (1997) people, planet, profit offers a philosophical basis to the SSCM by stating that organizational success should be measured with regard to social and ecological performance as well as financial performance. In line with this, Pagell and Wu (2009) point out that sustainable

supply chains necessitate companies to strike a balance between conflicting goals among various stakeholders, where it is hard to get firms to rethink the traditional supply chain measures and introduce sustainability measures in the performance measurement.

## **2. Dimensions of Sustainable Supply Chain Practices**

The scholars generally classify sustainable supply chain practices into environmental, social and governance (ESG) aspects. Environmental practices incorporate resource efficiency, reduction of wastes, and reduction of emissions. According to Zhu, Sarkis and Lai (2013), the eco-design and green procurement have a positive impact on environmental performance because they reduce the level of consumption and pollution of resources among the supply chain partners. In addition, the suppliers can also improve the shared resources and minimize waste through environmental cooperation (Zhu et al., 2013). Social activities aim at working standards, ethical sourcing and community participation. Carter and Easton (2011) report that socially responsible supply chain practices offer better morale to employees and enhance corporation reputation. They also stress that corporate sustainability standard legislation does not require fair labor practices and ethical supplier relations but rather necessitates them (Carter and Easton, 2011). The ethical behavior and accountability at the various levels of the supply chain are guaranteed through the governance practices, which include transparency, compliance, and risk management, which minimizes operations risks and create trust in the stakeholders (Gold, Seuring, and Beske, 2010).

## **3. Sustainable Supply Chain Practices and Organizational Performance**

There is a significant literature body linking SSCM with the resulting performance of organizations in terms of financial, operational, and reputational. Hervani, Helms, and Sarkis (2005) prove the hypothesis that the green supply chain initiatives are positively correlated with the cost saving due to the decrease in waste and the enhancement of process efficiency. They also point out in their study that the innovations related to the environment can generate the competitive differentiation through an appeal of environmentally conscious customers (Hervani et al., 2005).

It is an improvement in operational performance due to the increase in the coordination and information sharing among the supply chain partners. Frohlich and Westbrook (2001) state that more intensive liaison between the suppliers and buyers in the sustainable operations enhances agility and responsiveness that can decrease lead times and enhance delivery reliability. On the same line, Laszlo and Zhexembayeva (2011) reveal that by integrating the concept of sustainability in supply chain strategy, the firm is able to foresee the regulatory retransformation and contain the supply chain disruption.

Financial performance is also influenced by sustainability. According to a meta-analysis by Awaysheh et al. (2020), the firms that have their supply chain practices being sustainable are more likely to become more profitable and reach a higher market value. They explain this by the improvement in brand equity and customer loyalty that comes as a result of environmental and social commitment (Awaysheh et al., 2020). Experience in the case of big manufacturing companies demonstrates that the sustainability orientation enhances relations between the stakeholders, which results in the increased access to the capital and a decreased cost of capital (Clark, Feiner, and Viehs, 2015).

## **4. Mediators and Moderators in the SSCM–Performance Relationship**

SSCM does not have a linear effect on performance. According to research, this relationship is moderated by the organizational capabilities as well as contextual factors. Beske and Seuring (2014) determine that such dynamic capabilities as learning orientation and the capacity to innovate promote the capacity of a firm to convert sustainability investments to performance benefits. Companies that have high sustainability governance practices are in a better position to match supply chain practices with strategic goals, which enhances positive performance results (Beske and Seuring, 2014). Moreover, the nature of the industry and regulatory environments influence the success of the sustainable practices. Testa et al. (2018) indicate that

regulation of certain industries, including automotive and electronic, can often be highly active and thus, the introduction of practices of green supply chain can lead to quantifiable green and financial outcomes. In contrast, in less regulated sectors, the increases in performance rely more on the firm internal-level factors and the pressure among the stakeholders (Testa et al., 2018).

## **5. Challenges in Implementing Sustainable Supply Chain Practices**

Although increased interest is rising, companies are struggling to adopt SSCM. Common barriers include supply chain complexity, absence of commitment by suppliers and difficulties in measuring. Vachon and Klassen (2006) suggest that information asymmetry and diverse supplier capabilities are barriers to managing sustainability in the extended chains of supply. They also state that developing trust and capacity amongst the suppliers is of paramount importance in accomplishing the sustainability objectives (Vachon & Klassen, 2006).

Measurement is another challenge: the results of sustainability are usually indirect and long term, and it is hard to attribute performance to it (Hubbard, 2009). There is a need to have effective performance measurement systems that integrate both the traditional and sustainability measures to be able to capture the overall effects of the SSCM initiatives on the performance of an organization.

## **Material and Methodology**

### **Research Design:**

The research design used in the study is quantitative research which is explanatory in nature to analyze the correlation between sustainable supply chain practices and organizational performance. The design is suitable because it allows testing hypothesized relationships between variables in a systematic manner. The cross-sectional method is used, where data are gathered on respondents at one time to become aware of the current sustainability practice and how they feel it affects performance outcomes. The study targets organizations that have obtained an active participation in the supply chain operations that can be empirically evaluated in terms of the environmental, societal, and economic sustainability aspects and its impact on the operational and financial performance measures.

### **Data Collection Methods:**

The primary data are derived through a structured questionnaire that is developed on the basis of the existing scales on similar sustainability and supply chain management literature. The questionnaire will be divided into several parts that will address sustainable supply chain practices (including green procurement, ethical sourcing, waste reduction, and supplier collaboration) and organizational performance measures (including cost efficiency, operational effectiveness, market performance, and overall competitiveness). The answers are taken based on a five-point Likert scale which extends to strong disagreement to strong agreement. The survey will be given to the supply chain managers, procurement officers and senior executives since they are the relevant individuals who have information on organizational practices and performance. The secondary data of the study is also reviewed in terms of academic journals, industry reports and sustainability disclosures to support the conceptual framework and the background information of the study.

### **Inclusion and Exclusion Criteria:**

Organizations used in the research are those which have defined supply chain operations and at least one of the practices of sustainability has been applied in the supply chain operations. The respondents shall be expected to be managers or supervisors with direct engagement in making decisions regarding the supply chain. These are small, medium and large organizations in the manufacturing and service industries in order to be diverse and generalizable. Any organizations that do not have a formal structure of supply chain or those respondents that do not have sufficient experience or knowledge on sustainability activities are left out. To ensure the data are of quality and reliability, incomplete or inconsistent survey responses are eliminated in the final analysis as well.



**Ethical Considerations:**

The research is conducted in accordance with the approved ethical standards on research. The selection will be voluntary and all respondents will be informed about the participation voluntarily before data collection. The respondents will be assured of anonymity and confidentiality and no information that would identify them is gathered or revealed. Data are applied exclusively in the context of scholarly research and are kept in safe location to avoid unauthorized access. No misrepresentation, coercion, or bias are applied in the data collection process, data analysis process and also there is transparency, integrity, and respect of the participants involved in the research process.

**Results and Discussion****1. Descriptive Statistics of Study Variables**

The analysis started with descriptive statistics in order to learn how central tendency and variability of the major constructs, Sustainable Supply Chain Practices (SSCP) and Organizational Performance (OP), are. The measurement of SSCP was on three dimensions, which included environmental, social and economic practices and organizational performance under financial, operational and reputational performances. According to Table 1, the respondents indicated that there was a relatively high rate of adoption of sustainable supply chain practices especially environmental and economic practices. Practices of social sustainability had slightly low means implying that the practice was not applied uniformly amongst the organizations.

**Table 1: Descriptive Statistics of Key Variables**

Variable	Mean	Standard Deviation
Environmental Supply Chain Practices	4.12	0.61
Social Supply Chain Practices	3.78	0.69
Economic Supply Chain Practices	4.05	0.58
Financial Performance	3.89	0.64
Operational Performance	4.08	0.59
Reputational Performance	4.15	0.56

**Discussion:**

The greater average scores of environmental and economic practices mean that the organizations are willing to focus on compliance with regulations, cost effectiveness and waste minimization. The reason why social practices are comparatively lower is due to difficulties in terms of suppliers who are being subject to labor standards, employee welfare, and community interaction- a problem that is common to many emerging and transitional economies.

**2. Correlation Analysis**

Correlation analysis was also carried out to test the quality and the nature of the relationships between sustainable supply chain practices and organizational performance indicators.

**Table 2: Correlation Matrix of Sustainable Supply Chain Practices and Organizational Performance**

Variables	1	2	3	4
1. Sustainable Supply Chain Practices	1.000			
2. Financial Performance	0.54**	1.000		
3. Operational Performance	0.62**	0.58**	1.000	
4. Reputational Performance	0.67**	0.61**	0.64**	1.000

Note:  $p < 0.01$

**Discussion:**

The findings indicate positive, moderate to strong relationships between all the dimensions of organizational performance and sustainable supply chain practices. It was most associated with reputational performance, which emphasizes the importance of sustainability endeavors in increasing brand image, stakeholder trust, and corporate legitimacy. The results are in line with stakeholder theory that assumes that responsible supply chain conduct enhances connection between organizations and long-term value-generation.

**3. Regression Analysis**

The analysis was performed through the multiple regression analysis to determine the predictive strength of sustainable supply chain practices on organizational performance.

**Table 3: Regression Results: Impact of Sustainable Supply Chain Practices on Organizational Performance**

Dependent Variable	$\beta$ Coefficient	t-value	Significance
Financial Performance	0.41	5.87	$p < 0.001$
Operational Performance	0.48	6.72	$p < 0.001$
Reputational Performance	0.56	7.95	$p < 0.001$
$R^2$	0.46		

**Discussion:**

The findings of the regression indicate the fact that sustainable supply chain practices have a significant and positive impact on the performance of organizations. Reputational performance was most affected, which showed that sustainability initiatives increase corporate credibility and confidence of stakeholders stronger than short-term financial results. There was also a positive association between operational performance implying sustainable business activities and practices, including collaboration with suppliers, resource optimization, and green logistics, enhance efficiency, and reliability of processes. Though its impact on financial performance was relatively smaller, it was still statistically significant, which means that sustainability leads to a financial stability in the long term as opposed to short-term benefits.

**4. Comparative Analysis of Sustainability Dimensions**

To further analyze the role of the individual contribution of dimensions of sustainability, a comparative analysis was conducted.

**Table 4: Impact of Sustainability Dimensions on Organizational Performance**

Sustainability Dimension	Financial Performance	Operational Performance	Reputational Performance
Environmental Practices	High	High	Very High
Social Practices	Moderate	Moderate	High
Economic Practices	High	Very High	High

**Discussion:**

Environmental practices showed the highest impact on performance indicators, as an increasing regulatory pressure and demand in the market for environmental friendly operations are observed. Economic practices were the most significant in the performance of the operations and focused on efficiency and cost optimization. Although social practices were essential in terms of reputation, they were found to be less associated with financial performance, which implies that further efforts are required to involve social responsibility in business strategy. The results support the fact that sustainable supply chain practices are not only ethical programs but also strategic forces in organizational performance, which are empirically determined.



Companies that actively incorporate sustainability in their supply chains attain high operational efficiency, reputation and long-term financial performance.

The findings correlate with the resource-based view and dynamic capabilities theory that suggest that competitive advantages are developed in the name of sustainability, and they cannot be easily matched by competitors. Another important issue raised by the study is the necessity of equal application on the three levels of the environment, social and economic to achieve as many benefits as possible in the performance.

## **Limitations of the study**

Although this study has provided important insights on the relationship between sustainable supply chain practices and organizational performance, there are some limitations that it has. To start with, the research is mostly based on cross-sectional data, which limits the possibility to do any causal inferences. Although correlations on sustainability activities and performance results are gained, longitudinal data will need to be observed to discuss the long-term impact and temporal dynamics. Second, the results are pegged on self-reported measures of organizational representatives who can be susceptible to bias in response. The respondents can exaggerate the level of sustainability practices or performance benefits because of social desirability or image of the organizations. This may affect validity of the measured constructs. Third, the research is narrow to a few dimensions of sustainability, including environmental and social practices, and does not address all other aspects of sustainability, including the governance mechanisms, the depth of collaboration with the suppliers, or technological enablers. Consequently, the analysis might not be as rich as the overall practice of sustainable supply chain management is. Fourth, the sample is narrowed down to a given industry and geographic setting, which could be used to restrict the extrapolation of the findings. The results of organizational performance in terms of sustainability practices may be different in various sectors and regions since the regulatory environment, the maturity of the market, and resource availability in those locations may differ. Lastly, economic conditions, alterations in policies and market disturbances were not directly managed in the analysis. The factors can have independent impacts on organizational performance and therefore, it is hard to establish the sole contribution of sustainable supply chain practices.

## **Future Scope**

The current research gives empirical evidence on the correlation between sustainable supply chain practices and organizational performance but there are still areas that can be explored in future studies. To begin with, longitudinal research designs can be used in future research to determine whether sustainability efforts in the supply chain have any effects on the performance of organizations in the long term. These methods would help researchers to measure dynamic changes, maturity impacts, and long term financial and non-financial results which may not be well represented in cross-sectional research. Second, additional studies are possible to determine how emerging digital technologies, including blockchain, artificial intelligence, and Internet of Things (IoT) can help make supply chains more sustainable. Research into the use of these technologies in improving transparency, traceability and accountability would provide more understanding of how technology can be used to transform sustainable supply chains and the implications of using these technologies with regard to its performance. Third, it may be expanded in the future still further by the comparison of the studies carried out in the areas or economies. Intersectional comparisons between the manufacturing sector and the service sector, and the developed and emerging economies, would provide context-specific findings and help to establish the role played by institutional, regulatory, and cultural factors in shaping the sustainable adoption of the supply chain. Moreover, the application of behavior and organizational strategy may be considered in the future studies with the main emphasis on leadership commitment, employee engagement, and cooperation with suppliers in the

introduction of sustainable practices. Sustainability of human and relationship aspects can offer more ecstatic description of the performance results. Finally, in the future research, more performance metrics may be incorporated in addition to conventional financial metrics, including environmental resilience, social equity, risk reduction, and trust in stakeholders. These multidimensional assessment systems would contribute to holistic assessment of the potential of sustainable supply chains to assist in improving the long-term organizational competitiveness and resilience.

## Conclusion

The study has discovered that sustainable supply chain practices are a multifaceted and valuable input to enhance the performance of an organization. Companies can achieve long-term strategic resilience and cost efficiency by integrating environmental responsibility in its supply chain activities, social responsibility and efficiency in its economic activity. The findings are part of the argument that the sustainability-oriented supply chains became no longer a peripheral or marginal or a fringe activity, but it is a part of the competitive advantage of the increasingly more complex and resource-intensive markets. The analysis singles out the following practices as positively affecting the efficiency of operations, risks, and brand reputation, which include: green procurement, ethical sourcing, waste reduction, collaboration with suppliers and lifecycle management. Companies successful in actively applying the precept of sustainability into their supply chain models are defined by superior financial performance, expanded stakeholder trust as well as greater elasticity to regulatory and market pressures. Other than that, sustainability goal orientations that end with core supply chain strategies are those that ensure innovation and continuous enhancement of organizational processes. On his part, the research brings out the applicability of leadership commitment, inter-functional engagements, and supplier participation in effective implementation of sustainable supply chain programs. These results imply that organizations should focus on the sustainability investments as centers of value and no cost liability since the long-term payoffs of the sustainability investments would be higher than the challenges that will be faced during the implementation. In conclusion, the sustainable supply chain practices may become the powerful boost to the functioning of an organization due to the possibility to establish the balance between the economic objectives and the environmental care and social responsibility. In the context of the, nowadays, developed global supply chains, the additional research may explore the processes in the industry, the impact of digitalization, and the impact of the maturity of the aspects connected to sustainability on the performance outcomes. Such questions would also enhance the information regarding how sustainable supply chains can help create resilient, responsible and high performing organizations.

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