

Linking Practice-Based View Theory to Green Supply Chain Management Practices

Siyu Chen^a, Ali Vafaei Zadeh^b, Yulita Hanum P Iskandar^c

^{a,b,c}Graduate School of Business, Universiti Sains Malaysia, Penang, Malaysia

Corresponding Author Email: chensiyu@student.usm.my

To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v14-i10/23192> DOI:10.6007/IJARBSS/v14-i10/23192

Published Date: 12 October 2024

Abstract

The aim of this study is to construct a conceptual framework that connects the Practices-Based View theory with green supply chain management practices, also explores their effect on sustainable performance. According to PBV theory, organizational practices significantly influence final performance outcomes. Specifically, this research conducts an in-depth analysis of the effects of green supply chain management practices on economic, environmental, and social performance, while accounting for the moderating role of supply chain traceability. This paper emphasizes the importance of understanding and optimizing these management practices to promote corporate sustainable performance. This study offers new perspectives on the application of practice-based view theory in green supply chain management and offers theoretical support for the relationship between corporate practices and performance within the framework of sustainable development.

Keywords: GSCM Practices, PBV Theory, Supply Chain Traceability, Sustainable Performance

Introduction

Driven by global environmental and market demands, companies face increasing pressure to deliver quality products while addressing sustainability challenges. Green Supply Chain Management (GSCM) has become an essential approach for companies seeking to attain sustainable development. Traditional research has focused on the Resource-Based View (RBV), which posits that internal resources are key to competitive advantage (Arend & Lévesque, 2010; Nayak et al., 2023). However, as corporate performance becomes more emphasized than competitive advantage (Bromiley & Rau, 2014), the Practices-Based View (PBV) has emerged, focusing on replicable practices that enhance dynamic capabilities in complex environments (Skalli et al., 2024).

The shift toward PBV highlights the importance of practices that foster sustainable performance, moving beyond traditional economic measures like profit and revenue growth (Venanzi, 2010; Chang, 2024). Companies are now required to integrate environmental, social, and governance (ESG) factors into their performance assessments (Chen, 2023). Sustainable performance evaluation not only promotes resource efficiency and innovation

but also raises a company's long-term competitiveness. GSCM practices, such as green procurement and resource recycling, offer a pathway for companies to optimize operational processes and improve sustainability (Aisjah & Prabandari, 2021). PBV theory suggests that continuous engagement in such practices builds dynamic capabilities, ultimately improving a firm's sustainable performance (Bianco et al., 2023).

Although PBV has been linked to supply chain management (Holweg & Bicheno, 2016; Pham, 2023), its application within GSCM remains underexplored. By integrating PBV with GSCM, this research purposes to fill the divide, providing a conceptual framework that explains how GSCM practices enhance sustainable performance through dynamic capabilities. This paper will develop a research model to support future studies, providing a deeper understanding of corporate practices and how the actions affect sustainability.

Green Supply Chain Management Practices

Despite the varying definitions of GSCM, it fundamentally encompasses integrating environmentally friendly practices into supply chains to reduce environmental impact (Ajzen et al., 2023). Researchers have refined GSCM to include optimizing resource use while minimizing waste and pollution (Zhu, Sarkis, & Lai, 2008; Susitha, 2023). GSCM encompasses activities such as green procurement, clean production, and eco-friendly logistics, with managers playing a key role in guiding and optimizing environmental performance (Ilyas et al., 2020; Dzikriansyah et al., 2023).

Some scholars argue that GSCM's effectiveness may be limited by corporate resources, as well as the intricacies of the supply chain (Sugandini et al., 2020; Wiredu et al., 2023). Empirical studies have explored GSCM practices like eco-design and green logistics, but their findings vary. While some research shows GSCM practices improve corporate performance, others suggest their effectiveness depends on internal and external conditions (Nikseresht et al., 2024). Additionally, there is debate about their impact on social performance, with some studies indicating mixed results (Lai & Wong, 2012; Wiredu et al., 2023).

In summary, while GSCM practices are widely studied, their impact mechanisms are still debated. Further exploration is needed to clarify their effectiveness and influence on organizational performance, offering both theoretical and practical insights.

Supply Chain Traceability

The idea of "traceability" was initially defined within the ISO 8402:1994 specification as an objective of quality management systems (Zhou et al., 2023). While Supply Chain Traceability (SCT) clarifies the origin, application, and location of products, focusing solely on this perspective may overlook its broader impacts on supply chain management and corporate sustainability. Pant et al (2015), expanded SCT research to include "transparency and traceability," yet practical implications of SCT, particularly its link with GSCM practices and corporate performance, remain underexplored (Ahmed, 2021; Razak et al., 2023).

Recent research highlights the growing impact of SCT on corporate sustainability. Westerkamp et al (2018), found SCT enhances supply chain efficiency, promoting environmental performance and potentially moderating GSCM practices to improve sustainable performance. Elhidaoui (2022), and Kumar and Goswami (2020), further emphasized SCT's role in aligning supply chain activities with environmental management

goals, contributing to corporate sustainability (Yang et al., 2022). These studies highlight the moderating function of SCT for GSCM's impact on sustainable development.

In the PBV framework, the influence of SCT on organizational practices is indirect, serving as an auxiliary mechanism to regulate the effectiveness of GSCM practices. By monitoring supply chain processes, SCT moderates the link between GSCM practices and sustainable performance, as reflected in the model proposed in this paper.

Sustainable Performance

Sustainability typically means having the capacity to satisfy current demands without impairing the potential for future generations to fulfill their own requirements. It involves seeking a balance and harmony between resource utilization, technological advancement, institutional innovation, and conservation of the environment (Saputra et al., 2023). Nevertheless, it is essential to recognize that sustainability is a multifaceted and complex concept; it can serve as both a theoretical framework and a practical guide. The global emphasis on sustainable development not only focuses on human aspects but also extends to more specific and complex levels, such as nations, cities, enterprises, and individuals. In this context, the role of enterprises and their contributions to sustainable development have become focal points for extensive discussion and debate.

Against this backdrop, a company's sustainable performance has become a key indicator for assessing its contribution to sustainability goals (Pham et al., 2023). However, defining and measuring sustainable performance is a challenging task. Generally, sustainable performance encompasses three aspects: environmental, economic and social performance. The performance of these three aspects will be affected by enterprise practice respectively (Van Marrewijk, 2003; Arora et al., 2020).

PBV Theory Framework

PBV theory, proposed by Bromiley and Rau (2014), emphasizes the impact of a company's daily activities on performance, comprising mimetic behavior's role in sustaining competitive advantages (Tian et al., 2023). In this study, PBV theory explains how GSCM practices impact the sustainable performance of Chinese manufacturing. The theory asserts that firm performance is shaped by its practices (Liu et al., 2023), such as GSCM, which directly affect sustainable performance. These practices are interconnected and influence each other (Assumpção, 2023), with their interaction enhancing overall performance (Lu, 2023). Thus, sustainable performance relies on the effective execution of these practices and their relationships with performance.

PBV helps explain how firms improve sustainable performance by mimicking successful practices (Skalli et al., 2024) and adapting to uncertain environments (Bag et al., 2021; Siddik, 2023). The theory underscores the foundational role of practices in competitive advantage, particularly in GSCM, impacting economic, environmental, and social performance.

Supply chain traceability, a key practice in PBV theory, enables tracking from raw materials to consumers, enhancing transparency and accountability, fostering consumer trust, and addressing issues pertaining to the environment and society (Dasaklis et al., 2022).

This improved traceability boosts environmental, economic and social performance by reducing risks and increasing operational efficiency.

Economic performance is the most traditional and straightforward measure within SCM (Wang et al., 2021). The PBV theory asserts that by implementing effective management practices such as lean production and total quality management, organizations can enhance their economic performance. These practices improve competitiveness and profitability by reducing costs and increasing resource efficiency. Within the realm of GSCM, economic performance is reflected not only in financial metrics but also for the enduring stability and growth prospects of the supply chain.

Environmental performance represents another critical dimension of GSCM (Fu et al., 2023). PBV theory emphasizes that integrating environmental considerations into SCM practices—like green design, purchase and production—can markedly boost an organization's environmental conservation capabilities. Such eco-friendly practices help to reduce energy consumption and waste generation while also increasing economic performance through improved resource utilization.

Social performance encompasses social responsibility practices in supply chain management, including attention to employee welfare, community engagement, and ethical sourcing (Yu et al., 2023). PBV theory posits that by implementing social responsibility practices, organizations can establish a strong reputation within the supply chain, attracting and retaining talent while fostering positive interactions with the community. Enhancing social performance not only contributes to building a harmonious social environment but also essential for boosting an organization's economic performance.

To conclude, the PBV theory supports a holistic explanatory framework for GSCM. By implementing effective practices throughout the supply chain, organizations can enhance their performance across economic, environmental, and social dimensions, gaining a competitive advantage in a dynamically changing global market. The application of this theory offers a solid theoretical foundation for constructing sustainable supply chain management frameworks and provides solutions to challenges encountered in practice (Figure 1).

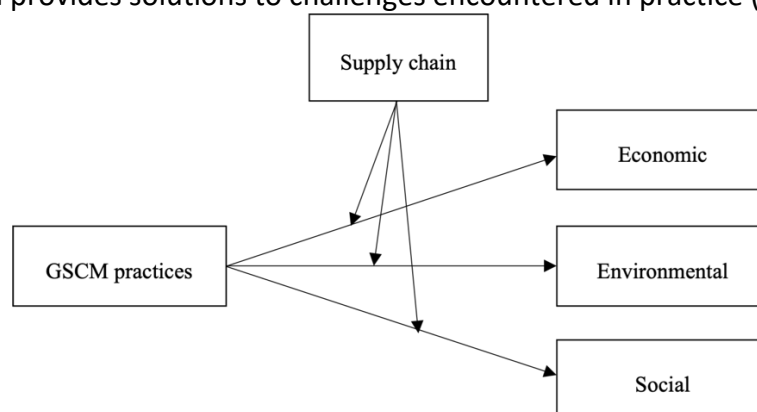


Figure 1: Conceptual framework

Discussion

PBV theory provides a robust explanatory framework for analyzing the structure of SCM. PBV posits that organizational practices are the primary drivers of competitive advantage and performance. These practices, deeply embedded in an organization's day-to-day operations, are enacted through repetitive and institutionalized patterns of behavior. In the context of sustainable SCM, PBV emphasizes that practices throughout the supply chain not only affect internal processes but also have a profound influence on the organization's economic performance, environmental performance and social performance.

Supply chain traceability is a critical practice area within PBV theory, as it significantly enhances the transparency and accountability of supply chains. Studies have shown that such transparency not only increases consumer trust, but also adeptly pinpoints and tackles environmental and societal concerns throughout the supply chain (Prajogo & Olhager, 2012), thereby directly improving the environmental performance and social performance of company. Additionally, through diminishing operational risks and improving operational efficiency, robust traceability practices positively influence the organization's economic performance (Cousins et al., 2019).

PBV theory underscores the integration of green practices into SCM (Umar et al., 2022). Many companies lack an understanding of upstream and downstream challenges, so they need to establish a better supply chain management system, comprehensive tracking, in order to better manage (Fritz & Ruel, 2024). These practices substantially boost a company's environmental performance, bolster its economic performance through decreased energy use and waste production (Obeidat et al., 2020). Particularly in resource-intensive industries, green supply chain practices enhance resource utilization efficiency, further strengthening the organization's cost-control capabilities and market competitiveness (Gawusu et al., 2022).

PBV theory highlights that company's social responsibility practices are crucial for improving an organization's social performance (Govindan, 2022). These practices, which include a focus on employee welfare, community engagement, and ethical sourcing, not only help build a positive reputation within the supply chain but also attract and retain talent (Waqas, 2024), while fostering stronger interactions with communities. In turn, enhancements in social performance indirectly aid in the improvement of economic outcomes (Rodríguez-Espíndola et al., 2022). Thus, the improvement in social performance not only helps establish a harmonious social environment but also generates long-term economic returns for the organization (Ahsan, 2024).

Future research could further explore the adaptability of PBV theory across industries and regions, especially the influence of cross-cultural management consistency on company's performance. Additionally, how technological innovation enhances the effectiveness of organizational practices, particularly the function of green technologies and digital transformation in advancing practice evolution, should be a focal point for future research. Researchers may also focus on the application of PBV theory in emerging markets and how it develops in a digital environment to better grasp its effects on an organization's sustainable performance.

Implications

This research extends PBV theory by applying it to GSCM, providing a deeper understanding of how organizational practices drive sustainable performance. By integrating PBV with the economic, environmental, and social dimensions of SCM, it presents a novel explanatory framework, demonstrating how day-to-day practices shape both internal operations and broader sustainability goals. Traceability within the supply chain also is incorporated as a key component, completing the framework and offering a more comprehensive view of how practices influence corporate sustainability.

Practically, the study equips managers with valuable insights for implementing essential GSCM practices. It emphasizes the significance of traceability, GSCM practices, and social responsibility in boosting performance. By highlighting the role of consistent management practices, particularly in global contexts requiring cross-cultural coordination, the research provides actionable strategies for creating transparent, efficient, and socially responsible supply chains. Traceability assists in managing environmental and social risks, while also improving operational efficiency and fostering consumer confidence.

Moreover, the study develops an analytical framework that combines PBV theory with green supply chain practices, which can be applied not only to SCM but also to other management disciplines. This framework serves as a theoretical tool for examining the link between organizational practices and multidimensional performance outcomes, offering managers a systematic approach to align their practices with sustainability objectives. In doing so, it provides a solid foundation for further research on the function of PBV in GSCM practices and other fields. Finally, the research identifies future directions, including exploring the effects of practices in different markets, the evolving role of traceability in digital transformation, and the application of PBV theory in emerging markets and uncertain environments for GSCM.

Conclusion

This paper applies the PBV theory to GSCM practices research and explores key strategies for achieving supply chain sustainability. The findings demonstrate that GSCM practices substantially contribute to bolstering a company's economic, environmental, and social performance. Specifically, drawing from PBV theory, the study highlights the crucial role of supply chain traceability as a moderating factor that affects the influence of GSCM practices on sustainable performance.

This research provides clear operational guidance for companies in the implementation of GSCM. It enriches the theoretical framework of supply chain management, extends the application of PBV theory, and offers a practical approach for firms to align economic gains with ecological and societal responsibilities.

References

- Ahmed, W. A. H., & MacCarthy, B. L. (2021). Blockchain-Enabled Supply Chain Traceability in the Textile and Apparel Supply Chain: A Case Study of the Fiber Producer, Lenzing. *Sustainability*, 13(19), 10496. <https://doi.org/10.3390/su131910496>
- Ahsan, M. J. (2024). Unlocking sustainable success: exploring the impact of transformational leadership, organizational culture, and CSR performance on financial performance in the Italian manufacturing sector. *Social Responsibility Journal*, 20(4), 783-803.
- Aisjah, S., & Prabandari, S. P. (2021). Green supply chain integration and environmental uncertainty on performance: the mediating role of green innovation. In *Environmental, Social, and Governance Perspectives on Economic Development in Asia* (Vol. 29, pp. 39-62). Emerald Publishing Limited.
- Ajzen, H., Khatib, S. F., & Ananzeh, H. (2023). Environmental, social and governance impact on financial performance: evidence from the Levant countries. *Corporate Governance: The international journal of business in society*, 23(3), 493-513.
- Akam, M. J., Sunday, E. G., Etuk, I. U., Ejikeme, O. B., & Arikpo, N. N. (2023). The role of integrated coordination in supply chain performance of firms in the manufacturing industry. *International Journal of Integrated Supply Management*, 16(1), 26-51.
- Al Karim, R., Rabiul, M. K., & Kawser, S. (2023). Linking green supply chain management practices and behavioural intentions: the mediating role of customer satisfaction. *Journal of Hospitality and Tourism Insights*, (ahead-of-print).
- Arend, R. J., & Lévesque, M. (2010). Is the resource-based view a practical organizational theory?. *Organization Science*, 21(4), 913-930.
- Assumpção, J. J., Campos, L. M., Vazquez-Brust, D. A., & M. Carvalho, M. (2023). The orchestration of green supply chain management practices to enable performance measurement and evaluation. *Production Planning & Control*, 1-20.
- Bag, S., Gupta, S., & Kumar, S. (2021). Industry 4.0 adoption and 10R advance manufacturing capabilities for sustainable development. *International journal of production economics*, 231, 107844.
- Bianco, D., Bueno, A., Godinho Filho, M., Latan, H., Ganga, G. M. D., Frank, A. G., & Jabbour, C. J. C. (2023). The role of Industry 4.0 in developing resilience for manufacturing companies during COVID-19. *International Journal of Production Economics*, 256, 108728.
- Carter, C. R., & Rogers, D. S. (2008). A framework of sustainable supply chain management: moving toward new theory. *International journal of physical distribution & logistics management*, 38(5), 360-387.
- Chang, L. (2024). Performance Evaluation Model of Corporate Financial Sustainability based on Swarm Algorithm. *Scalable Computing: Practice and Experience*, 25(4), 3001-3015.
- Chen, S., Song, Y., & Gao, P. (2023). Environmental, social, and governance (ESG) performance and financial outcomes: Analyzing the impact of ESG on financial performance. *Journal of Environmental Management*, 345, 118829.
- Cousins, P. D., Lawson, B., Petersen, K. J., & Fugate, B. (2019). Investigating green supply chain management practices and performance: The moderating roles of supply chain ecocentricity and traceability. *International Journal of Operations & Production Management*, 39(5), 767-786.
- Dasaklis, T. K., Voutsinas, T. G., Tsoufas, G. T., & Casino, F. (2022). A systematic literature review of blockchain-enabled supply chain traceability implementations. *Sustainability*, 14(4), 2439.

- Dyllick, T., & Muff, K. (2016). Clarifying the meaning of sustainable business: Introducing a typology from business-as-usual to true business sustainability. *Organization & Environment*, 29, 156–174.
- Dzikriansyah, M. A., Masudin, I., Zulfikarjah, F., Jihadi, M., & Jatmiko, R. D. (2023). The role of green supply chain management practices on environmental performance: A case of Indonesian small and medium enterprises. *Cleaner Logistics and Supply Chain*, 6, 100100.
- Elhidaoui, S., Benhida, K., El Fezazi, S., Kota, S., & Lamalem, A. (2022). Critical success factors of blockchain adoption in green supply chain management: contribution through an interpretive structural model. *Production & Manufacturing Research*, 10(1), 1-23.
- Fritz, M. M., & Ruel, S. (2024). What does “sustainable supply chain management” really mean? A contribution to bridging the gap between research, education and practice. *The International Journal of Logistics Management*, 35(2), 332-363.
- Fu, L., Yang, D., Liu, S., & Mei, Q. (2023). The impact of green supply chain management on enterprise environmental performance: a meta-analysis. *Chinese Management Studies*, 17(2), 274-289.
- Gawusu, S., Zhang, X., Jamatutu, S. A., Ahmed, A., Amadu, A. A., & Djam Miensah, E. (2022). The dynamics of green supply chain management within the framework of renewable energy. *International Journal of Energy Research*, 46(2), 684-711.
- Govindan, K. (2022). Theory building through corporate social responsibility 4.0 for achieving SDGs: A practical step toward integration of digitalization with practice-based view and social good theory. *IEEE transactions on engineering management*, 71, 2103-2120.
- Holling, H., & Backhaus, L. (2023). A meta-analysis of green supply chain management practices and firm performance. *Sustainability*, 15(6), 4730.
- Holweg, M., & Bicheno, J. (2016). The reverse amplification effect in supply chains. In *Developments in Logistics and Supply Chain Management: Past, Present and Future* (pp. 52-58). London: Palgrave Macmillan UK.
- Ilyas, S., Hu, Z., & Wiwattanakorwong, K. (2020). Unleashing the role of top management and government support in green supply chain management and sustainable development goals. *Environmental Science and Pollution Research*, 27(8), 8210-8223.
- Jum’ a, L., Alkalha, Z., & Alaraj, M. (2024). Towards environmental sustainability: the nexus between green supply chain management, total quality management, and environmental management practices. *International Journal of Quality & Reliability Management*, 41(5), 1209-1234.
- Lai, K., & Wong, C. W. Y. (2012). Green logistics management and performance: Some empirical evidence from Chinese manufacturing exporters. *Omega*, 40(3), 267–282. <https://doi.org/10.1016/j.omega.2011.07.002>
- Liu, Y., Farooque, M., Lee, C. H., Gong, Y., & Zhang, A. (2023). Antecedents of circular manufacturing and its effect on environmental and financial performance: A practice-based view. *International Journal of Production Economics*, 260, 108866.
- Nayak, B., Bhattacharyya, S. S., & Krishnamoorthy, B. (2023). Integrating the dialectic perspectives of resource-based view and industrial organization theory for competitive advantage—a review and research agenda. *Journal of Business & Industrial Marketing*, 38(3), 656-679.
- Nikseresht, A., Golmohammadi, D., & Zandieh, M. (2024). Sustainable green logistics and remanufacturing: A bibliometric analysis and future research directions. *The International Journal of Logistics Management*, 35(3), 755-803.

- Obeidat, S. M., Al Bakri, A. A., & Elbanna, S. (2020). Leveraging “green” human resource practices to enable environmental and organizational performance: Evidence from the Qatari oil and gas industry. *Journal of business ethics*, 164, 371-388.
- Orsini, F., D'Ostuni, M., D'Aprile, A., Cioncoloni, V., Pennisi, G., Larsson, M., & Pálsdóttir, A. M. (2024). UrbanFarm 2024: Integrating social, economic and environmental sustainability pillars for inmates rehabilitation in the new Trelleborg prison in Sweden.
- Pant, R. R., Prakash, G., & Farooque, J. A. (2015). A framework for traceability and transparency in the dairy supply chain networks. *Procedia-Social and Behavioral Sciences*, 189, 385-394.
- Pervaiz, M. A. N., Nadarajah, D., Mahmood, R., & Rosli, N. S. (2023). Examining the Effect of Supply Chain Management Practices and Supply Chain Integration on Firm Operational Performance: A Practice-Based View Perspective. Available at SSRN 4826005.
- Pham, M. H., Beale, M. A., Khokhar, F. A., Hoa, N. T., Musicha, P., Blackwell, G. A., ... & Thomson, N. R. (2023). Evidence of widespread endemic populations of highly multidrug resistant *Klebsiella pneumoniae* in hospital settings in Hanoi, Vietnam: a prospective cohort study. *The Lancet Microbe*, 4(4), e255-e263.
- Prajogo, D., & Olhager, J. (2012). Supply chain integration and performance: The effects of long-term relationships, information technology and sharing, and logistics integration. *International journal of production economics*, 135(1), 514-522.
- Razak, G. M., Hendry, L. C., & Stevenson, M. (2023). Supply chain traceability: A review of the benefits and its relationship with supply chain resilience. *Production Planning & Control*, 34(11), 1114-1134.
- Rodríguez-Espíndola, O., Cuevas-Romo, A., Chowdhury, S., Díaz-Acevedo, N., Albores, P., Despoudi, S., ... & Dey, P. (2022). The role of circular economy principles and sustainable-oriented innovation to enhance social, economic and environmental performance: Evidence from Mexican SMEs. *International Journal of Production Economics*, 248, 108495.
- Saputra, K. A. K., Subroto, B., Rahman, A. F., & Saraswati, E. (2023). Mediation role of environmental management accounting on the effect of green competitive advantage on sustainable performance. *Journal of Sustainability Science and Management*, 18(2), 103-115.
- Seman, N. A. A., Govindan, K., Mardani, A., Zakuan, N., Saman, M. Z. M., Hooker, R. E., & Ozkul, S. (2019). The mediating effect of green innovation on the relationship between green supply chain management and environmental performance. *Journal of cleaner production*, 229, 115-127.
- Sheng, X., Chen, L., Yuan, X., Tang, Y., Yuan, Q., Chen, R., ... & Liu, H. (2023). Green supply chain management for a more sustainable manufacturing industry in China: a critical review. *Environment, Development and Sustainability*, 25(2), 1151-1183.
- Siddik, A. B., Khan, S., Khan, U., Yong, L., & Murshed, M. (2023). The role of renewable energy finance in achieving low-carbon growth: contextual evidence from leading renewable energy-investing countries. *Energy*, 270, 126864.
- Silva, M. E., Pereira, S. C., & Gold, S. (2018). The response of the Brazilian cashew nut supply chain to natural disasters: A practice-based view. *Journal of cleaner production*, 204, 660-671.
- Skalli, D., Charkaoui, A., Cherrafi, A., Garza-Reyes, J. A., Antony, J., & Shokri, A. (2024). Analyzing the integrated effect of circular economy, Lean Six Sigma, and Industry 4.0

- on sustainable manufacturing performance from a practice-based view perspective. *Business Strategy and the Environment*, 33(2), 1208-1226.
- Skalli, D., Charkaoui, A., Cherrafi, A., Garza-Reyes, J. A., Antony, J., & Shokri, A. (2024). Analyzing the integrated effect of circular economy, Lean Six Sigma, and Industry 4.0 on sustainable manufacturing performance from a practice-based view perspective. *Business Strategy and the Environment*, 33(2), 1208-1226.
- Sugandini, D., Susilowati, C., Siswanti, Y., & Syafri, W. (2020). Green supply management and green marketing strategy on green purchase intention: SMEs cases. *Journal of Industrial Engineering and Management (JIEM)*, 13(1), 79-92.
- Sunny, J., Undralla, N., & Pillai, V. M. (2020). Supply chain transparency through blockchain-based traceability: An overview with demonstration. *Computers & Industrial Engineering*, 150, 106895.
- Susitha, E. Impact of Motivators and Strategic Orientation on The Adoption of Green Supply Chain Management Practices.
- Susitha, E., & Nanayakkara, M. (2023). Impact of green supply chain management practices on the triple bottom line: a study on apparel manufacturers of Sri Lanka. *Journal of Asia Business Studies*, 17(6), 1228-1249.
- Tian, L., Chen, F., & Macosko, E. Z. (2023). The expanding vistas of spatial transcriptomics. *Nature Biotechnology*, 41(6), 773-782.
- Umar, M., Khan, S. A. R., Yusoff Yusliza, M., Ali, S., & Yu, Z. (2022). Industry 4.0 and green supply chain practices: an empirical study. *International Journal of Productivity and Performance Management*, 71(3), 814-832.
- Venanzi, D. (2010). Financial performance measures and value creation: a review. Available at SSRN 1716209.
- Wang, M., Li, Y., Li, J., & Wang, Z. (2021). Green process innovation, green product innovation and its economic performance improvement paths: A survey and structural model. *Journal of environmental management*, 297, 113282.
- Waqas, U., Umair, S., Mrugalska, B., Al Shamsi, I. R., & Bystrov, I. (2024). Mediating role of green talent management between green strategic orientation and sustainable supply chain performance among SMEs of Oman. *Annals of Operations Research*, 1-27.
- Westerkamp, M., Victor, F. and K€upper, A. (2018), "Blockchain-based supply chain traceability: token recipes model manufacturing processes", 2018 IEEE International Conference on Internet of Things (iThings) and IEEE Green Computing and Communications (GreenCom) and IEEE Cyber, Physical and Social Computing (CPSCom) and IEEE Smart Data (SmartData), IEEE, pp. 1595-1602.
- Wiredu, J., Yang, Q., Inuwa, U. L., & Sampene, A. K. (2023). Energy transition in Africa: The role of human capital, financial development, economic development, and carbon emissions. *Environmental Science & Policy*, 146, 24-36.
- Yadegaridehkordi, E., Foroughi, B., Iranmanesh, M., Nilashi, M., & Ghobakhloo, M. (2023). Determinants of environmental, financial, and social sustainable performance of manufacturing SMEs in Malaysia. *Sustainable Production and Consumption*, 35, 129-140.
- Yang, J., Wang, Y., Gu, Q., & Xie, H. (2022). The antecedents and consequences of green purchasing: An empirical investigation. *Benchmarking: An International Journal*, 29(1), 1–21. <https://doi.org/10.1108/BIJ-11-2020-0564>

- Yu, Y., Xu, J., Huo, B., Zhang, J. Z., & Cao, Y. (2023). The impact of supply chain social responsibility on sustainable performance. *Journal of Cleaner Production*, 385, 135666.
- Zhou, B., Siddik, A. B., Zheng, G. W., & Masukujjaman, M. (2023). Unveiling the role of green logistics management in improving SMEs' sustainability performance: do circular economy practices and supply chain traceability matter?. *Systems*, 11(4), 198.
- Zhu, Q., Sarkis, J., & Lai, K. H. (2008). Confirmation of a measurement model for green supply chain management practices implementation. *International journal of production economics*, 111(2), 261-273.