

Uncertain Supply Chain Management

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The role of strategic entrepreneurship and social capital on sustainable supply chain management and organizational performance

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ABSTRACT

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This study aims to examine the effect of entrepreneurial strategy on organizational performance, the effect of social capital on organizational performance with sustainable supply chain management as a mediating variable. Sustainable supply chain management has an important influence on organizational measurement in various industries. It is used in considering environmental impacts and supplier responsibilities. The population in the current study were 390 logistics managers of companies in the manufacturing industry in Indonesia. The sample in this study was taken by purposive sampling, namely the sampling method based on certain criteria and considerations. In this study, hypothesis testing used the Partial Least Square (PLS) analysis technique with the SmartPLS 3.0 application. The data collection technique used is an online survey. The survey was carried out by distributing online questionnaires designed using the 1 to 7 Likert method to managers in the logistics section of the manufacturing industry. The stages of data analysis were to test convergent validity, discriminant validity test, goodness fit model test to meet the R-square value and test the hypothesis. The results show that entrepreneurial strategy and social capital had an influence on organizational performance and sustainable supply chain management. In addition, sustainable supply chain management mediates between organizational performance and entrepreneurial strategy, while social capital sustainable supply chain management does not mediate the organizational performance variables.

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1. Introduction

The manufacturing industry is one of the biggest contributors to the country's foreign exchange and provides many jobs. In the manufacturing industry, increasingly fierce competition has made the advantages of optimizing and integrating the company's supply chain a focus in pushing a company to excel in competition. Organizations need to use a strategic and entrepreneurial perspective to survive in an era of highly competitive business environments. The strategic perspective or the integration of strategy and entrepreneurship is called an entrepreneurial strategy which has a role as a search for opportunities and profits. Modern business competition has an impact on changing the focus of competition between companies independently towards business competition such as supply chains. According to Alamelu et al. (2022) this condition gave rise to an era of competition between business networks, where the role of manufacturing companies has changed from supplying domestic companies to international markets through local companies. Companies need to develop mutual trust and relationships in social capital with business partners, given the higher level of communication of their business operations. The role of social capital and entrepreneurial strategy in the supply chain context is very important to examine, it has the aim of achieving competitive advantage at the supply chain level (Matthews & Marzec, 2012).

Lin et al. (2006) argued that competitive advantage may have an impact on increasing company performance, customer satisfaction, customer loyalty, and the effectiveness of inter-company relationships in the supply chain, especially related to

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responsiveness (responsive service from companies to customers), flexibility, costs and assets. Companies that are able to offer goods at lower prices and with higher quality will be able to increase sales, so that profit margins and return on investment can also be increased. Khan et al. (2021) and Lin et al. (2006) explained that companies with product innovation and fast delivery times can increase market share and sales, where companies have a high level of responsiveness and flexibility and the ability to increase company assets. Currently, there are many problems faced by the manufacturing industry sector, namely the shortage of raw materials, infrastructure, utilities, and experts. In addition, pressure on imported products, different views on industrial waste, and issues surrounding small and medium industries (SMEs). Global and national economic conditions will face quite heavy pressure throughout 2029. This is illustrated by the prediction of 2019 economic growth in the range of 4.95 - 5.1 percent, below the government's target of 5.2 percent.

Various problems facing the manufacturing industry today may become a burden if the strategic steps are not taken and these obstacles need to be resolved immediately. Solving problems or obstacles needs to involve various stakeholders such as the bureaucracy, academics, environmental activists, the business world (manufacturing industry) and the legislature within them. Based on the above phenomena, it provides evidence that a manufacturing industry can experience growth or decrease in production related to its organizational performance or commonly called financial, non-financial performance of the organization. A manufacturing industry experiences growth or decline in production is influenced by sustainable supply chain management. Sustainable supply chain management has an influence on organizational performance, because with sustainable supply chain management the manufacturing industry can experience an increase in environmental performance which could later provide benefits in increasing revenue, new market opportunities and increasing market share. The larger the new market and the greater the opportunity for market share, the greater the production growth of the manufacturing industry. Meanwhile, if there is a decline in new markets and opportunities for market share, the production of a manufacturing industry will also decrease. This study discusses the differences in previous research findings by linking entrepreneurial strategies and social capital to organizational performance through sustainable supply chain management. Hong et al. (2022) and Lin et al. (2006) explained the existing literature which provides little explanation regarding the influence of entrepreneurial strategies on sustainable supply chain management. Past research addresses this gap by exploring the relationship between entrepreneurial strategy and sustainable supply chain management. The previous literature review did not reveal any studies that explicitly explored the relationship between entrepreneurial strategies. The notion of strategy has been advanced in the MRPB literature but the specific link between entrepreneurial strategy and MRPB remains unexplored. Jia et al. (2020) and Lin et al. (2006) investigated the relationship between entrepreneurship and sustainability performance. Enviropreneurship is related to entrepreneurial orientation (EO) which addresses the needs of the environment and society and also fulfils the economic goals of the organization in relation to assessing organizational performance.

2. Literature Review

2.1 Entrepreneurship Strategy

According to Sarkis and Dhavale (2015), entrepreneurial strategy is an entrepreneurial behavior with a strategic perspective. Entrepreneurship focuses more on organizational behavior in which the organization identifies market opportunities for potential exploitation or for profit. However, strategic management emphasizes achieving a sustainable competitive advantage. The entrepreneurial strategy model has various aspects, the entrepreneurial strategy leverages the company's RBV and integrates perspectives from organizational learning, creative cognition, human capital and social capital. Applying creativity and developing innovation are considered as important aspects of entrepreneurial strategy, besides that according to Alamelu et al. (2022) refers to the application of creativity and the development of innovation. Innovation refers to the willingness to support creativity and experimentation in introducing new products/services, and the use of new technologies in developing new processes. Risk taking and proactivity are key elements of an entrepreneurial strategy assessment.

2.2 Sustainable Supply Chain Management

Sustainable supply chain management refers to three important aspects of sustainable development namely social, environmental, and economic. Organizational performance that is under pressure in its contribution to the welfare of society, seeks to reduce environmental impact to be profitable. Stakeholders play an important role in influencing supply chain partners involved in implementing continuous supply chain management which is very important in organizational measurement in various industries. Supply partners need to improve coordination processes between their key organizations. Chu et al. (2017), Jia et al. (2020) and Khan et al. (2021) mention environmental impacts and supplier responsibilities. Mutual consideration of economic, environmental and social responsibility aspects encourages transparency in the process and collaboration with others. This value chain to achieve collaborative advantage or shared advantage.

2.3 Organizational Performance

Organizational performance provides an assessment to achieve predetermined goals. This capability helps the organization identify its strong and weak areas. Financial and non-financial measures are important factors in assessing organizational performance. According to Alwadani et al. (2022) and Lin et al. (2006) in calculating organizational performance is more

precise using financial and non-financial measures. According to Ye et al. (2022), Wren et al. (2022) and Zhu et al. (2022) some of the dimensions of financial measures include accounting returns, growth and market returns. Non-financial measures refer to satisfaction from the product produced.

2.4 Social Capital

Social capital is the company's ability to gain benefits based on membership in social networks. Reciprocity is very important in developing social capital. According to Tipu et al. (2018) and Tseng et al. (2022), social capital of an organization represents a total set of resources that create value that the organization enjoys due to the relationship between the company and other companies. Social capital is divided into three categories, including: cognitive capital, structural capital and relational capital. According to Zhu et al. (2022), relational capital is a relational that underlines a relationship of trust and feedback based on previous interactions. Cognitive capital shows that the parties interacting with each other have the same meaning and the same interpretation. This encourages them to develop shared values and goals. Structural capital involves structural configuration and provides boundaries for the participants involved in the capital structure. This encourages management communication and technical exchange of participants.

3. Method

The population in the current study were 390 logistics managers of companies in the manufacturing industry in Indonesia. The sample in this study was taken by purposive sampling, namely the sampling method based on certain criteria and considerations. In this study, hypothesis testing used the Partial Least Square (PLS) analysis technique with the SmartPLS 3.0 application. The data collection technique used is an online survey. The survey was carried out by distributing online questionnaires designed using the 1 to 7 Likert method to managers in the logistics section of the manufacturing industry. The stages of data analysis are testing convergent validity, discriminant validity testing, goodness fit model testing to meet the R-square value and hypothesis testing.

Based on the theory described earlier, the hypotheses to be tested in this study are:

H1: *Entrepreneurial strategy has a positive effect on sustainable supply chain management.*

H2: *Entrepreneurial strategy has a positive effect on organizational performance.*

H3: *Social capital has a positive effect on sustainable supply chain management.*

H4: *Social capital has a positive effect on organizational performance.*

H5: *Sustainable supply chain management has a positive effect on organizational performance.*

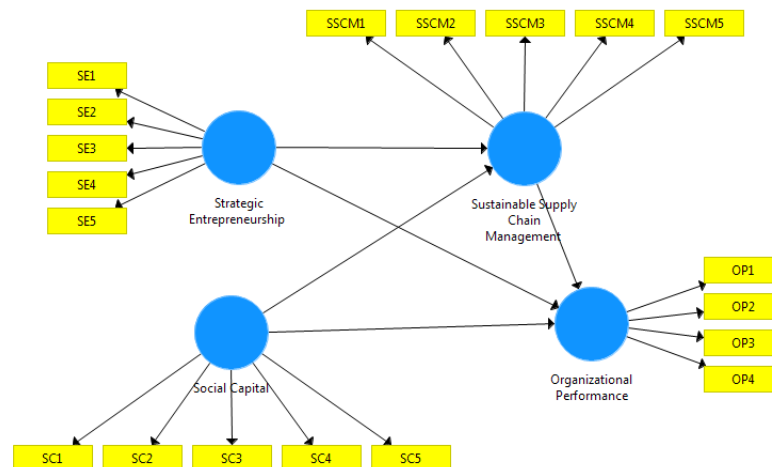


Fig. 1. Research Model

4. Result and Discussion

4.1 Convergent Validity

To test the convergent validity, the outer loading value or loading factor is used. An indicator is declared to meet convergent validity in the good category if the outer loading value is > 0.7 . The outer loading value of each indicator in this research variable is presented in Fig. 2. Based on the results of the data in Fig. 2, it is known that there is no variable indicator whose

outer loading value is < 0.7 , so that all indicators are declared feasible or valid for use in research. and can be used for further analysis.

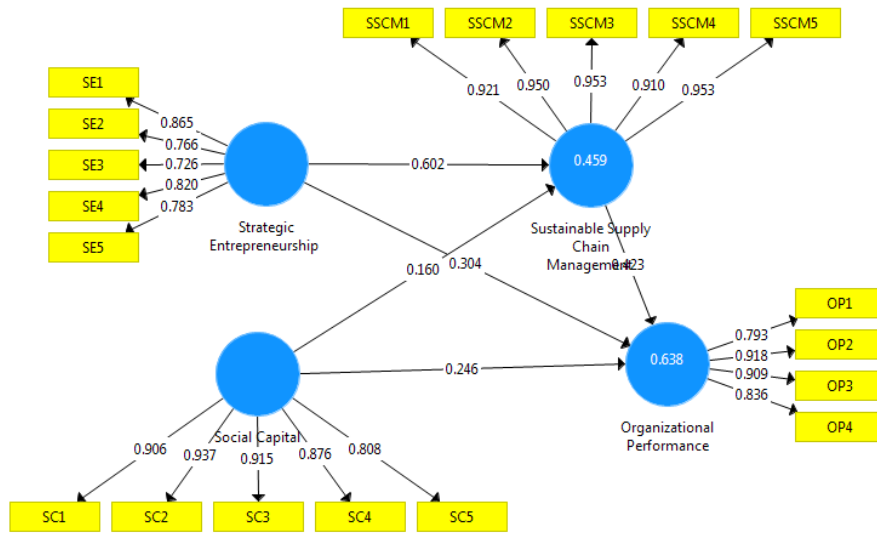


Fig. 2. Validity Testing

4.2 Discriminant Validity

Based on the results obtained, it can be stated that the indicators used in this study already have good discriminant validity in compiling their respective variables. Apart from observing the cross loading value, discriminant validity can also be known by looking at the Average Variance Extracted (AVE) value for each indicator and with the condition that the value must be > 0.5 for a good model. The AVE test is used to find out whether the average variance in the indicators for each variable is homogeneous or not. Based on Table 1 it can be seen that the AVE value on all variables is > 0.5 . Thus, it can be stated that each variable has good discriminant validity so that all variables can be declared valid.

Table 1
Reliability Testing

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Entrepreneurial strategy	0.834	0.814	0.723	0.612
Social capital	0.812	0.845	0.813	0.612
Sustainable supply chain management	0.824	0.812	0.715	0.612
Organizational performance	0.845	0.816	0.812	0.645

4.3 Composite Reliability

Composite Reliability is used to test the value of the reliability of indicators on a variable. A variable can be said to meet composite reliability if it has a value of > 0.7 and is said to have a fairly high reliability value if the value is > 0.8 . The composite reliability value of each variable used in this study is presented in Table 1. Based on the data in Table 5 can be seen that the composite reliability value of all research variables is > 0.7 . These results indicate that each variable has met composite reliability so that all variables have a high level of reliability. The reliability test with the composite reliability above can be strengthened by using the Cronbach alpha value. A variable can be declared reliable or meets the Cronbach alpha if it has a Cronbach alpha value > 0.7 . Based on the data in Fig. 2, it can be seen that the Cronbach alpha value for all research variables is > 0.7 . Thus, these results indicate that each research variable has met the requirements for the Cronbach alpha value, so that all variables have a high level of reliability.

4.4 Inner Model (Structural Model)

Inner model testing aims to specify the relationship between latent variables.

R-Square

In testing this structural model, a goodness fit model test is needed to meet the R-square value. The R-square value is used to measure whether the independent latent variable has a substantive effect on the dependent latent variable. The output R-square value of this study is presented in Table 2 below.

Table 2
R-Square

	R Square	R Square Adjusted
Sustainable supply chain management	0.459	0.412
Organizational performance	0.638	0.614

Based on the R-square output above, it can be seen that the R square of Sustainable supply chain management is 0.459 which means that 45.9 % of sustainable supply chain management variables can be explained by independent variables of Entrepreneurial strategy and Social capital, while 54.1 % is explained by other factors outside the research variables. The R square of Organizational performance is 0.638 which means that 63.8 % of Organizational performance variables can be explained by independent variables of Sustainable supply chain management, Entrepreneurial strategy and Social capital, while 36.2 % is explained by other factors outside the research variables.

5. Hypothesis Testing

Testing the hypothesis by comparing the t-count value and t-table value is 1.70 at a significance level of 5%. If t-count > t-table and the significance value is below 5% then the proposed hypothesis can be accepted. Statistical significance and t-count values can be seen through the output path coefficient in Table 2, while the t-count results for the parameters of each latent variable can be seen in Fig. 3.

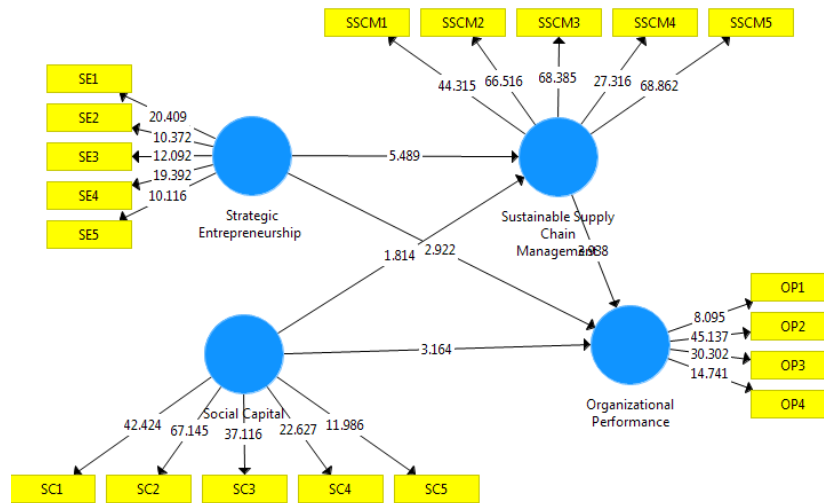


Fig. 3. Hypothesis Testing

Table 3
Hypothesis testing

Hypothesis	T Statistics	P Values	Result
Entrepreneurial strategy → Sustainable supply chain management	5.489	0.000	Supported
Entrepreneurial strategy → Organizational performance	2.922	0.000	Supported
Social capital → Sustainable supply chain management	7.814	0.000	Supported
Social capital → organizational performance	3.164	0.000	Supported
Sustainable supply chain management → organizational performance	3.988	0.000	Supported

5.1 First hypothesis: The effect of entrepreneurship strategy on sustainable supply chain management

Based on the results of testing the first hypothesis, it shows that manufacturing companies that implement entrepreneurial strategies have an effect on sustainable supply chain management. The entrepreneurial strategy variable has a high average index value which means that the entrepreneurial strategy has a good index. The strategy indicator used by the company in facing competition is the highest index value. By implementing entrepreneurial strategies such as strategies for dealing with competition and making definite decisions, it can be shown that entrepreneurial strategies for sustainable supply chain management obtain a significance value of 0.000 < 0.05 and a t-count > t-table value of 5.489 > 1.96 then H1 is accepted. These results improve organizational performance. The sustainable supply chain management variable has a high average index value which means that the sustainable supply chain management variable has a good index. The indicator for decreasing the frequency of environmental accidents is the highest index. By always maintaining a decrease in the frequency of accidents in the environment can improve sustainable supply chain management. This result is in line with the RBV theory put forward by Tseng et al. (2022), Wang et al. (2017) and Ye et al. (2022) that companies that are able to make good use of

their resources can create something that is an advantage for the company compared to other companies. By maintaining the frequency of work accidents and implementing the right strategy in the production process will improve the performance of sustainable supply chain management. In addition, this research is in line with the research of Theodoraki et al. (2018) which states that entrepreneurial strategies have an effect on sustainable supply chain management.

5.2 Second hypothesis: The effect of entrepreneurship strategy on organizational performance

Based on the results of testing the second hypothesis, it shows that the entrepreneurial strategy variable obtains a significance value of $0.000 < 0.05$ and a t-count $>$ t-table value of $2.922 > 1.96$ so that H2 is accepted. These results indicate that manufacturing companies that apply entrepreneurial strategies have an effect on organizational performance. The entrepreneurial strategy variable has a high average index value which means that the entrepreneurial strategy has a good index. The strategy indicator used by the company in facing competition is the highest index value. By implementing entrepreneurial strategies such as strategies in dealing with competition and decision making that can definitely improve organizational performance. Organizational performance variables have an average value high average index which means the organizational performance variable has a good index. The company's response indicator to customer demand is the highest index. This study is in line with the RBV theory put forward by Oguntegbe et al. (2021), Theodoraki et al. (2018) that by always maintaining a good response to customer requests and implementing strategies in dealing with appropriate competition will improve organizational performance since in a company the ability to succeed in competing is the main or basis of the ability of the company's organizational performance. In addition, this research is in line with the research of Mondal et al. (2022), Mukhsin et al. (2022) and Nu'man et al. (2020) which states that entrepreneurial strategies affect organizational performance.

5.3 The third hypothesis: The effect of social capital on sustainable supply chain management

Based on the third hypothesis testing, it shows that the social capital variable on sustainable supply chain management variables obtains a significance value of $0.035 < 0.05$ and t-count $>$ t-table value of $7.814 > 1.96$, so H3 is accepted. These results explain that social capital influences sustainable supply chain management. The social capital variable has a high index value which means that the social capital variable has a good index. On high deep communication indicators, the company regarding important issues with the main supplier has the highest index, this indicates that the company has good communication with the main supplier. Thus, it can improve the company's good relationship with the main supplier. The sustainable supply chain management variable has a high average index value which means that sustainable supply chain management has a good index. The indicator for reducing the frequency of environmental accidents has the highest index, indicating that reducing the frequency of environmental accidents will improve sustainable supply chain management. So that the environmental performance that the company has implemented has been going well with a marked decrease in the frequency of work accidents or environmental accidents. This research is in line with the stakeholder theory put forward by Nu'man et al. (2020) and Oguntegbe et al. (2021) that good communication between stakeholders and companies will improve environmental performance with supply chain partners which in turn will improve sustainable supply chain management. In addition, this research is in line with the research of Mukhsin et al. (2022) and Theodoraki et al. (2018) which states that social capital influences sustainable supply chain management.

5.4 Fourth hypothesis: The effect of social capital on organizational performance

Based on the fourth hypothesis testing, it shows that the social capital variable on organizational performance obtains a significance value of $0.000 < 0.05$ and t-count $>$ t-table value of $3.164 > 1.96$, so H4 is accepted. These results indicate that social capital influences organizational performance. The social capital variable has a high average index value which means that social capital has a good index. The indicator of high communication within the company regarding important issues with the main supplier has the highest index, this shows that the company has good communication with the main supplier. Thus, it can improve the company's good relationship with the main supplier. Organizational performance variables have a high average index value, which means that organizational performance variables have a good index. The company's response indicator to customer demand is the highest index. This is in line with Jia et al. (2020), Joshi and Sharma (2022), Khan et al. (2021) and Lin et al. (2006) and confirm the stakeholder theory that by always maintaining good communication and response to customer requests will improve organizational performance. Good communication between stakeholders and the company will increase power over the availability of resources used for the company's operational activities. In addition, this research is in line with Khan et al. (2021) and Lin et al. (2006) and confirms the positive effect of social capital on SCM performance.

5.5 Fifth hypothesis: The effect of sustainable supply chain management on organizational performance

Based on the results of testing the fifth hypothesis, it shows that the sustainable supply chain management variable on organizational performance obtains a significance result of $0.000 < 0.05$ and t-count $>$ t-table $3.988 > 1.96$, so H5 is accepted. These results explain that sustainable supply chain management affects organizational performance. The sustainable supply chain management variable has a high average index value which means that the sustainable supply chain management variable has a good index. The indicator for reducing the frequency of environmental accidents is the highest index value,

reducing the frequency of environmental accidents will make it easier for companies to improve sustainable supply chain management. Organizational performance variables have a high average index value which means that organizational performance variables have a good index. The company's response indicator to customer demand is the highest index. This research is in line with the stakeholder theory and RBV theory put forward by Fu et al. (2022); Hong et al. (2022); Khan et al. (2021); Lin et al. (2006) which states that by always maintaining communication between stakeholders and companies regarding a good response to customer requests will improve organizational performance and environmental performance which has an influence on improving organizational performance. As well as good resource management will increase the company's competitive advantage. This research is in line with the research of Khan et al. (2021); Lin et al. (2006) which states that sustainable supply chain management influences organizational performance. The results of this test can be explained that these results are in line with the theory put forward by Chu et al. (2017), Fu et al. (2022), Hong et al. (2022), Khan et al. (2021); and Lin et al. (2006) that the entrepreneurial strategy implemented by the company will support sustainable supply chain management whose impact can improve organizational performance. The company's resources and capabilities are very important for the company, so that the company's strategy to improve organizational performance will also be able to improve its environmental performance which can help improve the company's organizational performance.

Thus, the entrepreneurial strategy has an indirect positive effect on organizational performance through sustainable supply chain management. This research is in line with research according to Alamelu et al. (2022), Alwadani et al. (2022), Joshi and Sharma (2022), Khan et al. (2021) and Lin et al. (2006). The results of this test can explain that social capital implemented by companies does not support sustainable supply chain management because for now developing any firm, entrepreneurial skills is more important than manager skills. Good relationships or communication will describe which parties the company is responsible for, with good and intense communication will be able to improve organizational performance. The results are in line with the stakeholder theory put forward by Huang and Kung (2010) and state that close communication and relationships between stakeholders and companies can improve organizational performance, where stakeholders provide the resources needed by the company. But in practice, sustainable supply chain management does not mediate between social capital and organizational performance. Social capital implemented by companies does not support sustainable supply chain management because for now developing entrepreneurial skills are more important than manager skills. Thus, social capital does not directly affect organizational performance through sustainable supply chain management. This research is not consistent with the research of Chu et al. (2017), Fu et al. (2022), Hong et al. (2022), Khan et al. (2021) and Lin et al. (2006).

6. Conclusion

Based on the results of the research that has been described, it can be concluded that entrepreneurial strategy has a positive influence on sustainable supply chain management, entrepreneurial strategy has a positive influence on organizational performance, social capital has a positive influence on sustainable supply chain management, social capital has a positive influence on organizational performance, sustainable supply chain management has a positive influence on organizational performance, entrepreneurial strategy has an indirect influence on organizational performance through sustainable supply chain management but sustainable supply chain management does not mediate any relationship between social capital and organizational performance. This research has several limitations, namely the number of respondents consisting of only 45 companies is certainly still lacking to conduct research. In addition, this research was only conducted in Central Java. On the basis of the limitations described above, the suggestions that can be used for further research are that future research is expected to be able to conduct research to all manufacturing companies in Indonesia.

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