Research Article

Stakeholder Pressures, Internal Drivers and Sustainable Logistics Practices on Environmental and Financial Performance in Thai food and beverage manufacturing Small and Medium Enterprises (SMEs): A Conceptual Framework

Received: July 18, 2022
Revised: September 18, 2022
Accepted: September 22, 2022

Siritida Songkhwan[1*]
Lecturer of Logistics Management
Business School, University of the Thai Chamber of Commerce

Aannicha Thunyachairat[2]
Lecturer of Management Business School, University of the Thai Chamber of Commerce

Sopida Woranin[3]
Lecturer of Modern Retail Business Management
Business School, University of the Thai Chamber of Commerce

Abstract

The purpose of this article is (1) To integrate framework for stakeholder pressures on sustainable logistics practices (2) To present conceptual framework stakeholder theory and internal drivers on sustainable logistics practices and effect to financial and environmental performance in Thai food and beverage manufacturing in Small and Medium-sized Enterprises (SMEs). For academics and practitioners alike, understanding the driving forces behind the adoption of sustainable logistics practices and their effect on firm performance has become essential. The motivation and impact of stakeholder demands on the adoption of sustainable logistics practices and the performance of SMEs in the context of developing nations particularly Thai SMEs, however, remains largely unexplored. Leveraging the stakeholder theory, internal motivations and firm performances which is divided into two parts, namely environmental performance and financial performance.

Keywords: Stakeholder pressures, Internal drivers, Sustainable logistics practices, Environmental performance, Financial performance

Cite this article as:

Songkhwan, S., Thunyachairat, A. & Woranin, S. (2022). Stakeholder Pressures, Internal Drivers and Sustainable Logistics Practices on Environmental and Financial Performance in Thai food and beverage manufacturing Small and Medium Enterprises (SMEs): A Conceptual Framework. *Journal of Management Science Pibulsongkram Rajabhat University, 4*(3), 1-14.

[*]Corresponding Author: siritida_son@utcc.ac.th

Introduction

The globe has changed significantly since the past due to a variety of factors. Businesses now pay attention to social and environmental issues in addition to profit. Customers' demands, in particular, have been influenced by environmental concerns since they need to protect the environment, which forces all businesses to change their operations in order to survive and remain competitive.

The constant development in industrialization has justified the demand for sustainable practices that ensure environmental preservation. (Gereffi, 2010) This industrialization has increased a considerable amount in a variety of industries, motivating firms to consider their firms activities, particularly logistics activities to avoid destroying the environment. (Darnall, Henriques and Sadorsky, 2010) Since logistics activities are considered to be a vital part of business which are able to identify cost and profit of company. Logistics activities, for instance, transporting goods has resulted in air pollution, noise, and vibration, all of which have resulted in accidents. Furthermore, production operations can result in a higher-than-necessary usage of energy and resources.

The negative effects of sustainable practices concepts on the environment have drawn significant attention from a variety of stakeholder groups, governments, and international organizations. Therefore, adopting sustainable practices will improve business performance, build a corporate image (Baah, Opoku-Agyeman, Acquah, Issau, and Abdoulaye 2020), provide competitive advantages in international trade (Wattanapinyo and Mol, 2013; Ueasangkomsate, 2019), and enhance financial performance. (Centobelli, Cerchione, and Singh, 2019; Agyabeng-Mensah, Afum, and Ahenkorah, 2020)

This has attracted the interest of practitioners and academics who aim to explore more about the effectiveness of environmental policies in protecting the environment and ensuring the future of the company through increased profitability and shareholder wealth. As a result, achieving environmental sustainability is no longer an option for businesses, but rather a need. Many organizations have blended many eco-friendly techniques into their logistics activities, resulting in the establishment of sustainable logistics practices, in order to meet the environmental needs of stakeholders to reduce environmental pollution and maintain society safety. (Wang, Wang, Zhang and Zhao, 2018)

According to Govindan, Kaliyan, Kannan and Haq (2014) Sustainable practices are systems that generate products and services with less energy while simultaneously ensuring the preservation of natural resources, less pollution, and worker and community safety. Since the introduction and implementation of ISO14000, Sustainable logistics practices particularly in logistics activities in manufacturing process have gone from being optional to mandatory. Moreover, the environmental standard has been established, this criterion, along with stakeholder concerns for environmental protection, has witnessed a tremendous increase. Despite these occurrences occurred in large firm in developed countries (Darnall el., 2010), developing countries particularly food and beverage manufacturing in small and medium enterprises (SMEs) are catching up in terms of eliminating negative environmental repercussions in manufacturing and logistics methods. Although analyzing of previous scholars such as Gligor, Holcomb and Feizabadi (2016) has focused on evaluating the effects of environmental practices on entire business performance from both internal and external standpoint, employing metrics that indicate internal and external gains and sampled in developed countries, not very great number of literatures examines sustainable logistics practices in SMEs. Some of literatures has highlighted influences of sustainable practice, literature has only focused on SMEs manufacturer. (Baah, Opoku-Agyeman, Acquah, Agyabeng-Mensah, Afum, Faibil and Abdoulaye, 2021)

However, it is important highlighting that, while some businesses are unwilling to bend to environmental demands, others are attempting to integrate sustainable practices into their operations with limited resources. As well as there is lack of expertise in environmental management (Lewis, Cassells and Roxas, 2015) lack of knowledges in logistics activities or export their goods to the countries that emphasizing on environmental regulatory, particularly SMEs in Thailand as they perceive those businesses are not make any impact on the environment.

However, according to the Office of Small and Medium Enterprises Promotion (OSMEP), GDP of Thai SMEs accounted for approximately 40% of the country's GDP (OSMEP, 2022) which means that Thai SMEs remain a vital factor that drive the national economy. Moreover, Thai food and beverage manufacturing SMEs is the most essential production field which significant to Thai economics and they are linked to many ongoing industries. As well as they generate gross domestic product (GDP) ranked No.1 in Thai SMEs industrial sector which accounted for approximately 33 percent of GDP of food and beverage industry (312,848 million

baht) and Thai food and beverage manufacturing SMEs has accounted for 5 percent of Thai SMEs in total (OSMEP, 2019 and Krungsri Research, 2022).

Therefore, bad practices in one country might have a detrimental impact on another country or continent, major efforts should be made to preserve it on a worldwide scale. In addition, Thailand Development Research Institute (TDRI) (2019) has stated that researches which are related with optimization of logistics management and sustainable supply chain need to be studied from 2021 onwards. Besides, this issue has mentioned in Thai 20-year National Strategic Plan (2017-2036).

As mentioned above, sustainable practices have gained widespread acceptance and implementation in developed nations and large firms, efforts should be made to bring SMEs up to the desired level of environmental sustainability. This assumption prompted the study since most studies on sustainable logistics practices and how they affect overall company performance have been undertaken in developed nations and large firms, with an emphasis on the role stakeholder pressure plays in the adoption and implementation of sustainable methods.

Research Objectives

1. To integrate framework for stakeholder pressure on sustainable logistics practices.
2. To present conceptual framework stakeholder theory and internal drivers on sustainable logistics practices and effect to financial and environmental performance in context of food and beverage SMEs in industry sector in Thailand.

Scope of Study

The aim of this research is to study the evidence from the perspective of a developing country, and, more crucially, from the perspective of Thai SMEs, in order to show how rapidly these businesses are growing in Thailand. Including seeks to provide a detailed perspective in order to bridge current gaps in the literature by revealing the impact of stakeholder pressures on sustainable logistics practices adoption, financial, and environmental performance, while also determining the impact of sustainable logistics practices on financial performance, and

environmental performance and assessing how internal drivers affect sustainable logistics practices especially in food and beverage manufacturing.

Literature Review

Stakeholder Theory

A number of studies aimed at better understanding the implementation of sustainable logistics practices have relied heavily on stakeholder theory (Freeman, 1999; Baah et al., 2021; Singh, Del Giudice, Chiappetta Jabbour, Latan and Sohal, 2022; Nguyen and Adomako, 2022) since air pollution that destroys lung health leads to respiratory disease, forcing organizations to be more environmentally conscious because of pressure from stakeholders.

Organizations' operations in today's business environments are strongly intertwined with their stakeholders and society, as stakeholders might force firms to adopt certain practices that have a negative impact on their resource base. Although stakeholder demands and pressures have a considerable impact on corporate decisions, a corporation's decision to reject these demands in recent years has been termed suicidal, especially when those stakeholder groups have the ability to harm the firm's survival as mentioned by Freeman (1999). Freeman (1999) stated that stakeholders are able to be affected or affect and firm's decision and actions. This is similar to the institutional theory by Deephouse (1996), indicated that firm practices adoption is primarily influenced by social pressure and industry conventions. Deephouse (1996) further identifies that a company's alignment with currently accepted sustainable practices gives it legitimacy with stakeholders and stakeholders also fosters an organization's willingness to follow established industry regulations and practices.

Business nowadays' activities have an impact on the entire society, and as a result, businesses owe societal duties such as environmental preservation for future generations, among other concerns, especially given how stakeholder-interconnected societies operate today. (Kassinis and Vefra, 2006) Moreover, stakeholder endorsement, which entails obtaining stakeholder support, loyalty, trust, and satisfaction, can be used to explain this legitimacy. This in turn leads to the development of social and moral capital.

Some of studies has divided stakeholders into groups, for example, Kassinis and Vefra (2006) had divided stakeholders into three categories which are latent stakeholders, expectant stakeholders and definite stakeholders. Expectant and definite stakeholders have the most important impact to organization which means that organization must respond to the demands

immediately. Besides, González-Benito and González-Benito (2006) has categorized stakeholders into three groups, namely, organizational stakeholders which is not crucial but they could be affected if organizations aim to have competitiveness, while the last two categories are community and regulatory stakeholder which are critically impact a firm's survival since organizational and regulatory pressures have an impact on sustainable logistics practices and business performance.

Eesley and Lenox (2006) stated that firms are under increasing pressure from organizational stakeholders to adopt and implement sustainable production techniques and it's important because it allows stakeholders to understand their abilities, goals and objectives of the organization. In addition, stakeholders have a habit of pressuring companies to adopt sustainable practices. While the study from Baah et al. (2020) confirmed this increase in environmental management is driven by stakeholder pressure. Accordingly, it is important to note that firms need to build a good relationship with stakeholders by impressing stakeholders in order to acquire a competitive advantage while simultaneously boosting performance. Apart from these, firms need to avoid bad publicity and other regulation burdens otherwise media could report any firm dose negative deeds. Recent literatures have studied sustainable practices used by managers or employees may result in enhanced performance and sustainability. (Agyabeng-Mensah, Afum and Ahenkorah, 2020; Zaid, Jaaron and Bon, 2018)

Based on the previous explanation, firms are encouraged to adopt and implement sustainable production processes in response to stakeholder requests. Furthermore, there is a belief that establishing and adopting sustainable practices demonstrates conformity to accepted company behavior. As a result, divergence from these principles results in low stakeholder approval and perception, lowering organizational legitimacy.

Internal drivers

Apart from stakeholder theory, a study from Hargett and Williams (2009) showed that sustainable practices emerge within organization is influenced by the strategic vision of top managers who find opportunities to improve work and production processes to reduce environmental impact. In addition, employee training is considered to be an internal driver as it could support employees to be able to be aware of the use of resources.

Financial support and technology support are considered to be one of the drivers that motivate the adoption of sustainable practices. Saeed and Kersten (2019) and Haverkamp, Bremmers and Omta (2010) found that if organization has resources to invest in technology or have the right tools, it would support the organization implement sustainable practices and improve its business performance. Moreover, the study from Bourlakis , Maglaras, Aktas, Gallear and Fotopoulos (2014) showed that differences in firm size (micro, small and medium sizes) effects both financial and environmental performance.

Sustainable logistics practices

Many organizations particularly in developed countries, have adopted sustainable practices in their production and logistics activities due to customers and stakeholders' pressure as well as environmental regulation. The adoption of sustainable practices can mitigate the damages of natural environment which are caused by logistics activities (Darnall et al., 2010). The sustainable logistics practices usually come into routine procedure or technological innovation forms which included five steps as stated by many literature (TÜZÜN RAD and GÜLMEZ, 2017; Tiwari and Khan, 2019; Kazemi, Modak and Govindan, 2019) – green purchasing, production, transportation, packaging and reverse logistics, for instance, green transportation refers to responsibility of distribution of goods or material and reduce the use of resources and materials caused by depending on fossil fuels particularly transporting and warehousing raw materials, inventories and reducing carbon dioxide or greenhouse gas emission (GHG). Green production means reducing energy consumption from production activities as well as risks mitigation which related to human health and reducing waste. Green packaging refers to technique and material of packaging which protects human and animal health and environment. Reverse logistics includes returning goods, reuse, recycle and waste disposal.

Environmental and financial performance

According to Hart (1995), a company can gain a competitive edge and other rewards by having a positive impact on the environment and enhancing resource by which continuous product enhancements, integration of innovation and cleaner production practices (Hart and Dowell, 2011). These lead to competitiveness such as cost leadership, firm's reputation, legitimacy, long-term growth and maintain competitive positions in the future. Besides, competitive advantages as mentioned can caused a sharp increase in environmental practices in developing countries and the preservation of the natural environment is inextricably linked to a company's success as mentioned by Hart and Dowell (2011). Moreover, the studies from Baah and Jin (2019) have indicated that environmental measures such as noise or air pollution prevention and clean technology in order to have a strong competitive position and

sustainable performance. These measures also help to create satisfaction for the stakeholders by preserving the environment in parallel of having good relationship with stakeholders.

Firm responds to demands from stakeholders in terms of sustainable practice, showing that the perception and trust of stakeholders is organizational legitimacy, which is based on stakeholder pressures, is essential for companies to demonstrate sustainable competitive advantage and superior performance. In order to gain superior performance by organization, Stainer and Stainer (1998) stated that organization performance indicators must be measured by financial and non-financial indicators.

Zeng, Meng, Yin, Tam and Sun, (2010) stated that measurement of firm performance assists them in determining whether or not established objectives were met, as well as developing plans to improve or maintain it in order to strengthen and sustain the company's going concern position. Many researchers have investigated the impact of sustainable practices on environmental performance and financial performance.

Environmental performance is defined as a company's ability to combine financial and non-financial resources to reduce the negative impact of its operations on the environment and ensure environmental sustainability by reducing air pollution, harmful material consumption, environmental accidents, and energy and resource conservation. Furthermore, environmental performance is typically measured in terms of reduced energy and material consumption, reduced air and water pollution, waste minimization and reduced use of poisonous and harmful materials, environmental misshape minimization, and rate of renewable energy consumption. (Çankaya and Sezen, 2018)

While, financial performance refers to how well a company's tangible and intangible financial and nonfinancial resources perform together to meet its aims. Financial performance measurement is critical to an organization since it is the reason for its existence as a profit-making entity. The study used return on equity (ROE), return on investment (ROI), gross profit margin, net profit, return on assets (ROA), and other metrics based on data accessibility and the primary reason for a company's existence.

However, there are literatures that have positive and negative correlation between sustainable practices and performance both long-term and short term. For example, Agyabeng-Mensah et al. (2020) showed that there is an insignificant positive influence of sustainable

practice on financial performance but there is a positive significant between sustainable practices and environmental performance as well as positive relationship between environment and financial performance. Accordingly, there is connection between financial and environmental performance since environmental initiatives contribute to the development of capabilities and competitive advantages, resulting in enhanced financial and environmental performance. Using the theoretical framework outlined above as a foundation, table 1 has summarized linked theories and relevant literature.

Table 1 Summarized linked theories and relevant literature

Theory	Main aspect	Key references
Stakeholder pressures	Organizational stakeholder pressure; Regulatory stakeholder pressure	Freeman (1999); Deephouse (1996); Baah et al. (2021); Singh et al. (2022), Nguyen and Adomako (2022) and González-Benito and González-Benito (2006)
Internal drivers	Top management action; Organization resource; Firm size	Hargett and Williams (2009); Saeed and Kersten (2019); Haverkamp et al. (2010) and Bourlakis et al. (2014)
Sustainable logistics practices	Green purchasing, Green production, Green transportation, Green packaging and Reverse logistics.	TÜZÜN RAD and GÜLMEZ (2017); Tiwari and Khan (2019) and Kazemi et al. (2019)
Firm performances	Environmental performance	Agyabeng-Mensah et al. (2020) and Çankaya and Sezen (2018)
	Financial performance	Agyabeng-Mensah et al. (2020)

As discussed above, this research aims to investigate stakeholder pressures, internal drivers, sustainable logistics practices on environmental and financial performance, The framework model and research hypothesis have showed in figure 1. Research hypothesis are consisted of 4 hypotheses; H1 is external drivers such as regulation positively and significantly relates with internal drivers such as top management vision (a) and sustainable logistics and

production practices (b). H2 refers to internal drivers such as organization resources and firm size positively and significantly relates with sustainable logistics and production practices. H3: Sustainable logistics and production practices positively and significantly relates with environmental performance (a) and financial performance (b). H4 is environmental performance and significantly relates with financial performance.

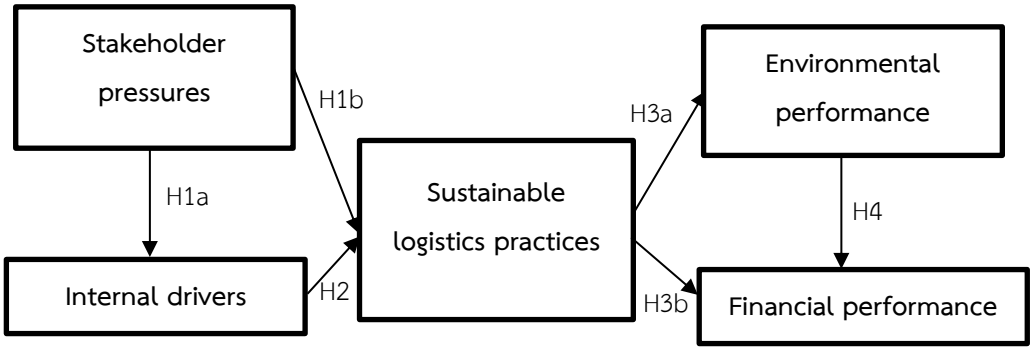

Figure 1 Conceptual framework

Conclusion and Discussion

Therefore, from the above literature review, there is the integration between stakeholder theory, Internal driver, firm performance and sustainable logistics practices. This study will focus on stakeholder pressures and internal drivers on the adoption of sustainable logistics practices in the context of a Thai food and beverage manufacturing SMEs were examined, as well as how this effects company performance given the extreme need for sustainability amid the rapid growth of SMEs in Thailand. A further study will use mixed method in order to provide a greater knowledge of complicated problems than either technique by itself. This study will use quantitative method by conducting online survey. Questionnaire will be sent to Thai food and beverage manufacturing SMEs through e-mail. The sampling list will be obtained from Thai chamber of commerce and the Office of SMEs Promotion (OSMEP). The sample size targeted will be 400 questionnaires. The intended sample size will be selected to offer a representative of the population and to be depended on the sort of data analysis to be conducted. While, qualitative approach will be applied which intends to use in-depth interview with fives SMEs Entrepreneur, representatives from the Chamber of Commerce or

from the Federation of Industries who own businesses in food and beverage industry and sustainability experts. Data analysis will adopt AMOS to analyze data by using Structural Equation Modeling (SEM).

References

Agyabeng-Mensah, Y., Afum, E., & Ahenkorah, E. (2020). Exploring financial performance and sustainable logistics management practices: examining the mediating influences of market, environmental and social performances. *Journal of Cleaner Production*, *258*, 120613.

Baah, C., & Jin, Z. (2019). Sustainable supply chain management and organizational performance: the intermediary role of competitive advantage. *J. Mgmt. & Sustainability*, *9*, 119.

Baah, C., Opoku-Agyeman, D., Acquah, I. S. K., Agyabeng-Mensah, Y., Afum, E., Faibil, D., & Abdoulaye, F. A. M. (2021). Examining the correlations between stakeholder pressures, sustainable production practices, firm reputation, environmental and financial performance: Evidence from manufacturing SMEs. *Sustainable Production and Consumption, 27*, 100-114.

Baah, C., Opoku-Agyeman, D., Acquah, I. S. K., Issau, K., & Abdoulaye, F. A. M. (2020). Understanding the influence of environmental production practices on firm performance: a proactive versus reactive approach. *Journal of Manufacturing Technology Management, 33*(2), 266-289.

Bourlakis, M., Maglaras, G., Aktas, E., Gallear, D., & Fotopoulos, C. (2014). Firm size and sustainable performance in food supply chains: *Insights from Greek SMEs. International Journal of Production Economics, 152,* 112-130.

Cankaya, S. Y., & Sezen, B. (2018). Effects of sustainable supply chain management practices on sustainability performance. *Journal of Manufacturing Technology Management, 30*(1), 98-121.

Centobelli, P., Cerchione, R., & Singh, R. (2019). The impact of leanness and innovativeness on environmental and financial performance: Insights from Indian SMEs. *International Journal of Production Economics, 212,* 111-124.

Darnall, N., Henriques, I., & Sadorsky, P. (2010). Adopting proactive environmental strategy: The influence of stakeholders and firm size. *Journal of management studies, 47*(6), 1072-1094.

Deephouse, D. L. (1996). Does isomorphism legitimate?. *Academy of management journal*, *39*(4), 1024-1039.

Eesley, C., & Lenox, M. J. (2006). Firm responses to secondary stakeholder action. *Strategic management journal, 27*(8), 765-781.

Freeman, R. E. (1999). Divergent stakeholder theory. *Academy of management review, 24*(2), 233-236.

Gereffi, G. (2005). The global economy: organization, governance, and development. *The handbook of economic sociology*, *2*, 160-182.

Gligor, D. M., Holcomb, M. C., & Feizabadi, J. (2016). An exploration of the strategic antecedents of firm supply chain agility: The role of a firm's orientations. *International Journal of Production Economics, 179,* 24-34.

González-Benito, J., & González-Benito, Ó. (2006). A review of determinant factors of environmental proactivity. *Business Strategy and the environment, 15*(2), 87-102.

Govindan, K., Kaliyan, M., Kannan, D., & Haq, A. N. (2014). Barriers analysis for sustainable supply chain management implementation in Indian industries using analytic hierarchy process. *International journal of production economics, 147,* 555-568.

Hargett, T.R., and Williams, M.F. (2009). Wilh. Wilhelmsen shipping company: moving from CSR tradition to CSR leadership. Corporate Governance", Corporate Governance*: The International Journal of Business in Society, 9*(1), 73-82.

Hart, S. L. (1995). A natural-resource-based view of the firm. *Academy of management review, 20*(4), 986-1014.

Hart, S. L., & Dowell, G. (2011). Invited editorial: A natural-resource-based view of the firm: Fifteen years after. *Journal of management, 37*(5), 1464-1479.

Haverkamp, D. J., Bremmers, H., & Omta, O. (2010). Stimulating environmental management performance: Towards a contingency approach. *British Food Journal*, *112*(11), 1237-1251.

Kassinis, G., & Vafeas, N. (2006). Stakeholder pressures and environmental performance. *Academy of management journal*, *49*(1), 145-159.

Kazemi, N., Modak, N. M., & Govindan, K. (2019). A review of reverse logistics and closed loop supply chain management studies published in IJPR: a bibliometric and content analysis. *International Journal of Production Research*, *57*(15-16), 4937-4960.

Krungsri Research. (2022). Business and industry outlook 2022-2024 beverage industry. Retrieved August 17, 2022, from https://www.krungsri.com/th/research/industry/industry-outlook/Food-Beverage/Beverage/IO/io-beverage-2022.

Lewis, K. V., Cassells, S., & Roxas, H. (2015). SMEs and the potential for a collaborative path to environmental responsibility. *Business Strategy and the Environment, 24*(8), 750-764.

Nguyen, N. P., & Adomako, S. (2022). Stakeholder pressure for eco-friendly practices, international orientation, and eco-innovation: A study of small and medium-sized enterprises in Vietnam. *Corporate Social Responsibility and Environmental Management, 29*(1), 79-88.

OSMEP. (2022). *Gross Domestic Product of small and medium.* Retrieved June 1, 2022, from https://www.sme.go.th/upload/mod_download/download-20210825103035.pdf.

OSMEP. (2019). *From farm to fork: food and beverage industry.* Retrieved August 17, 2022, from https://www.sme.go.th/upload/mod_download/download-20190328081648.pdf.

Saeed, M. A., & Kersten, W. (2019). Drivers of sustainable supply chain management: *identification and classification. Sustainability, 11(*4), 1137.

Singh, S. K., Del Giudice, M., Chiappetta Jabbour, C. J., Latan, H., & Sohal, A. S. (2022). Stakeholder pressure, sustainable innovation, and performance in small and medium-sized enterprises: The role of sustainable dynamic capabilities. *Business Strategy and the Environment, 31*(1), 500-514.

Stainer, A., & Stainer, L. (1998). Business performance–a stakeholder approach. International *Journal of Business Performance Management, 1*(1), 2-12.

TDRI. (2019). 3-year research strategic plan in logistics and supply chain (2019-2021). Retrieved February 20, 2022, from https://tdri.or.th/wp-content/uploads/2019/03/wb149.pdf.

Tiwari, K., & Khan, M. S. (2019). An action research approach for measurement of sustainability in a multi-echelon supply chain: Evidences from Indian sea food supply chains. *Journal of cleaner production*, *235*, 225-244.

TÜZÜN RAD, S., & GÜLMEZ, Y. S. (2017). GREEN LOGISTICS FOR SUSTAINABILITY. *International Journal of Management Economics & Business/Uluslararasi Yönetim Iktisat ve Isletme Dergisi*, *13*(3), 603-614.

Wang, Z., Wang, Q., Zhang, S., & Zhao, X. (2018). Effects of customer and cost drivers on sustainable supply chain management practices and environmental performance. *Journal of Cleaner Production, 189,* 673-682.

Wattanapinyo, A., & Mol, A. P. (2013). Ecological modernization and environmental policy reform in Thailand: the case of food processing SMEs. *Sustainable Development, 21*(5), 309-323.

Ueasangkomsate, P. (2019). Exploring sustainable logistics management in Thai small and medium-sized food exporters*. In 2019 IEEE International Conference on Industrial Engineering and Engineering Management (IEEM)* (pp. 194-198). IEEE.

Zaid, A. A., Jaaron, A. A., & Bon, A. T. (2018). The impact of sustainable human resource management and sustainable supply chain management practices on sustainable performance: An empirical study. *Journal of cleaner production, 204,* 965-979.

Zeng, S. X., Meng, X. H., Yin, H. T., Tam, C. M., & Sun, L. (2010). Impact of cleaner production on business performance. *Journal of Cleaner Production, 18*(10-11), 975-983.