

Sustainable Social Supply Chain Practices and Operational Performance in The Manufacturing Industry in Sleman

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This research aims to explore how Sleman Regency's manufacturing sector operates in relation to sustainable social supply chain practices (SSSCPs). The primary data used in this investigation were obtained from questionnaires. After the data was gathered, the connection between the social supply chain practices and variables was examined using linear regression analysis. The analysis's findings show that operational performance (OP) is positively impacted by sustainable social supply chain practices (SSSCPs). With a small sample size of 37, the generalizability of this study is limited to medium- and large-scale manufacturing industries in Sleman Regency that have been in operation for at least ten years. However, by examining these connections in a developing nation, this study offers a fresh viewpoint. By investigating the impact of sustainable social supply chain practices (SSSCPs) on operational performance (OP) in the industrial sector of Sleman Regency, this study adds to the body of literature. From a practical standpoint, this study helps manufacturing firms understand the value of applying measures that promote social responsibility within sustainability to enhance overall competitiveness and operational performance.

Keywords: Competitiveness, Linear Regression, Manufacturing Industry, Operational Performance, Sleman Regency, Supply Chain Social Sustainability

JEL Classification: M00, M11

INTRODUCTION

Manufacturing companies in developing regions such as Yogyakarta and Sleman have experienced increasing pressure in recent years to incorporate sustainable social practices into their supply chains. This shift reflects a growing understanding that operational success is influenced not only by efficiency and cost reduction but also by social responsibility, ethical labor standards, and stakeholder well-being throughout the supply chain. According to [Mani et al. \(2020\)](#), empirical evidence from developing Asian economies shows that social sustainability practices such as supplier equality, engagement with local communities, worker well-being, and responsible employment practices can significantly enhance a company's operational performance. These practices foster trust, reduce risks, and improve productivity by promoting a more secure and motivated workforce and strengthening relationships with socially conscious suppliers.

However, the implementation of social sustainability within supply chain management remains inconsistent and challenging in local contexts such as Sleman, where many manufacturing firms operate as small and medium sized businesses. These firms often face limitations related to financial resources, lack of awareness, and weak regulatory enforcement. As a result, even though sustainable social supply chain practices have the potential to improve operational performance, many businesses still struggle to balance socially responsible initiatives with economic competitiveness in a rapidly evolving industrial environment.

Overall, the phenomenon observed in the manufacturing sector in Sleman indicates a growing but uneven integration of social sustainability principles into supply chain operations. Firms are beginning to recognize that strengthening social sustainability is not merely a regulatory obligation but a strategic driver of operational performance. This trend aligns with broader evidence from Asian manufacturing contexts reported by [Mani et al. \(2020\)](#), reinforcing the understanding that social sustainability contributes to long term organizational resilience and competitiveness.

LITERATURE REVIEW

Social Sustainability in Supply Chain Management

The three sources examined present social sustainability within supply chains as a multifaceted concept that extends beyond regulatory compliance toward proactive efforts related to equity and diversity, workforce welfare, supplier treatment, community engagement, health and safety, and ethical procurement. [Mani et al. \(2020\)](#) emphasize that supplier fairness, workplace safety, and labor rights are essential elements for small and medium businesses in developing countries. [Fernando et al. \(2022\)](#) introduce a broader framework that links specific practices, such as supplier development, social audits, employee training, and community initiatives, to firm social performance. They position social performance as an outcome that is distinct from, yet connected to, economic and environmental performance. [Uttam et al. \(2024\)](#) highlight relational and institutional influences by demonstrating how stakeholder expectations shape suppliers' adoption of social sustainability practices. Theoretical perspectives frequently used to explain these findings include stakeholder theory, resource based views that consider social practices as intangible assets, and relational exchange theories that emphasize trust and reciprocity in supplier relationships.

In manufacturing, operational performance plays an important role in assessing organizational sustainability and competitive capability because production processes involve multiple stages and supply chain actors. [Putri and Fikri \(2025\)](#) demonstrate that

firms increasingly adopt digital and intelligent technologies to strengthen operational performance.

Empirical evidence from [Mani et al. \(2020\)](#) indicates that social supply chain activities positively influence key performance outcomes among manufacturing small and medium businesses in developing Asian economies. Investments in workplace safety, supplier capability development, and employee welfare improve productivity, product quality, and operational reliability. [Fernando et al. \(2022\)](#) add that enhanced social performance contributes to better operational outcomes by increasing supplier collaboration and employee commitment. [Uttam et al. \(2024\)](#) show that stakeholder demands significantly influence the adoption of social sustainability practices and, in turn, improve operational capabilities. [Widyastuti et al. \(2025\)](#) also highlight that business sustainability can be strengthened by improving financial literacy in East Java.

Manufacturing firms in developing regions, including those in Sleman and Yogyakarta, are increasingly encouraged to integrate social sustainability principles into their operations due to the rising importance of sustainability across global supply chains. Understanding how sustainable social supply chain practices influence operational performance is therefore essential for sustaining competitiveness in a region dominated by small and medium businesses. Previous empirical studies from Asian contexts suggest that social sustainability functions as both a strategic driver of performance and an ethical imperative ([Mani et al., 2020](#); [Fernando et al., 2022](#); [Uttam et al., 2024](#)).

Although sustainability practices positively contribute to firm performance, the extent of their impact varies. All three studies emphasize that situational factors moderate the relationship between social practices and performance. These include firm size, available resources, and maturity of supply chain relationships. [Mani et al. \(2020\)](#) note that firms with adequate managerial competencies and complementary practices such as quality management experience stronger performance outcomes. [Fernando et al. \(2022\)](#) observe that firms with formal systems for measuring social performance achieve faster conversion from social outcomes to operational benefits. [Uttam et al. \(2024\)](#) explain that limited capacity and insufficient buyer pressure restrict adoption among small suppliers and reduce operational gains.

Stakeholder influence plays a central role. [Uttam et al. \(2024\)](#) show that suppliers' adoption of social practices is heavily shaped by buyers, downstream firms, regulators, communities, and labor organizations. Stakeholder demands can motivate adoption when communicated clearly through contractual provisions, audits, and incentive schemes. Similar observations are made by [Mani et al. \(2020\)](#) and [Fernando et al. \(2022\)](#), who indicate that buyer pressure and network participation significantly motivate small and medium businesses to improve social practices. Additional support comes from [Lukman et al. \(2024\)](#), who find in a cross regional study that increased attention to social practices improves employee satisfaction, productivity, and profitability. For Sleman's industrial context, this suggests that local manufacturers are more likely to adopt social sustainability practices when supported by buyer requirements or associations and local government programs.

Small and medium businesses face unique challenges that influence adoption and performance outcomes. Resource constraints can discourage efforts requiring initial investment, such as training or certification ([Mani et al., 2020](#); [Uttam et al., 2024](#)). Capability gaps also limit the translation of social practices into operational benefits when managers lack the expertise to use social metrics effectively ([Fernando et al., 2022](#)). Informal and fragmented supply chain structures further reduce incentives for long term social investments ([Uttam et al., 2024](#)). In Sleman, where industrial clusters are

composed primarily of micro and small manufacturing units, adoption is likely to vary. Firms with access to cluster support or relationships with larger, sustainability oriented buyers gain stronger incentives to implement social practices, whereas isolated businesses with limited external pressure may underinvest.

Future research will benefit from mixed method and longitudinal designs to enhance causal inference. [Fernando et al. \(2022\)](#) provide a systematic approach for measuring social practices and social performance. [Mani et al. \(2020\)](#) combine objective performance indicators with perception based surveys, while [Uttam et al. \(2024\)](#) integrate qualitative interviews to capture the influence of stakeholders. Concerns about reverse causation remain, particularly that higher performing firms may have more resources to invest in social practices. [Mani et al. \(2020\)](#) acknowledge this limitation and recommend quasi experimental approaches. [Uttam et al. \(2024\)](#) show that qualitative insights offer valuable explanations, especially in studying informal small and medium businesses.

Research Gaps and Implications for Sleman

Despite evidence from broader Asian contexts, there is limited empirical research in the Indonesian regional manufacturing sector, particularly in Sleman. Future studies should examine how local institutional factors such as government programs and industrial associations influence the relationship between social practices and operational performance. Researchers should incorporate mixed method approaches, adopt context specific social sustainability metrics, and integrate both quantitative performance data and qualitative stakeholder insights. Filling these gaps will provide a more comprehensive understanding of how social sustainability supports operational success in Sleman's manufacturing landscape.

Managerial Implications

Based on the reviewed literature, several implications emerge for stakeholders in Sleman. Firms can begin formalizing supplier agreements that include capacity building and adopt low cost, high impact social practices such as basic safety improvements and worker training. Buyers and lead firms should use their influence not only to enforce compliance but also to provide local suppliers with financial and technical support. Local governments and associations can offer training, certification subsidies, and recognition programs to reduce adoption costs and increase incentives. For researchers, mixed method and longitudinal approaches using objective performance metrics will strengthen causal understanding in this context.

Summary of Findings

The reviewed studies consistently conclude that sustainable social supply chain practices improve stakeholder trust, supplier relationships, and human capital, all of which contribute to better operational performance. These insights from [Mani et al. \(2020\)](#), [Fernando et al. \(2022\)](#), and [Uttam et al. \(2024\)](#) provide a strong foundation for examining this relationship in Sleman. However, adoption and performance outcomes depend on organizational capabilities, stakeholder support, and institutional structures. Investigating these dynamics within Sleman presents an opportunity to advance theoretical and practical understanding of sustainable supply chain management in emerging economies.

Concept and Dimensions of Sustainable Social Supply Chain Practices (SSSCPs)

In supply chain management, social sustainability refers to ensuring equity, safety, and welfare for suppliers, workers, and communities ([Mani et al., 2020](#)). It involves not only compliance but also proactive attention to labor welfare, diversity, equity, and social responsibility. [Mani et al. \(2020\)](#) identify community involvement, workplace safety,

equitable supplier treatment, and employee well being as key components. [Alghababsheh and Gallear \(2022\)](#) add that organizations may prioritize social issues depending on internal conditions and industry characteristics. Labor intensive industries focus more on human rights and working conditions, while the food and agribusiness sector pays greater attention to product safety and animal welfare.

[Fernando et al. \(2022\)](#) expand the concept by linking internal practices such as training, health, and safety with external practices including supplier development, social auditing, and community participation. They argue that these practices collectively enhance social performance, which improves operational and financial outcomes. [Uttam et al. \(2024\)](#) emphasize the importance of stakeholder relationships in shaping social sustainability. The Triple Bottom Line framework proposed by Elkington conceptualizes sustainability through economic, environmental, and social dimensions. The social dimension includes human rights, work ethics, employee welfare, and community involvement ([Slaper and Hall, 2011](#)). Previous studies highlight that socially responsible firms often enjoy higher employee engagement and customer loyalty. Social sustainability research across various contexts also illustrates that ethical considerations influence business performance, especially in China ([Yin & Quazi, 2018](#)) and India ([Mani et al., 2016](#)). [Mani et al. \(2018\)](#) consolidate these findings by identifying indicators such as philanthropy, ethics, security, equality, health and well being, and human rights for measuring supply chain social sustainability.

Concept and Dimensions of Operational Performance

Operational performance refers to the organization's ability to coordinate activities that achieve business objectives effectively and efficiently. Earlier studies show that flexibility, efficiency, and delivery speed are important indicators of operational performance ([Ul Haq & Faizan, 2022](#); [Hani, 2021](#)). [Voss et al. \(1997\)](#) add that process length and reliability are relevant metrics. Improved operational performance has been found to significantly enhance profitability and customer satisfaction ([Ahmad and Schroeder, 2003](#) in [Hani, 2021](#)). [Kareem and Kummitha \(2020](#) in [Liestyana et al., 2024](#)) define operational performance as actions executed by management to meet business goals effectively. This is supported by [Liestyana et al. \(2024\)](#), who explain that operational performance includes performance across marketing, production, and management. Superior performance in these areas strengthens competitiveness and organizational sustainability. In this study, operational performance indicators refer to [Mani et al. \(2020\)](#), which include product and service quality improvements, reliability of customer deliveries, and reduction of operational costs.

Impact of Sustainable Social Supply Chain Practices on Operational Performance

Sustainable social supply chain practices significantly influence operational performance, particularly in the manufacturing sector. Social sustainability practices in supply chains, including compliance with labor rights, workplace safety, employee welfare, and ethical conduct, contribute to higher operational efficiency and reduced supply chain disruptions ([Mani et al., 2020](#)). [Mani et al. \(2015\)](#) find that strengthening social sustainability enhances product quality, improves delivery reliability, and reduces operational costs. [Croom et al. \(2018\)](#) also report that effective social sustainability management among suppliers improves operational performance by reducing lead times and increasing productivity.

Firms that commit to social sustainability in their supply chains are likely to achieve higher operational excellence, strengthen their market competitiveness, and improve their reputation.

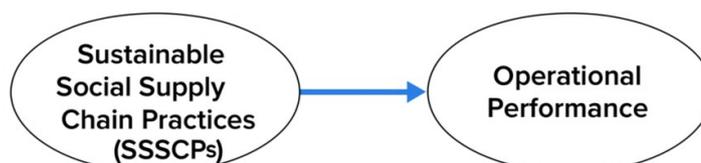
Hypotheses Development

H: Sustainable social supply chain practices have a positive impact on operational performance.

Conceptual Framework

The study framework model is depicted in [Figure 1](#).

Figure 1. Research Framework



RESEARCH METHOD

This study employed a quantitative methodology. According to [Bougie and Sekaran \(2021\)](#), a quantitative approach is a scientific method that utilizes numerical data that can be processed and analyzed using mathematical computations. The research used a survey method, which [Bougie and Sekaran \(2021\)](#) describe as a process of collecting data from individuals to describe, compare, or analyze their views, knowledge, and behaviors. In this study, quantitative data were obtained from businesses that responded to a structured questionnaire. These data were then analyzed using scientific and statistical techniques. The primary purpose of this research is to examine the impact of sustainable social supply chain practices on operational performance in the manufacturing industry in Sleman, Yogyakarta.

Population and Sample

The population of this study consists of large and medium-sized manufacturing industries located in Sleman Regency. A non-probability sampling technique combined with purposive sampling was used. This sampling approach enables researchers to generalize the findings to businesses that share similar characteristics ([Andrade in Uttam et al., 2024](#)). Purposive sampling was specifically selected to ensure that respondents possessed the relevant knowledge or expertise required to meet the study's objectives ([Higginbottom in Uttam et al., 2024](#)).

The sample included large and medium-sized manufacturing firms that met at least one of the criteria established by [Mani et al. \(2020\)](#). These criteria include firms that engage in philanthropic activities and encourage their supply chain partners to participate in similar initiatives, firms that implement ethical work practices and financially support standard education programs for the local workforce, firms that demonstrate compliance with safety regulations throughout their supply chain, and firms that prioritize the well-being of stakeholders. Additionally, companies that maintain an operational environment free from child labor or forced labor were also considered eligible for inclusion in the sample.

RESULTS

Table 1. Test of Validity

Dimension	Pearson correlation coefficient	Sign 2 tailed	
F1	.865	<.001	Valid
F2	.882	<.001	Valid
F3	.895	<.001	Valid

F4	.906	<.001	Valid
E1	.925	<.001	Valid
E2	.931	<.001	Valid
E3	.826	<.001	Valid
K1	.957	<.001	Valid
K2	.945	<.001	Valid
K3	.870	<.001	Valid
KE1	.964	<.001	Valid
KE2	.924	<.001	Valid
KE3	.962	<.001	Valid
KE4	.899	<.001	Valid
KK1	.977	<.001	Valid
KK2	.978	<.001	Valid
HAM1	.963	<.001	Valid
HAM2	.954	<.001	Valid
HAM3	.954	<.001	Valid
OP1	.933	<.001	Valid
OP2	.921	<.001	Valid
OP3	.819	<.001	Valid

Based on Table 1, all question items in the research instrument are declared valid because the sig <.001. The correlation between variables also shows a strong relationship, indicating the consistency of the indicators in measuring the same construct.

Table 2. Reliability Test

Variable	Item Number	Cronbach Alpha	
Philanthropy	4	.909	Reliable
Ethics	3	.909	Reliable
Security	3	.915	Reliable
Equality	4	.954	Reliable
Health and Well-being	2	.953	Reliable
Human Rights	3	.949	Reliable
Operational Performance	3	.867	Reliable

Reliability testing is conducted to determine the degree to which an instrument yields stable and consistent scores. Reliability is assessed through Cronbach's Alpha, where a minimum acceptable reliability limit of 0.70 (Ghozali, 2021). A Cronbach's Alpha value approaching 1 indicates stronger internal consistency within the instrument. Based on the results of data processing using SPSS, it was found that all constructs in this research showed Alpha reliability scores in the range of 0.867 to 0.954. Based on Table 2, Thus, the reliability of all variables in the study was verified, as the Cronbach's Alpha value for each construct exceeded the minimum limit of 0.70. These results indicate that the research instrument can be used to measure variables consistently and reliably.

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df 1	df 2	Sig. F Change	Durbin-Watson
1	.834 ^a	.695	.634	.49036	.695	11.388	6	30	< .001	2.079
a. Predictors: (Constant), HAMAv, KAv, EAv, FAv, KEAv, KKA										
b. Dependent Variable: OPAV										

Based on the output of the simple linear regression analysis in [Table 3](#), an R value of 0.834 was obtained. This value indicates a strong relationship between sustainable social supply chain practices and Operational Performance. The R Square value of 0.695 indicates that 69.5% of the variation in Operational Performance changes can be explained by the Sustainable Social Supply Chain Practices variable. The remaining 30.5% is attributed to factors outside the scope of the research model. The adjusted R-squared value of 0.634 confirms that the contribution of Sustainable Social Supply Chain Practices to Operational Performance remains consistent even when adjusting for sample size. Thus, the regression model used is quite robust and able to explain more than half of the changes in operational performance.

Table 4. F Test (ANOVA) – Model Feasibility

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.438	1	13.438	46.089	<.001 ^b
	Residual	10.205	35	.292		
	Total	23.642	36			
a. Dependent Variable: OPAV						
b. Predictors: (Constant), SSSAV						

The ANOVA test findings are shown in [Table 4](#), with a calculated F-value of 46.089 and a significance value of $p < 0.001$. Because the significance value is much smaller than 0.05, it can be concluded that: The simple linear regression model is simultaneously significant in explaining the relationship between Sustainable Social Supply Chain Practices and Operational Performance. This means that the Sustainable Social Supply Chain Practices variable, along with the constant, can explain changes in the Operational Performance variable in a meaningful way. Therefore, the regression model used is suitable for further analysis.

Table 5. t-Test – Partial Effect of SSSAV Variable on OPAV

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.062	.425		2.498	.017
	SSSAV	.728	.107	.754	6.789	<.001
a. Dependent Variable: OPAV						

The t-test results (Coefficients) in [Table 5](#) show the following values: regression coefficient (B) = 0.728, t-count = 6.789, and significance (Sig.) < 0.001. A significance value < 0.05 indicates that the Sustainable Social Supply Chain Practices variable has a significant effect on Operational Performance. The positive regression coefficient (0.728) indicates that a one-unit increase in Sustainable Social Supply Chain Practices will result in a 0.728-unit increase in operational performance. Furthermore, the Standardized Beta value of 0.754 indicates that the effect of Sustainable Social Supply Chain Practices on is in the strong category.

Simple Linear Regression Equation

According to the Coefficients table, the simple linear regression equation obtained in this study is:

$$\text{Operational Performance} = 1.062 + 0.728 (\text{Sustainable Social Supply Chain Practices})$$

The constant value of 1.062 indicates that when Sustainable Social Supply Chain Practices are at a value of 0, meaning no socially sustainable practices are implemented within the supply chain, the estimated Operational Performance score is 1.062. This represents the baseline level of operational performance in the absence of sustainability-oriented supply chain practices.

The regression coefficient of 0.728 shows that any increase in Sustainable Social Supply Chain Practices will lead to a direct improvement in Operational Performance. This implies that the stronger and more effective the implementation of socially sustainable supply chain practices, the greater the resulting enhancement in operational performance. In other words, improvements in social sustainability practices are positively and substantially associated with improvements in the performance of manufacturing operations.

DISCUSSION

The findings of this study provide strong empirical evidence regarding the influence of Sustainable Social Supply Chain Practices on Operational Performance in large and medium-sized manufacturing firms in Sleman Regency. The validity test confirms that all questionnaire items are accurate indicators of their constructs, with Pearson correlation coefficients significant at < 0.001 . Reliability testing further demonstrates excellent internal consistency, as all variables show Cronbach's Alpha values between 0.867 and 0.954, exceeding the recommended minimum of 0.70. These results verify that the measurement instrument is both valid and reliable.

Regression analysis reinforces the significant role of sustainable social supply chain practices in improving operational performance. The R value of 0.834 indicates a strong relationship, while the R Square value of 0.695 shows that 69.5% of the variation in operational performance is explained by sustainability practices. The adjusted R Square of 0.634 confirms the model's robustness. ANOVA results, with an F value of 46.089 and $p < 0.001$, further demonstrate that the model is statistically feasible and that sustainable social supply chain practices significantly predict operational performance.

The t-test results strengthen this conclusion, showing a positive and significant regression coefficient ($B = 0.728$; $t = 6.789$; $p < 0.001$). The standardized Beta value of 0.754 indicates a strong effect, meaning improvements in philanthropic initiatives, ethical labor practices, stakeholder well-being, and supply chain safety significantly enhance operational performance. The regression equation, with a constant of 1.062 and coefficient of 0.728, shows that increased implementation of social sustainability practices directly elevates operational outcomes.

These findings are consistent with previous studies, including [Flint and Larsson \(2007, as cited in Vidal et al., 2018\)](#), which highlight the importance of coordinated sustainability efforts, and [Peršič and Markě \(2013, in Vidal et al., 2018\)](#), who emphasize their contribution to efficiency and reliability. Overall, this study confirms that sustainable social supply chain practices serve not only as ethical obligations but also as strategic drivers of operational improvement. Manufacturing firms in Sleman that strengthen their social sustainability initiatives are more likely to achieve higher operational reliability, reduced disruptions, better delivery performance, and improved product quality—aligning with the evidence presented by [Mani et al. \(2020\)](#), [Fernando et al. \(2022\)](#), and [Uttam et al. \(2024\)](#).

Recommendations

Based on the study's findings, businesses are encouraged to strengthen sustainable social supply chain practices by prioritizing social initiatives such as community partnership, workforce training, employee welfare, protection of workers' rights, and stakeholder involvement, all of which should be integrated into company policies and operational procedures to ensure lasting impact. Regional governments in Sleman and Yogyakarta are advised to provide mentoring, training, and policy incentives that support manufacturing firms and SMBs in adopting social sustainability practices more effectively. Future researchers are recommended to expand the model by incorporating economic and environmental sustainability dimensions, applying more advanced analytical methods such as multivariate analysis or SEM, and broadening research locations to improve the generalizability of the findings.

CONCLUSION

The results of this study confirm that the research instrument used is both valid and reliable, making it appropriate for analyzing sustainable social supply chain practices and their impact on operational performance. The hypothesis is supported, as sustainable social supply chain practices were shown to have a significant and positive effect on operational performance. The statistical findings, including strong validity and reliability values, a high R Square of 0.695, and significant results from the F-test and t-test, demonstrate that variations in sustainable social supply chain practices substantially influence variations in operational performance. These results align with the discussion, which emphasizes that effective implementation of social sustainability enhances efficiency, strengthens stakeholder relationships, and supports operational reliability. Therefore, sustainable social supply chain practices play a crucial role in improving the operational effectiveness of manufacturing firms in Sleman. Consistent implementation of these practices can increase competitiveness, enhance resilience, and support long-term business sustainability.

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DECLARATION OF CONFLICTING INTERESTS

The authors have declared no potential conflicts of interest concerning the study, authorship, and/or publication of this article.

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