Challenges of social sustainability: supply chain management perspective

Munira Halili and Yudi Fernando*

Faculty of Industrial Management,
Universiti Malaysia Pahang,
26300, Pahang, Malaysia
Email: halilimunira@gmail.com
Email: yudi@ump.edu.my
*Corresponding author

Abstract: Social sustainability has become an emerging issue due to the firm response to society and is a vital enabler to remaining competitive. However, there is less evidence on how social issues can be solved through sustainable social supply chains. Therefore, it is critical to understand social domain challenges raise in manufacturing firms. This study aims to conceptualise social sustainability drivers to overcome social challenges. The study has explored the social impact and issues using a critical review technique. The results found five drivers for firms to adopt social sustainability practices and highlight the ethical concern. The issues have been discussed, with foresight solutions focused on improving the performance of firms in responding to societal challenges. From a practical perspective, these findings are crucial because they have implications for firms seeking to develop a sustainable social supply chain in achieving a competitive edge.

Keywords: Social sustainability; social issues; sustainability development; ethical practices; foresight.

Reference to this paper should be made as follows: Halili, M. and Fernando, Y. (xxxx) 'Challenges of social sustainability: supply chain management perspective', *Int. J. Management Concepts and Philosophy*, Vol. X, No. Y, pp.xxx–xxx.

Biographical notes: Munira Halili is a Configurator Solutions Architect at a multi-national manufacturing company, where she has been attached for almost 19 years. She is currently a final year PhD student at Universiti Malaysia Pahang in the Supply Chain field. She has also reviewed several articles on various subjects, from management to technology. Her experience and interest are predominantly in supply chain management.

Yudi Fernando is an Adjunct Professor and holds a PhD. He is a vice president of the Society of Logisticians, Malaysia/Pertubuhan Pakar Logistik Malaysia (LogM). Professor. He is the Editor-in-Chief of the *International Journal of Industrial Management* and *Journal of Governance and Integrity* at the Universiti Malaysia Pahang. He previously held a managerial position in the electronics industry for several years. He has been appointed as a Honourable Lecturer at Binus University, Adjunct Professor at Faculty of Economics and Business, Universitas Airlangga, Indonesia and a Visiting Professor for the postgraduate program at City University, Malaysia. He is a Research Committee Chair and founding member of the Malaysian Association of Business and Management Scholars (MABMS).

1 Introduction

Social complexities have always arisen worldwide, differing depending on the country's conditions and stage of development; however, addressing social concerns is complex. The United Nations has set manifold targets for sustainable development by 2022 (United Nations, 2022). Societal implications such as no poverty and hunger, decent health and well-being, decreased inequities, peace, justice, and strong institutions are among the goals. When it comes to practicalities, manufacturing firms deal with their social issues within and beyond. However, for businesses to remain competitive in today's market, economic and environmental concerns have always been addressed. While maximising profitability and shareholder value is always the first aim in any organisation, companies are increasingly being made responsible for their supply chain operations (Halili and Fernando, 2019).

Furthermore, the firm's global competencies, which are highly unpredictable and frequently evolving, must be improved in order to remain competitive (Hui and Fernando, 2018). Although firms acknowledge the impact on their brand if issues are not handled properly, social ramifications have been the least considered. Major issues mentioned in the literature include the absence of a clear theoretical notion, comprehensive knowledge about applying it in reality, and unambiguous indications (Missimer and Mesquita, 2022). It necessitates a study of the effects of firms disregarding their social responsibilities towards their social performance.

Fernando et al. (2022a) argued that developing countries have limited know-how, managerial skills, and technology-driven into social problems. Research on social sustainability is scarce due to the difficulty of quantifying social issues. Since the early stages, most studies on firms' sustainable manufacturing operations, according to Despeisse et al. (2012), focused on the environment and economics, with little data on the social component. Echoing this, Chan et al. (2017) found that environmental and social factors were not taken into account in most studies. However, on a positive note, Thies et al. (2019) suggested that the inclusion of social indicators is becoming more common when evaluating sustainable products. Despite these findings, supply chains are the core of businesses; overseeing them and involving supply chain partners such as suppliers has become crucial for firms (Fernando et al., 2016). These findings indicate that even though firms are aware of the relevance of social sustainability, the need to realise it is often overlooked.

Due to the current pandemic that alters the world today, crucial observations are more vital as huge life loss globally, and compulsory activities restrictions have changed the way people live, contributing to the loss of earnings (Kumar et al., 2020). Uncertainty regarding the pandemic's future evolution and societal effects will linger for the coming years, influencing consumer and investor decisions. Certain businesses may become unsustainable because of social isolation and movement restrictions, while others could potentially continue to thrive. Furthermore, the ongoing COVID-19 outbreak is pressuring firms to investigate a digitised system that can be operated remotely, reducing the need for on-site user involvement. In this sense, it can be tied to the use of industry 4.0's digitalisation which is projected to significantly increase the manufacturing industry's performance (Fernando et al., 2022b). However, it leads to another challenge to adapt to the new era as firms must invest in high-speed internet networks, technology, highly secure corporate interfaces and establish a defined internet safety protocol (Gani

and Fernando, 2021), particularly in light of the businesses' instability during the pandemic and the losses they had to endure.

According to Govindan et al. (2020), growing external and internal forces have prompted firms to look at the long-term viability of their operations. In the literature, issues such as safety, health and human rights are receiving attention; however, according to Coombs and Holladay (2018), social issues affect a segment of society and are caused by internal and external pressures. Mani et al. (2015) added that most developing nations face social issues such as child labour, gender inequality, and safety exacerbated by a lack of reliable social indicators. The environmental and social issue is related to society's awareness and responsibility. The firms can obtain the end life product (waste) to remanufacture and overcome ecological issues. Therefore, the firms need to consider another circularity resource to incorporate in the reverse logistics circular economy to achieve social responsibilities (Fernando et al., 2022c). According to Fernando et al. (2021), the circular economy has driven the firm supply chain to minimise materials and energy losses through extensive reuse, recycling, and recovery. Furthermore, the circular economy's notions form a basis for eco-innovation firms, and their attempts have a profound influence on a firm's and society's long-term sustainability performance (Fernando et al., 2019).

2 Social sustainability in the supply chain

The importance of sustainable supply chain management (SSCM) has expanded, ping the interest of academics and industry alike (Dai et al., 2021). It is a pretty well-known topic that has evolved in tandem with the dynamic and volatility of the corporate environment throughout the years. According to Elkington (1998), sustainability in corporate contexts is defined as the need to overcome and resolve issues regarding economic, social, and environmental foundations in a coordinated and complete manner. Aside from that, this concept includes "the integration of economic, environmental, and social factors into the management of intra- and inter-organisational flows, using innovative and collaborative ways, to create long-term value" (Bentahar and Benzidia, 2018). However, according to Tundys and Fernando (2020), there is a lack of reference to sustainability issues such as sustainable development, be it from an economic, societal, or environmental perspective on assessing the key performance index for sustainable supply chain.

From the point of view of industries, sustainability has been defined as "satisfying the demands of today's internal and external stakeholders (such as shareholders, workers, customer base, governing bodies, and society at large) without compromising the understanding of the needs of future stakeholders" (Carter and Rogers, 2008). Nichols et al. (2019) define socially sustainable supply chain practices as a cluster of practices to improve social performance (e.g., safety, equity, ethics, human rights, health and welfare, and philanthropy) throughout the supply chain during the development, procurement, production, and distribution of a product or service. Organisational strategies and perspectives had the biggest and lowest influence on morale for social sustainability, as per a prior study by Khan et al. (2018). Klassen and Vereecke (2012) defined social issues in the supply chain as "product- or process-related aspects of operations that affect human safety, welfare, and community development".

At an earlier stage, according to Strong (1997), another social component of sustainability is the ethical trading concept, which involves an equitable base of trade among developed and emerging. According to Ashby et al. (2012), the literature on supply chain social sustainability has mostly focused on legislation and health and safety hazards instead of ethical and cultural concerns. The authors also mentioned that social sustainability in the supply chain refers to how social problems are managed in the supply chain. Social sustainability is largely concerned with social connections such as inequity, gender inequality, poverty, diversification, salaries, and education, all of which differ widely. Furthermore, certain researchers define social sustainability as a standard of conduct for human sustenance and development that should be attained in an open, interconnected, egalitarian, and sensible (Sharma and Ruud, 2003).

3 Methods

This study has utilised a critical review of the literature to investigate the social issues in the manufacturing industry. First, we have summarised the key points and provided insights to conceptualise the urgent issue to be solved. Then, the articles were published in Scopus index databases using Mendeley to obtain the bibliographies and select the issue. After that, we review the current issue related to manufacturing in Malaysia. The reason is that Malaysia has recently encountered several issues related to corporate social responsibility and ethical issues.

4 Results

Based on the literature review, we found that two main issues related to social challenges are to be implemented by sustainable supply chain management. The first domain is the driver and the second domain refers to ethical concern.

4.1 Drivers of social sustainability

Based on a literature review on social sustainability, five elements have been selected as the drivers for firms to adopt social sustainability practices. Figure 1 shows the interaction of drivers, which can contribute to social-oriented sustainable supply chain management practices.

1 Customers: according to Sarkis et al. (2010), customers can influence public perception of a firm's actions and encourage firms to implement innovative strategies, whether positively or negatively.

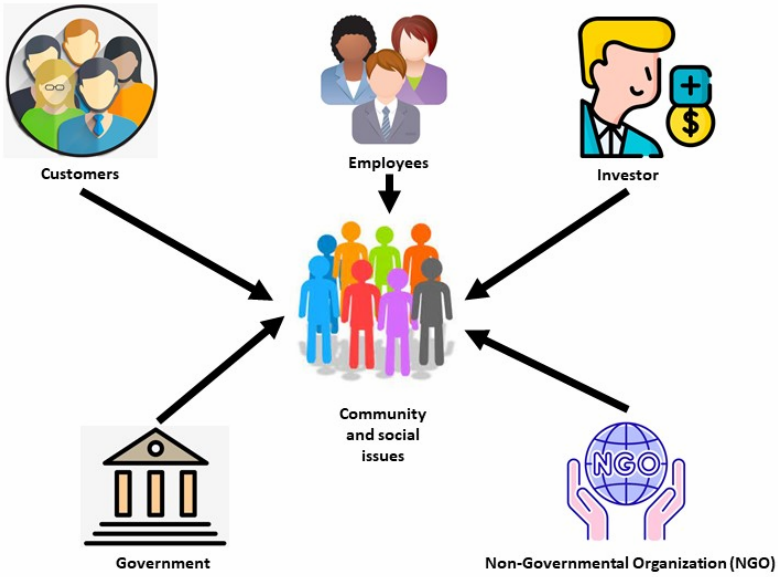
2 Employees: according to Zhang and Yang (2016), employee dynamics may underpin firms' motivation to adopt new practices. Employee pressure is critical, and it is corroborated by Lu et al. (2017) and Jaafar et al. (2017), who both emphasise the importance of safety aspects. Echoing this, Peterson (2018) believes that business reputation differs, which involves labour welfare.

3 Government: Mitchell and Connor (2004) discovered that government efforts must be driven by a goal to increase societal benefits. It is observed that government authorities have understood the importance of achieving sustainability by exerting pressure on various industries (Kannan, 2018). According to Mathivathanan et al. (2017), federal rules require firms to consider their activities' social and environmental consequences. Bag et al. (2021) reaffirm this, claiming that governments put tremendous pressure on people to adopt new objectives.

4 Investor: potential investors insist that social and environmental obligations be factored into key choices (Cullinan et al., 2016). Mani et al. (2016) echo this idea, stating that managing consumer social issues allows firms to establish a powerful reputation among investors. On the other hand, negative conduct will harm a firm's reputation and credibility, prompting shareholders to express their disapproval of its conduct and forcing them to take responsibility for their actions (Ivanova, 2016).

5 Non-governmental organisation (NGO): according to Kourula and Halme (2008), firms and NGOs have become essential participants in global dominance alongside governments, implying that NGOs have played a significant role. Hansen and Spitzeck (2011) have pointed out that cooperating with an NGO allows for the best development and monitoring of societal benefits. Furthermore, according to Helmig et al. (2016) and Chen and Kitsis (2017), companies are under increasing pressure to act socially responsible or implement CSR strategies, notably from stakeholder groups such as NGOs.

Figure 1 Social-oriented sustainable supply chain management (see online version for colours)



4.2 Ethical elements in supply chains

Manufacturing firms must ethically conduct business since it reflects the actual operations in the supply chain. Unethical business practices, such as child workers or low-quality and dangerous materials, will negatively impact manufacturing firms. In addition, consumers are becoming more conscious of the repercussions of manufacturing firms' activity on society. According to Yun et al. (2020), revelations of controversies and immoral practices in large and small firms, including among employees, abound in the news. For instance, issues like Apple's suicide supplier have significantly influenced the firm and have garnered a lot of flak from the media and general public. Recently, shareholders reportedly compelled Uber's top-level managers to resign after allegations of negative workplace cultures and sexual misconduct were publicly disclosed (CNN, 2017). Child labour, how products are produced with negative societal implications, and internal safety and health impacts are all areas that need improvement.

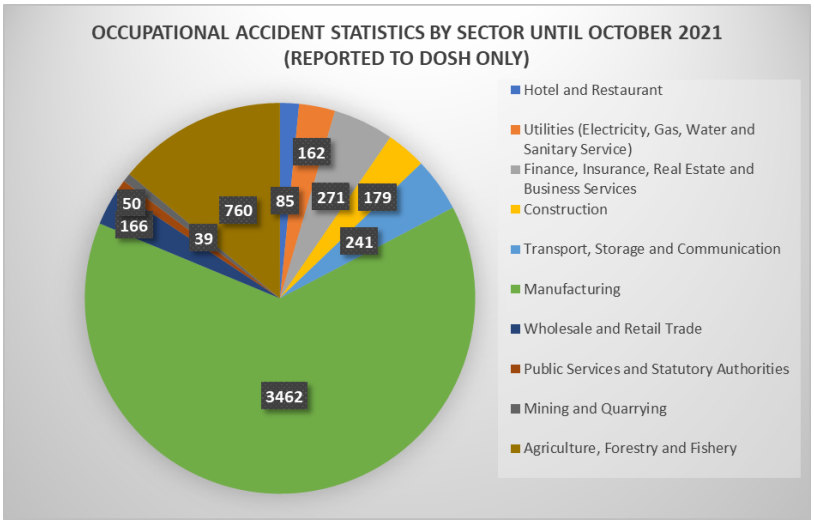
Manufacturers expect their suppliers to act responsibly in the buyer-supplier relationship (Shafiq et al., 2020). According to Jiang (2009), supplier codes of conduct provide the cornerstone for managing suppliers' ethical and socially responsible operations. One of the most important aspects of the code of conduct is ensuring that suppliers' employees are treated equally and ethically and that their human rights and safety are respected (Zorzini et al., 2015; Mani and Gunasekaran, 2018). Being ethical also entails being open to the needs of the business. In its progress report, Apple, for example, stated that it rigorously analyses the components in its gadgets to minimise and limit exposure to hazardous substances that could be detrimental to people or the environment, demonstrating transparency policy and a strategic advantage in the market (Apple, 2019).

The ethical operation is intimately tied to success in the short and long run, as it is with other business endeavours. The firm's reputation in public, among other businesses, and shareholders is critical in assessing if it is a good investment. Establishing a company's reputation on a guideline for ethical behaviour has long-term benefits, such as the capacity to attract and keep highly talented employees and the ability to develop and maintain a great reputation in the market. In addition, running a firm ethically from the executive level strengthens the bonds between key stakeholders, adding to the firm's sustainability. Therefore, ethical practices are important in enhancing the social performance of manufacturing firms.

5 Social issues in Malaysian manufacturing firms

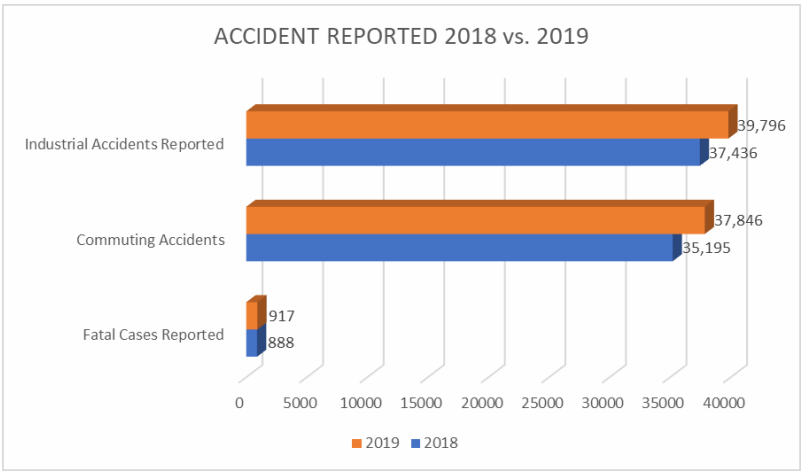
The industrial sector's expansion has exacerbated societal issues. It is because operations in the manufacturing industry's supply chain may negatively affect its employees. For example, according to the Department of Occupational Safety and Health (DOSH) (2021), manufacturing had the highest rate of occupational accidents in Malaysia, with over 3,462 cases registered (Figure 2). In addition, Malaysia has 2.5 million migrant workers, with another four million unregistered, most of whom are oblivious of occupational safety and health (Thomas, 2021). As a result, educating Malaysia's millions of workers, particularly migrant workers, about health and safety at work is vital. However, there is a lack of empirical data in Malaysia for resolving social concerns, prompting the necessity for such a study.

Figure 2 Occupational accident statistics by sector until October 2021 (reported to DOSH only) (see online version for colours)



Source: Department of Occupational Safety and Health (2021b)

Figure 3 Accident reported 2018 vs. 2019 (see online version for colours)



Source: Social Security Organization (2019)

The manufacturing industry in Malaysia has grown fast, making it one of the most important contributors to its economy. The demand for labour has increased as a result of rapid growth. According to the Department of Statistics Malaysia (DOSM) (2021), the labour force participation rate increased by 0.1 percentage to 15.37 million people in May 2021, up from 15.35 million the previous month. Compared to the April 2021 unemployment rate of 4.6%, the rate in May 2021 was 0.1% lower at 4.5%. In May 2021, the labour force data grew by 4.2 thousand people to 16.10 million people, up from 16.09

million in April 2021. Manufacturing sales in Malaysia were RM139.0 billion in January 2022, up 13.1% over January 2021. Electrical and electronics products (15.7%) all contributed to the growth in sales value in January 2022.

According to SOCSO Annual Report 2019, it was observed that in 2019, 77,642 accident cases were reported, an increase of 5,011 instances or 6.90% above the 72,631 incidents reported in 2018. Industrial accidents accounted for 51.26% of the total, while work-related commuting accidents accounted for 48.74%. Therefore, from 37,436 instances in 2018 to 39,796 cases in 2019, there was a 6.30% increase in industrial accidents. At the same time, commuting accidents increased by 7.53%, from 35,195 instances in 2018 to 37,846 cases in 2019 (Figure 3). Therefore, manufacturing firms must combat the safety of employees within the workplace and work-related commuting to avoid any fatal mishaps. Furthermore, with the ongoing pandemic, firms also face difficulties ensuring workplace safety for their workers and keeping a healthy and secure environment, making occupational health and safety vital in the current climate.

6 Discussion

With the social issues affecting manufacturing firms worldwide today, firms struggle to survive in increasingly competitive markets. Coupled with the ongoing COVID-19 pandemic, it prompted firms to act rapidly to ensure that their operations were not disrupted. As a result, firms must improve their competencies to remain competitive in the market, ensuring that supply and demand are in balance as before the pandemic. As a result, new regulatory challenges may surface, forcing policymakers to move efficiently. In addition, the requirements of relevant parties, such as customers and NGOs, that are linked to social requirements and measurement, such as producing goods that do not harm society at large, must be addressed.

Besides that, firms and society must embrace new creative possibilities, which will be crucial in assisting them in coping with and responding to existential crises, particularly pandemics. Ensuring employees' safety, health, welfare, rights, and equality is vital. Child labour, gender inequality, and work-life balance, for example, should all be improved over time, even though these issues represent obstacles to firms. Making the transition from working remotely to being back on site necessitates meticulous planning in terms of standard operating procedures. Additionally, firms must be ready to manage employee momentum and enhance motivation. Employees can be brought up to full speed in working in a new environment through retraining and skill development.

Firms would need to continue promoting the importance of ethical business practices within the operations and embrace them as part of their corporate culture. Purchasing activities, manufacturing goods free of dangerous components and designing products that are beneficial to users and worth the price are necessary. In addition, employee treatment and appropriate rewards would motivate employees to work ethically. Furthermore, firms should consider public's perception of ethical issues when establishing business strategies. For example, how the general public views firm and how firms should operate could add value to the firm. Undesirable behaviour can reduce a firm 's profitability, although following ethical business practices can help develop a more positive reputation.

Theoretically, we argue that a lack of empirical study to measure social sustainability and framework needs further discussion. It is vital especially to handle the related social issues in the society and community. Further study needs to investigate the manufacturing firms' practical efforts to improve social performance. Knowledge may also be useful in determining the driving forces that may impact social concerns or how they may affect a firm's operations.

7 Conclusions

In manufacturing industries, social sustainability in supply chains continues to make waves. The significance of social sustainability cannot be overstated, as it sets the tone for societal progress. Governments, investors, employees, customers, and non-governmental organisations pressure manufacturers to solve social issues. With current pandemics, firms must respond quickly to multiply efforts to improve social performance. To remain competitive, businesses are swiftly moving toward sustainability. As a result, firms must stay relevant to stay competitive. The discussions have focused primarily on social issues, including ethical considerations. We found some of the elements of social sustainability from supply chain perspectives. Our findings suggest that current organisational theory should include public perception and readiness to accept a new culture.

References

Apple (2019) *Truly Innovative Products Leave their Mark on the World Instead of the Planet* [online] https://www.apple.com/uk/environment/ (accessed 5 June 2019).

Ashby, A., Leat, M. and Hudson-Smith, M. (2012) 'Making connections: a review of supply chain management and sustainability literature', *Supply Chain Management: An International Journal*, Vol. 17, No. 5, pp.497–516.

Bag, S., Pretorius, J.H.C., Gupta, S. and Dwivedi, Y.K. (2021) 'Role of institutional pressures and resources in the adoption of big data analytics powered artificial intelligence, sustainable manufacturing practices and circular economy capabilities', *Technological Forecasting and Social Change*, Vol. 163, No. 1, p.120420.

Bag, S., Pretorius, J.H.C., Gupta, S. and Dwivedi, Y.K. (2021) 'Role of institutional pressures and resources in the adoption of big data analytics powered artificial intelligence, sustainable manufacturing practices and circular economy capabilities', *Technological Forecasting and Social Change*, Vol. 163, No. 1, p.120420.

Bentahar, O. and Benzidia, S. (2018) 'Sustainable supply chain management: trends and challenges', *Transportation Research Part E*, Vol. 119, No. 1, pp.202–204.

Carter, C.R. and Rogers, D.S. (2008) 'A framework of sustainable supply chain management: moving toward new theory', *International Journal of Physical Distribution & Logistics Management*, Vol. 38, No. 5, pp.360–387.

Chan, F.T.S., Li, N., Chung, S.H. and Saadat, M. (2017) 'Management of sustainable manufacturing systems – a review on mathematical problems', *International Journal of Production Research*, Vol. 55, No. 4, pp.1210–1225.

Chen, I.J. and Kitsis, A.M. (2017) 'A research framework of sustainable supply chain management: the role of relational capabilities in driving performance', *International Journal of Logistics Management*, Vol. 28, No. 4, pp.1454–1478.

CNN (2017) *Uber CEO Travis Kalanick Resigns after Months of Crisis*, CNN [online] https://money.cnn.com/2017/06/21/technology/uber-travis-kalanick-resignation/index.html (accessed 16 February 2022).

Coombs, W. T., & Holladay, S. J. (2018). Social issue qua wicked problems: The role of strategic communication in social issues management. Journal of Communication Management, Vol. 22, No. 1,pp.79–95.

Coombs, W.T. and Holladay, S.J. (2018) 'Social issue qua wicked problems: the role of strategic communication in social issues management', *Journal of Communication Management*, Vol. 22, No. 1, pp.79–95.

Cullinan, C.P., Mahoney, L.S. and Roush, P. (2016) 'Corporate social responsibility and shareholder support for corporate governance changes', *Social Responsibility Journal*, Vol. 12, No. 4, pp.687–705.

Dai, J., Xie, L. and Chu, Z. (2021) 'Developing sustainable supply chain management: the interplay of institutional pressures and sustainability capabilities', *Sustainable Production and Consumption*, Vol. 28, No. 1, pp.254–268.

Department of Occupational Safety and Health (2021) *Occupational Accident Statistics By Sector Until October 2021 (Reported To Dosh Only)*, Department of Occupational Safety and Health Ministry of Human Resources [online] https://www.dosh.gov.my/index.php/statistic-v/occupational-accident-statistics/occupational-accident-statistic-2021/4107-occupational-accidents-statistics-by-sector-january-to-october-2021-investigated/file (accessed 18 February 2022).

Despeisse, M., Mbaye, F., Ball, P.D. and Levers, A. (2012) 'The emergence of sustainable manufacturing practices', *Production Planning and Control*, Vol. 23, No. 5, pp.354–376.

Elkington, J. (1998) 'Partnerships from cannibals with forks : the triple bottom line of 21st century business', *Environmental Quality Management*, Vol. 8, No. 1, pp.37–51.

Fernando, Y., Jabbour, C.J.C. and Wah, W.X. (2019) 'Pursuing green growth in technology firms through the connections between environmental innovation and sustainable business performance: does service capability matter?', *Resources, Conservation and Recycling*, Vol. 141, No. 1, pp.8–20.

Fernando, Y., Shaharudin, M.S. and Abideen, A.Z. (2022c) 'Circular economy-based reverse logistics: dynamic interplay between sustainable resource commitment and financial performance', *European Journal of Management and Business Economics*, ahead-of-print [online] https://doi.org/10.1108/EJMBE-08-2020-0254.

Fernando, Y., Tseng, M.L., Aziz, N., Ikhsan, R.B. and Wahyuni-TD, I.S. (2022a) 'Waste-to-energy supply chain management on circular economy capability: an empirical study', *Sustainable Production and Consumption*, Vol. 31, No. 1, pp.26-38.

Fernando, Y., Tseng, M.L., Sroufe, R., Abideen, A.Z., Shaharudin, M.S. and Jose, R. (2021) 'Eco-innovation impacts on recycled product performance and competitiveness: Malaysian automotive industry', *Sustainable Production and Consumption*, Vol. 28, No. 1, pp.1677–1686.

Fernando, Y., Wah, W.X. and Shaharudin, M.S. (2016) 'Does a firm's innovation category matter in practising eco-innovation? Evidence from the lens of Malaysia companies practicing green technology', *Journal of Manufacturing Technology Management*, Vol. 27, No. 2, pp.208–233.

Fernando, Y., Wahyuni-T.D., I.S., Gui, A., Ikhsan, R.B., Mergeresa, F. and Ganesan, Y. (2022b) 'A mixed-method study on the barriers of industry 4.0 adoption in the Indonesian SMEs manufacturing supply chains', *Journal of Science and Technology Policy Management*, ahead-of-print [online] https://doi.org/10.1108/JSTPM-10-2021-0155.

Gani, A.B.D. and Fernando, Y. (2021) 'The cybersecurity governance in changing the security psychology and security posture: insights into e-procurement', *International Journal of Procurement Management*, Vol. 14, No. 3, pp.308–327.

Govindan, K., Rajeev, A., Padhi, S.S. and Pati, R.K. (2020) 'Supply chain sustainability and performance of firms: a meta-analysis of the literature', *Transportation Research Part E: Logistics and Transportation Review*, Vol. 137, No. 1, p.101923.

Halili, M. and Fernando, Y. (2019) 'A reflection of local supplier development towards sustainable social supply chain', *KnE Social Sciences*, Vol. 3, No. 22, pp.726–735.

Hansen, E.G. and Spitzeck, H. (2011) 'Measuring the impacts of NGO partnerships: the corporate and societal benefits of community involvement', *Corporate Governance*, Vol. 11, No. 4, pp.415–426.

Helmig, B., Spraul, K. and Ingenhoff, D. (2016) 'Under positive pressure: how stakeholder pressure affects corporate social responsibility implementation', *Business and Society*, Vol. 55, No. 2, pp.151–187.

Hui, H.Y. and Fernando, Y. (2018) 'Improving competencies for the courier service industry in Malaysia', *Encyclopedia of Information Science and Technology*, 4th ed., pp.2802–2809, IGI Global USA, Hershey PA.

Ivanova, M. (2016) 'Shareholder activism and the ethical harnessing of institutional investors: the unique case of ShareAction', *Critical Perspectives on International Business*, Vol. 12, No. 2, pp.189–214.

Jaafar, S.B., Choong, W.W. and Mohamed, A.H.B. (2017) 'Facilities maintenance employees' priority of safety management practices', *Facilities*, Vol. 35, Nos. 5/6, pp.319–334.

Jaafar, S.B., Choong, W.W. and Mohamed, A.H.B. (2017) 'Facilities maintenance employees' priority of safety management practices', *Facilities*, Vol. 35, Nos. 5/6, pp.319–334.

Jiang, B. (2009) 'The effects of interorganizational governance on supplier's compliance with SCC: an empirical examination of compliant and non-compliant suppliers', *Journal of Operations Management*, Vol. 27, No. 4, pp.267–280.

Kannan, D. (2018) 'Role of multiple stakeholders and the critical success factor theory for the sustainable supplier selection process', *International Journal of Production Economics*, Vol. 195, No. 1, pp.391–418.

Khan, M., Hussain, M., Gunasekaran, A., Ajmal, M.M. and Helo, P.T. (2018) 'Motivators of social sustainability in healthcare supply chains in the UAE – stakeholder perspective', *Sustainable Production and Consumption*, Vol. 14, No. 1, pp.95–104.

Klassen, R.D. and Vereecke, A. (2012) 'Social issues in supply chains: capabilities link responsibility, risk (opportunity), and performance', *International Journal of Production Economics*, Vol. 140, No. 1, pp.103–115.

Kourula, A. and Halme, M. (2008) 'Types of corporate responsibility and engagement with NGOs: an exploration of business and societal outcomes', *Corporate Governance*, Vol. 8, No. 4, pp.557–570.

Kumar, A., Luthra, S., Mangla, S.K. and Kazancoglu, Y. (2020) 'COVID-19 impact on sustainable production and operations management', *Sustainable Operations and Computers*, Vol. 1, No. 1, pp.1–7.

Lu, C.S., Weng, H.K. and Lee, C.W. (2017) 'Leader-member exchange, safety climate and employees' safety organizational citizenship behaviors in container terminal operators', *Maritime Business Review*, Vol. 2, No. 4, pp.331–348.

Lu, C.S., Weng, H.K. and Lee, C.W. (2017) 'Leader-member exchange, safety climate and employees' safety organizational citizenship behaviors in container terminal operators', *Maritime Business Review*, Vol. 2, No. 4, pp.331–348.

Mani, V. and Gunasekaran, A. (2018) 'Four forces of supply chain social sustainability adoption in emerging economies', *International Journal of Production Economics*, Vol. 199, No. 1, pp.150–161.

Mani, V., Agrawal, R. and Sharma, V. (2015) 'Social sustainability in the supply chain: analysis of enablers', *Management Research Review*, Vol. 38, No. 9, pp.1016–1042.

Mani, V., Gunasekaran, A., Papadopoulos, T., Hazen, B. and Dubey, R. (2016) 'Supply chain social sustainability for developing nations: evidence from India', *Resources, Conservation and Recycling*, Vol. 111, No. 1, pp.42–52.

Mathivathanan, D., Kannan, D. and Haq, A.N. (2017) 'Sustainable supply chain management practices in Indian automotive industry: a multi-stakeholder view', *Resources, Conservation and Recycling*, Vol. 128, No. 1, pp.284–305.

Missimer, M. and Mesquita, P.L. (2022) 'Social sustainability in business organizations : a research agenda', *Sustainability*, Vol. 14, No. 5, p.2608.

Mitchell, C. and Connor, P. (2004) 'Renewable energy policy in the UK 1990–2003', *Energy Policy*, Vol. 32, No. 17, pp.1935–1947.

Nichols, B.S., Stolze, H. and Kirchoff, J.F. (2019) 'Spillover effects of supply chain news on consumers 'perceptions of product quality: an examination within the triple bottom line', *Journal of Operations Management*, Vol. 65, No. 6, pp.536–559.

Peterson, D.K. (2018) 'Enhancing corporate reputation through corporate philanthropy', *Journal of Strategy and Management*, Vol. 11, No. 1, pp.18–32.

Peterson, D.K. (2018) 'Enhancing corporate reputation through corporate philanthropy', *Journal of Strategy and Management*, Vol. 11, No. 1, pp.18–32.

Sarkis, J., Gonzalez-Torre, P. and Adenso-Diaz, B. (2010) 'Stakeholder pressure and the adoption of environmental practices: the mediating effect of training', *Journal of Operations Management*, Vol. 28, No. 2, pp.163–176.

Shafiq, A., Ahmed, M.U. and Mahmoodi, F. (2020) 'Impact of supply chain analytics and customer pressure for ethical conduct on socially responsible practices and performance: an exploratory study', *International Journal of Production Economics*, Vol. 225, No. 1, p.107571.

Sharma, S. and Ruud, A. (2003) 'On the path to sustainability: integrating social dimensions into the research and practice of environmental management', *Business Strategy and the Environment*, Vol. 12, No. 4, pp.205–214.

Social Security Organization (2019) *Annual Report 2019*.

Strong, C. (1997) 'The problems of translating fair trade principles into consumer purchase behaviour', *Marketing Intelligence & Planning*, Vol. 15, No. 1, pp.32–37.

Thies, C., Kieckhäfer, K., Spengler, T.S. and Sodhi, M.S. (2019) 'Operations research for sustainability assessment of products: a review', *European Journal of Operational Research*, Vol. 274, No. 1, pp.1–21.

Thomas, J. (2021) 'Migrant workers not fully aware of safety, health risks, says unionist', *Free Malaysia Today*, 29 October [online] https://www.freemalaysiatoday.com/category/nation /2021/10/29/migrant-workers-not-fully-aware-of-safety-health-risks-says-unionist/ (accessed 24 February 2022).

Tundys, B. and Fernando, Y. (2020) 'Sustainable supply chain management– key performance indicators (KPI) as an element for measuring of processes', *Transport Economics and Logistics*, Vol. 83, No. 1, pp.31–50.

United Nations (2022) *Global Issues*, United Nations [online] https://www.un.org/en/global-issues (accessed 9 February 2022).

Yun, G., Ebrahimpour, M., Bandyopadhyay, P. and Withers, B. (2020) 'Internal and vendor employees' unethical behaviors in the supply chain: the case of India', *Benchmarking*, Vol. 27, No. 1, pp.59–80.

Zhang, H. and Yang, F. (2016) 'On the drivers and performance outcomes of green practices adoption: an empirical study in China', *Industrial Management & Data Systems*, Vol. 116, No. 9, pp.2011–2034.

Zorzini, M., Hendry, L.C., Huq, F.A. and Stevenson, M. (2015) 'Socially responsible sourcing : reviewing the literature and its use of theory', *International Journal of Operations & Production Management*, Vol. 35, No. 1, pp.60–109.