

Strategic Literature Review of Green Supply Chain Management and Organizational Performance of Pakistani SMEs

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Abstract: The primary aim of this quantitative study was to test the impact of the Green Supply Chain Management on Organizational Performance of Pakistani SMEs. In order to achieve the goals of the study, literature review has been done; At the end of the report, references are given in chronological order to ensure the citations were backed by relevant studies. The results of this study confirm the contribution of Green Supply Chain Integration have impact on organizational performance. The results show that the adoption of green supply chain management has successfully promoted the relationship with organizational performance. Future study may employ other methodologies to evaluate and confirm the currently presented casual links. These methodologies can include structural equation modelling and enhanced monitoring of supply chain management as well facilitating to their success can be resulted from the continued research in this area, as well as application of the model to different enterprises and situations.

Keywords: Supply chain management practices, Human Resources practices, Organizational Performance, Small and Medium Enterprises, Pakistan.

I. Overview of the study

To minimize the negative impact of corporate activities and contributing towards environment, various countries have formulated and implemented environmental regulations and firms are contributing in this wave of green operations, as the performance and reputation of firms have now been associated with green operations and purchasing and corporate management is aware of these facts (Castka & Balzarova, 2008). Thus, according to (Marcus & Fremeth, 2009), management of organizational structure and resources for obtaining and sustaining competitive advantage is referred as Green Management. Looking beyond their own operations and facilities, firms have now also required to manage their supply chains with environment friendly initiatives not only to meet their goals towards environment but also to gain competitive advantage. The realization of these factors has pushed companies including Microsoft, Sony, Hitachi, HP, Dell, Cisco, Xerox, Apple, etc. to make significant contribution in green initiatives. The whole green management procedure includes asking suppliers to elaborate and implement system of environmental management along with public disclosure of their measures and results. The suppliers meeting these requirements and disclosing their metrics are only incorporated in the supply chain of those companies and hence, assist companies to incorporate GSCM through their supply chain (Kot, Haque, & Baloch, 2020).

1.1. Background of the study

Pathetic technological access in various countries in Asia is one of important concern for the supply chain of the region as technological access is considered critical for development of effective and efficient supply chain. Even though lowering operational cost has been a common practice in Asian countries, development of efficient distribution channels and logistics have been challenging that added difficulty to lower overall cost too.

One of great growth potential for business operations in provided by joint efforts that can be further aided from functions of technology as explained Li (2017). Ramayah et al. (2013) and Li (2017) have presented evidence in favor of using technology in daily operations of company and avail multiple benefits from its use. Current collaborations of

companies are mostly information, where formal collaboration if realized on industrial level can provide advantages of cost saving along with higher efficiency.

Motwani, Madan, and Gunasekaran, (2000) and Saqib, & Zhang, (2021) have presented technology as one of core competitive factor for companies and hence, right time application of technology holds this potential as stated by (Ramos, 2004). Hence, it's been concluded from discussion that, application of technology is one or core functions of effective supply chain management. However, the implementation of technology in business is not a simple integration and requires major financial resources and time for its effective implementation as indicated in various research studies (Trkman, McCormack, Oliveira, and Ladeira, 2010; Cooper, 2016). Long time intervals taken for the implementation of technology in business is highlighted by Axeelsson, Lerpold, Nordnrand, and Sjostrom, (2010) for global business ventures. And those businesses have been able to integrate their business activities globally.

"restricted investment and higher risk are reported to be prime reason to restrict the competitiveness of vendors as reported by Shacklett, (2012); Lin, (2018). Small firms' vendors don't hold strong power in negotiating and also have challenges of limited resources that is burden for those companies (Leng and Zailani, 2012), while on other hands, companies with large structure do have large budgets and have provision to avail various resources. The suffering of manufacturing sectors is prominent as most of companies in manufacturing sectors as highlighted by Ma and Zhang (2009) do fall under the category of SMEs. SMEDA directory (2013) have reported that small and medium sizes companies are approximately 75% of all companies. The provision of considerable opportunities of employment, resource utilization, along with accumulation of foreign-currency given to SMEs help them to contribute in the economic development. Thus, role of Pakistani SMEs in economic growth as supporting body is highlighted by Mizar, (2013). According to Thoo et al. (2012); Ali, Wen, Hussain, Khan, Younas, & Jamil, (2021) and Wang & Dai, (2018), SMEs fail to realize their potential and have not enough knowledge how to use their resources while, bigger companies being aware of potential of SCM get benefits of supply chain management.

According to (Fisher, 1997), to increase the cost reduction in manufacturing companies using flexibility and fast speed of operation, it is important to realize the need of SCM. Due to uncertainty of demand and unpredictability of manufacturing sectors, the industry has various cost associated with it such as loss sales opportunities resulted from low level of inventory in peak season. Hence, to build a through and agile system to minimize those cost, higher degree supply chain that have clarity in its components should be established (Storey, Emberson, & Reade, 2005). Industry leader should aware of power of technological implementation in supply chain and its role in overall growth of companies (Zhu, Nguyen, Siri, & Malik, 2022).

1.2. Gaps in Literature

Even though present-day corporate environment does realize the importance of Supply Chain Management as key success factor to meet competition (Jacobs et al., 2010; Xu & Yu, 2010). The studies on investigating the role of OEMs in motivating suppliers for the implementation of proactive and green practices in their supply chain management are limited and there is minimal empirical evidence on establishment of right protocol and governance for GSCM. The organizational performance so impacted by implementation of green supply chain management have been studies in previous research studies (Lai & Wong, 2011; Lee et al., 2012; Arshad, Meirun, Ahmad, Ali, Arshad, & Maneerat, 2020). Yet, there is no solid evidence regarding the motivating factors for participants of supply chain to participate in programs for green supply chain that are recommended by OEMs. As the relationship challenges in supply chain have various dimensions, the choice of governance mechanism to deal with those hazards would also be fluctuate. Hence, the first research question is;

Under given hazards of exchange, what governance structure would be most appropriate for SCM? Even though the collaboration among suppliers and buyers is presumed to be as one of key determinants of competitive advantage, not all partnerships and links have positive outcomes. The relationship goes in supply chain management have been mismanaged and diverted due to variety of signals so conveyed by different governance mechanisms. Current study would investigate the various determinants for performance of supply chain that will be explored from scrutinizes gaps from a multidimensional perspective. Following statements can depict the thesis of current study in view of gaps in current studies.

The limited empirical studies on the supply chain management in SMEs are evident and reported (Cooper, 2016; Ramayah et al., 2013). Even though the development in the sector is encouraging, the practices of SCM in the sectors is quite under-studied yet. In recent times scholars have diverted their attention to this dimension and hence a few valuable contributions by various shorts in different regions (Ramayah et al., 2013) including South African (Moodley, 2003), European countries (Germany & Partners, 2007), Taiwan (Tseng et al., 2011), Vietnam (Tseng et al., 2011), United States (Jin, 2016), Hong Kong (Chen & Fung, 2013), United Kingdom (Purvis, Naim, & Towill, 2013), Korea (Kim, 2013) and China (Shi, & Li, 2014). Based on higher competitive nature of service industry, most of studies regarding SCM are

focused on service industry (Sukati, Hamid, Baharun, & Yusoff, 2012; Pallathadka, H. 2022). The analysis of SMEs performance in terms of their supply chain-based capabilities of their supply chain is an important area of research, due to current lack of evidence in this dimension. Organizational structure, work characteristics are significant when overall human resources development is the concern (Shahzad, Bhatti & Khalid, 2007; Shahzad, I. A., et al., 2018; Shahzad, Farrukh, Yasmin, 2020) Shahzad et al., 2018)

II. Green Supply Chain Management (GSCM) and integration

Ashley (1993) discusses the main conceptual design environment, the industry ecosystem. They emphasize the importance of product and process efficiency, material recovery and reuse, and pollution prevention. Since then, product and process design has become an element of environmental-considered manufacturing systems and product development. Kai and Charles (1994) emphasize retirement product design and material life cycles. They say that product design life cycles can increase product value, while minimizing costs and environmental impact. In addition to your product, it must be designed to easily disassemble and reassemble components and parts.

In order to gain an advantage in their worldwide operation, firms have worked to build the capacity to deliver the ideal product to the ideal location at the ideal time at an ideal cost. compete. But because of commercial globalization, supply chain coordination is rapidly shifting from between enterprises to supplier chains. The supply chain management wants to more closely coordinate decisions and enforcement among trading partners in this case (Simchi-Levi et al., 2008; Tseng, M. L., et al., 2019)).

Global production tactics by themselves could not be the answer in a more globalized market if they are not backed by a good logistics plan. a more thorough framework for logistics strategy that involves cost control and network-wide information exchange in addition to the actual transportation of products. According to a recent research by Spillane et al. (2013), logistics coordination is crucial for industrialized economies' performance. The supply chain is distorted and inefficient when logistics are not coordinated. Partners in a skewed supply chain lack consistent incentives. There are frequently disparate business objectives among the many supply chain participants. If they don't have a reason to, they won't collaborate with their supply chain partners.

Two typical observations in supply chain management are related to the misalignment of incentives along the supply chain. The first is that supply chain partners frequently have competing goals (Fu and Piplani, 2004). For instance, suppliers frequently demand that manufacturers commit to making large, consistent orders with flexible delivery schedules. Unfortunately, because of fluctuating demand and a desire to avoid maintaining inventory, manufacturers require just-in-time (JIT) suppliers to produce items in small quantities. As a result, the manufacturer's need for inventory and flexibility and the supplier's objectives are at odds with one another. Second, supply chain partners lack transparency and fail to share risks (Fu and Piplani, 2004). For instance, depending on their own predictions of future demand, suppliers, manufacturers, and retailers frequently optimize their inventory levels. They disagree with your assessments of market trends. High inventory prices, lengthy response times, or subpar service levels are the consequences.

Supply chain management researchers are becoming more aware of the value of a resource-based viewpoint (RBV) for strategic logistics research (Ramsay, 2001; Lai & Wong, 2012; Barney, 2012; Afroz, Rahman, Muhibbullah, & Morshed, 2019). By underlining the significance of diverse supply chain management skills in creating and sustaining a competitive advantage, this theory serves as the foundation for the majority of the research in this field. Information technology has been considered as a source of competitiveness in previous research on logistics coordination connected to the RBV theory, where IT applications are uncommon and difficult to reproduce as a vital resource for performing better supply chain (Projogo & Olhager, 2012).

For instance, Wal-Mart has developed a single logistics management system that consists of the business's own fleet of delivery vehicles and a communication network to link its shops and achieve what at first glance appears to be insurmountable goals this discrepancy. In order to ensure that inventory is always reviewed, the firm offers low inventory through associated distribution centres and communicates its point of sale data with its suppliers through a private information system called Retail Line. Compared to its rivals, Wal-Mart has much larger market share, dollar sales per square foot, growth, and profitability.

2.1 Green Supply Chain Management practices and performance

Researchers believe that in the long term, companies only use them in a beneficial approach to the economy. In addition, management practices of green supply chain to improve all aspects of the various aspects of organizational performance, such as environmental, economic, business, competitive and social. Many authors have developed a relationship between the use of management practices green supply chain and its impact on performance. Rao et al. (2002) studied the degree of implementation of management practices of green supply chain within only two stages of

the supply chain, suppliers of green organizations and their impact on the performance range of production in Southeast Asia, namely measures environmental protection. They found an important link between performance management practices and chain average economic and competitive environment of supply, environmental performance and economic performance is not significant.

Therefore, environmental performance cannot bring economic benefits to the company. (Zhu wait. 2004) studied the relationship between the regulator management practices of green supply chain and the performance of China's manufacturing industry, the role of quality management and timely technical (JIT) is. They found that quality management is an effective supervisor, improve practice performance management and green supply chain JIT found that downregulation may reduce performance on the environment. (Hervani and So on. 2005) provides a supply chain environment through management problems related to performance review (green) literature.

(Rao and Holt 2005) uses structural equation modeling (SEM) paper examines the management practices of green supply chain, the relationship between competitiveness and economic performance. They found a significant link between ecological practice input, output and production value and competitiveness and economic performance. However, (Menzel and so on. 2010) analyzed the European automotive, pharmaceutical and other industries of the annual report and sustainability report, investigate the impact of trends in financial performance and green manufacturing. They found that the reduction in energy consumption, reduce emissions of carbon dioxide. However, green manufacturing not significantly improve profit margins and sales.

Eltayeb (2010), based on experience, they practice environmental performance, economic, operational and intangible GSCM were studied (including green purchasing, eco-design and reverse logistics) effects. The study was approved by ISO 14001 certification body in Malaysia. Their study revealed a significant positive effect on the ecological design of all performance results, and found that reverse logistics operations and improve organizational performance and eco-merger valid. Therefore, the different effects of management practices of green supply chain on organizational performance. In addition, in conducting management practices green supply chain, performance criteria and selection of performance measurement is also an important task of the Organization. (Lin et al. 2011) using fuzzy set theory, monitoring and evaluation system of decision- making laboratory, and discuss the performance evaluation criteria in the management of green supply chain in the automotive industry. They use this hybrid approach to identify key criteria to improve the manufacturer, the negative ecological environment of performance, economic efficiency, economic and operating results. They found that the cost of purchasing green materials is the performance evaluation criteria of the most important and influential. Moreover, measures of pollution control standards more effective performance of the automotive industry.

They concluded that the high cost of purchasing green materials is the root of all problems in the automotive industry. Therefore, increase investment, to reduce the burden on the environment is an important step in the implementation of management practices green supply chain in the automotive industry topic. Furthermore, the focus of manufacturers' performance wear environment providing analytical framework chain in Iraq and (Sheffield United 2012) developed by combining three main concepts: management measures the supply chain, environmental management and measurement performance. processes supply chain management supplier relationships are combined, (Chiu et al. 2011) constructed and verify the relationship model of green supply chain Taiwan green innovation, environmental performance and competitive advantage. They found that green suppliers through green innovation can help improve the environmental performance of the company and competitive advantage. (Li et al. 2012) The effects of management practice green supply chain performance electronics for SME Korea.

They develop through three organizational variables (job satisfaction, operational efficiency, the relationship between efficiency) and management practices of supply chain Green and company results, and the use of modeling method structural equations for testing. They found no significant direct relationship between management practices and green supply chain performance. In addition, through moderation, as a result, his research shows that when green management practices supply chain in place to improve the relationship between operational efficiency and business performance will be improved. They see operational efficiency of suppliers to reduce costs and cycle times, improve product quality, the ability to create greater value for our customers. The efficiency of this relationship is: suppliers to improve business processes of transparency and openness, and cooperation with buyers to establish trust and credibility with buyers of capacity.

Relationship between supply chain performance and capacities (SCOP) Researchers from RBV make the assumption that each organization has a range of resources and competencies that rivals find difficult and expensive to copy and deploy (Forest al., 2012). The organization has successfully responded to the four competitive features in the current global market by focusing on competencies in terms of cost, quality, speed, and flexibility active (Javanmardi et al., 2012). (Javanmardi et al., 2012). Additionally, the success of the supply chain's operational components depends on the significance of the supply chain (SCOP) (Ramayah and Omagh, 2010; sukâti et al., 2012). At the same time,

organizational cultural competences and IT capabilities (Arumugam and Mojtahedzadeh, 2011) are equally crucial. The capabilities of the supply chain, the capabilities of the organization, and the culture of the organization all have the capacity to affect their interactions and the performance of the supply chain, as can be seen from the aforementioned. The link between supply chain performance and each supply chain's capabilities is also covered in the section that follows.

2.2 Conceptual implications

Current study results have shown consistent results in comparison with other theories of supply chain management including "Technology-Organization-Environment model", "Diffusion of Innovation" and "Resource Based View". Technological innovation in firms are built through used variety of resources as well as capabilities innovation (Tornatzky & Fleischer, 1990, whereas internal and external competence of company is argued to build via application of relational assets that are build, integrated and then configure as per need of firms (Barney, 2001; Halldorsson et al, (2007). In addition to these previous studies have suggested a firm's ability to meet novel corporate environment challenges and uncertainty of market through innovation of organizations (Rogers, 1995), and countered interactions (Halldorsson et al., 2007). Hence shaping up and improvement of organizational performance, gives company opportunities to have sustainable competitive advantage in terms of its performance as compared to short term lead as discussed by Teece, Pisano, & Shuen, (1997).

To fill the necessity of examining the relationship between study factors to improve organizational performance and operational performance of supply chain under moderating impact of technology is answered by this study, with combination of these theories. Major contributions are made in existing body of literature through presenting a well-defined and thorough research framework in current which is based on implication of above-mentioned theories.

III. Limitations

Even though current research has presented evidence regarding practical as well as theoretical implication through its empirical findings, there are certain limitations of study, that should be discussed. Most of these limits are produced due to limitations of time available for research as well financial resources, and hence mostly concern the generalizability of study as well as cover methodological aspect. Following sections has presented the main limitations of current study.

Current study primary focus on investigation the link and effect of performance of supply chains of companies, as most of available literature regarding SCM comprised of qualitative studies. Yin, (2003), have suggested to use multiple analysis as well as exploratory research methodology to analyze the how or why questions, however, most of current studies have limited to focus on Why questions.

Previous research stages failed to provide an appropriate scale for measurement of technology, as no proper definition of construct is available. However, current study has elaborated the significance of technology in terms of latest research on the topic, for supply chain management in initial sections, As the concept of technology have in current corporate environment is highly significant, yet studies on the topic are limited. Thus, researcher indicated the need of future research studies by practitioners and academicians in this dimension and considered is as limitation of current study.

IV. Recommendations

A better understanding of a specific issue by leveraging the strengths of one method to compensate for the weaknesses of the other method can be provided using mix method design of result and hence provides stronger rationalization. Hence, using mix method of research study as per need of present context is recommended for future research. This recommendation is based on current gap in literature on employment of mix research design in current context of SME industry.

In SMEs industry both external as well as internal processes of supply chain composed supply chain of company and evaluating this construct is currently done using a primary study. It shows that various elements of supply chain including customers, suppliers, wholesalers, distributors, retailers, and manufacturer is explored in current study. However, future research studies can be conducted with a more concentrated and narrow focus, that can provide useful insights regarding contribution of technology on the performance of a company in financial perspective. The recommendation is based on the real corporate focus and interest, as industry practitioners consider improve financial performance as prime goals of business.

Another significant recommendation regarding the improvement of generalizability of research findings, increase reliability of measurement scale and conceptualizations of links, as to conduct the study in different countries as well as take options of exploring various industries. This is based on generalizability limitation of study. As current study

has developed a unique and novel research model for study and it requires further evaluation, even replications of study in terms of industry and geographic scope can also add valuable knowledge in current context. New constructs expected can be developed and tested in upcoming studies through establishment of more reliable and valid measurement scale for these constructs which are explored in current study, including management of supply chain, performance of organizations and practices of HRM. Further modification and revisit of adapted items can be done while going through process of refinement. The scope of improvement in terms of identification of difference and explaining those differences can be assisted through use of current research model.

V. Conclusion

Improve performance of prime supply chain is based on the highly competitive nature of business. Hence, competition among businesses have been shifted to competition among supply chain. Current approach to competitiveness thus signifies the utilization of technology to improve organizational performance as well as to assist management of supply chains of company. Current study has explored the link of HR and supply chain practices with performance of company, so that as per need of current corporate environment, a competitive model can be proposed. In addition to this, impact on relationship of organizational performance and operational performance of their supply chain with interfering of technology has also been investigated in current study.

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