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The Influence of Supply Chain Social Sustainability Practices on Supplier Performance in the Manufacturing Industry of Sleman Regency

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ABSTRACT

This study examines the influence of Sustainable Social Supply Chain Practices (SSSCPs) on Supplier Performance (SP) in the manufacturing industry of Sleman Regency, Indonesia. Primary data were collected through questionnaires and analyzed using linear regression to investigate the relationship between the variables. The empirical findings indicate that SSSCPs positively influence supplier performance. The study focuses on medium-sized and large manufacturing companies that have operated for at least 10 years in Sleman Regency. The findings emphasize the importance of maintaining ethical labor standards, providing regular training programs for local communities, complying with occupational health and safety regulations throughout the supply chain, and preventing child labor and forced labor. Theoretically, this study contributes to the existing literature by providing empirical evidence of the relationship between social sustainability practices and supplier performance in a developing-country context. Practically, the findings offer valuable insights for manufacturing companies seeking to enhance supplier performance, strengthen supply chain sustainability, and improve overall organizational competitiveness through the implementation of socially responsible supply chain practices.

Keywords: Competitiveness; Linear Regression; Manufacturing Industry; Sleman Regency; Supplier Performance; Supply Chain Social Sustainability

INTRODUCTION

According to Mani et al. (2020), companies are facing pressure to adopt more sustainable business practices due to increased competition along the supply chain, evolving consumer demands, and pressure from multiple stakeholders. A supply chain is a series of processes that begins covering the entire process, from obtaining the necessary raw materials to ensuring that finished products are ultimately delivered to consumers. Every step you take can have an impact on the environment. Such environmentally friendly practices can help companies not only protect the environment, but also save money, improve their reputation and strengthen their competitive position in the marketplace. But building a truly sustainable supply chain is a complex challenge that demands a long-term commitment (gep.com). An important dimension of sustainability is social sustainability, including human rights, decent working conditions and community well-being. Fernando et al. (2020) argue that corporate success should be evaluated not merely in terms of financial returns, but also through the organization's contribution to environmental preservation, social welfare, and sustainable economic development. Most of the emphasis of the supply chain sustainability practices has been on the environmental and economic dimension. However, the growing recognition of the negative social impacts of business activities has resulted in stakeholders paying more greater consideration of social factors of sustainability (Mani et al., 2020). Sleman is a regency in the province of Yogyakarta Special Region. Sleman has large potential in manufacturing sector, aside from natural beauty and cultural wealth. "BPS (Statistic Indonesia) data in 2023 showed that Sleman Regency was the area with the highest growth in the number of active Medium and Large-Scale Industries (IBS). Data shows the number of operating companies increased from 220 in 2022 to 248 in 2023.

Table 1. Distribution of Large and Medium Manufacturing Enterprises across the Special Region of Yogyakarta, 2023

Year	Regency Area				
	Kulon Progo	Gunung Kidul	Yogyakarta	Bantul	Sleman
2022	22	18	74	193	220
2023	33	25	75	221	248

Source: yogyakarta.bps.go.id

Supplier performance, which has been found to be one of the primary factors contributing to a supplier's competitive advantage, is the degree to which manufacturing firm goals are accomplished in term of several dimensions, such as shorter delivery times, higher reliability, and operational efficiency. Because improving supplier performance necessitates a financial commitment from the supplier, given the substantial cost implications involved, the supplier's motivation to accomplish these goals is crucial. A supplier's ability to innovate and make use of resources, including proprietary patents or specialized expertise, are frequently taken into consideration when choosing a supplier. Choosing the correct supplier is essential to improving the businesses operational performance in addition to guaranteeing the efficient flow of goods.

According to Mani et al. (2020), supply chain social sustainability refers to businesses efforts to guaranty worker wellbeing, defend their rights, and lessen negative social effect throughout the production process. This indicates that businesses are dedicated to improving society and the environment in addition to making a profit. Businesses can enhance their competitiveness and strengthen their market position by implementing social sustainability initiatives (Vidal et al., 2018). In this case, the involvement of various supply chain stakeholders, including suppliers, is crucial since social sustainability cannot be successfully achieved without the constant performance and dedication of all business partners.

However, other research indicates that SCSS implementation is still low in manufacturing, especially in poor nations. This is brought on by ignorance, a lack of resources, and weak regulatory pressure. Similar issues also affect Sleman Regency, one of the industry hubs of Yogyakarta's Special Region. Environmental sustainability principles have been adopted into many sectors in the region, while social issues receive less attention. The supply chain of Sleman's industrial sector needs to prioritize social sustainability, particularly in large and medium-sized businesses. Sleman Regency is a major hub of industrial activity due to the presence of industrial districts like Godean and Berbah. The diversification of Sleman Regency's manufacturing sector also enables a broader generalization of the research findings. Additionally, Sleman Regency has a strong potential for industrial development, which is bolstered by the presence of many colleges, competent human resources, and sufficient infrastructure. However, as industry expands, people should become more conscious of how important sustainability is, especially in the supply chain.

LITERATURE REVIEW

The "People, Planet, Profit" strategy, which emphasizes striking a balance between financial gain (profit), environmental sustainability (planet), and social well-being (people), is widely recognized from the perspective of the Triple Bottom Line (TBL) framework. According to this paradigm, an entity's success in terms of monetary gain as well as the extent to which it improves society and its attempt's to lessen adverse environmental effects. A key component of sustainable manufacturing, design, and distribution methods aiming for improved Supply chain social sustainability encompasses performance across three fundamental dimensions: economic, environmental, and social (Esfahbodi et al., 2017, quoted in Fernando et al., 2022). The goal is to create supply chains that are both socially and economically viable. All parties involved in the supply are involved in this process. It is an endeavor to establish supply chains that are both socially and economically sustainable. From start to finish, all parties involved in the supply chain are involved in the process. And emphasizes on employee well being, upholding human rights, and contributing positively to the community (Fernando et al., 2022).

The research of Abbasi (2017) shows the importance of social sustainability in the development of strong relations between companies, society and the environment. In an effort to improve the long-term competitive advantage, large corporations now give importance to social and ethical issues as well as environmental concerns (Rajesh et al., cited in Fernando et al., 2022). Meanwhile, Uttam et al. (2024) mentioned that Supply chain social sustainability provides a framework for managing and responding to social concerns across supply chain activities. Social sustainability is a significant factor when considering manufacturing supply chains as it can raise public and stakeholder awareness about the entire production process. This includes the origin of the products but also ethical and socially responsible production practices (McCarthy et al., 2010, cited in Mani et al., 2016). The problems of social sustainability are of concern to the stakeholders such as manufacturers, customers, suppliers, and the community (Freeman, 1984; 2004, cited in Mani et al., 2016). The majority of the research on social sustainability is directed to suppliers and emphasizes socially responsible purchasing decisions (Gugler & Shi, 2009 in Mani et al., 2020). Furthermore, organizations tend to place greater emphasis on social issues embedded within suppliers' internal operations, such as unfavorable working conditions, rather than externally oriented social initiatives, such as support for local communities. This is primarily because internal social conditions may directly influence operational continuity and consequently increase the risk of disruptions across the supply chain (Pullman et al., 2009; Rodriguez et al., 2016, cited in

Alghababsheh & Gallear, 2022).

The concept of social responsibility within supply chain management has been Conceptualized as the integration of ethical standards across supply chain management practices (Husted & Allen, 2000; Hemingway, 2005, cited in Mani et al., 2015) and the adoption of fair trade principles (Strong, 1997, cited in Mani et al., 2015). Drawing on Mani et al. (2020), supply chain social sustainability can be operationalized through six dimensions: philanthropy, ethical practices, safety, equity, health and well-being, and human rights.

Supplier performance measures how well a supplier delivers products buyers require, against agreed standards of quality, delivery and responsiveness. Suppliers who jointly conduct research and development can greatly increase their ability to help each other solve technical and quality problems. Krause (1999) suggests that one way to achieve social sustainability is to create socially responsible suppliers (Mani et al., 2015). Companies should work with suppliers to put in place environmentally friendly business practices to achieve sustainability goals. This covers all processes from raw material procurement to materials management. This approach helps companies ensure their entire supply chain contributes to environmental sustainability.

Businesses today source their supplies from around the world to satisfy increasingly complex global market demands. It encourages firms to develop closer relationships with their suppliers to improve performance. This enables companies to guarantee a timely and high-quality supply of raw materials according to the set standards. Customers always want faster, on time and damage free delivery, which requires more collaboration with suppliers and distributors.

A proactive strategy for improving supplier performance is investing in supplier management. Buyers can help suppliers to achieve better performance through a variety of support such as training and development. This improved supplier performance positively influences product quality, timely delivery and cost efficiency in the supply chain. Long-term supplier relationships or integration serve two main objectives: (a) to enhance the firm's operational and strategic capabilities and (b) to help the firm achieve sustainable benefits. The advantages of supplier integration are: a) cost reduction, b) lower inventory levels, c) shorter lead times, and d) competitive advantage (Putri & Fikri, 2025).

In a competitive business environment, companies need to focus on improving supplier performance through effective supply chain strategies. The literature indicates that effective collaboration between buyers and suppliers is an essential determinant of enhanced supply chain performance. In line with Mani et al. (2020), supplier performance may be assessed through several dimensions, including the procurement of Goods or services sourced from suppliers that demonstrate shorter delivery cycles, reliable performance, and efficient operational processes. Embedding social sustainability principles within supply chain processes can increase supplier productivity and operation efficiency by improving worker well-being, ethical standards and policies on fair wages and working conditions. “Companies that are socially sustainable in their supply chains tend to select suppliers who also have high social standards. Suppliers who meet these criteria are more likely to receive long-term contracts and to develop stable business relationships with major buyers (Carter & Jennings, 2004, as cited in Mani et al., 2020). Empirical studies have shown that suppliers who adopt social sustainability practices can improve their competitiveness, since they are more prepared to meet regulatory requirements and increasing customer expectations about ethical and responsible business practices (Huq et al., 2016, cited in Mani et al., 2020). Integrating social

sustainability principles into supply chain management can enhance supplier performance by strengthening operational capabilities and corporate reputation, while simultaneously contributing to the long-term resilience and sustainability of the entire supply chain (Mani et al., 2018).

Research Framework

Figure 1. Conceptual Framework



Research Hypothesis

H: The implementation of Sustainable Social Supply Chain Practices enhances supplier performance.

RESEARCH METHOD

This study employed a quantitative research approach. According to Bougie and Sekaran (2021), quantitative research involves the systematic use of numerical data to examine research phenomena through mathematical and statistical analysis. A survey method was adopted to collect primary data through structured questionnaires distributed to respondents from manufacturing companies. Bougie and Sekaran (2021) explain that survey research involves collecting information about respondents' attitudes, perceptions, understanding, and behavioral patterns to identify relationships and differences among variables. According to Ghozali (2021), regression analysis can be used to examine the relationship between independent and dependent variables and evaluate the statistical significance of the proposed relationships. Accordingly, this study employed linear regression analysis to examine the influence of Sustainable Social Supply Chain Practices (SSSCPs) on Supplier Performance (SP) among manufacturing enterprises in Sleman Regency, Yogyakarta, Indonesia.

Population And Sample

The target population of this study comprised large and medium-sized manufacturing enterprises operating in Sleman Regency. A non-probability sampling technique, specifically purposive sampling, was employed to select respondents based on predefined criteria relevant to the research objectives. This approach aimed to ensure that the selected enterprises possessed characteristics and experiences appropriate for examining supply chain social sustainability practices, while allowing the findings to provide insights into businesses with comparable characteristics (Mani et al., 2016). Following the eligibility criteria adapted from Andrade, as cited in Uttam et al. (2024), manufacturing enterprises classified as large or medium-sized were included in the study if they met at least one of the specified criteria. These criteria included engaging in philanthropic activities and encouraging supply chain partners to undertake similar initiatives, implementing ethical labor practices and supporting educational programs for local workers, complying with safety regulations throughout the supply chain, promoting stakeholder well-being, and ensuring the absence of child labor and forced labor (Mani et al., 2020). A total of 151 companies were approached through questionnaire distribution, of which 37 submitted completed responses, resulting in a response rate of 24.50%.

RESULTS

Validity and Reliability Tests

The validity test results indicate that all measurement items demonstrate statistically significant Pearson correlation coefficients, with significance values below 0.001. The correlation coefficients range from 0.834 to 0.978, indicating strong positive correlations between each measurement item and its corresponding construct. Since all significance values are below the 0.05 threshold, the measurement items satisfy the applied validity criteria and are retained for further analysis.

The reliability analysis demonstrates that all constructs exhibit satisfactory internal consistency. Cronbach's alpha coefficients range from 0.874 to 0.954, exceeding the commonly accepted threshold of 0.70. Specifically, the coefficients are 0.909 for Philanthropy, 0.874 for Ethics, 0.915 for Safety, 0.954 for Equity, 0.953 for Health and Well-being, 0.949 for Human Rights, and 0.915 for Supplier Performance. These findings indicate that all measurement constructs demonstrate acceptable reliability and are appropriate for subsequent statistical analysis.

Regression Model Summary

Table 2. Regression Model Summary

Statistic	Value
Multiple R	0.827
R^2	0.684
Adjusted R^2	0.621
Standard Error of the Estimate	0.57197
R^2 Change	0.684
F Change	10.821
df1	6
df2	30
Sig. F Change	< 0.001
Durbin–Watson	2.124

Note. Predictors: (Constant), HAMAv, Kav, Eav, Fav, KEAv, KKAv. Dependent variable: SPAV.

The regression analysis yields a multiple R value of 0.827, indicating a strong association between the explanatory variables and supplier performance. The R^2 value of 0.684 indicates that the predictor variables collectively explain 68.4% of the variance in supplier performance, while the remaining 31.6% is not explained by the model. After accounting for the number of independent variables, the adjusted R^2 value of 0.621 indicates that the model explains approximately 62.1% of the variance in the dependent variable.

Furthermore, the standard error of the estimate is 0.57197. The F-change statistic of 10.821, with a significance level below 0.001, indicates that the regression model is statistically significant. The Durbin–Watson statistic of 2.124 is close to 2.00, suggesting no substantial first-order autocorrelation in the residuals.

Analysis of Variance (ANOVA)

Table 3. Analysis of Variance (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	17.375	1	17.375	44.450	< 0.001
Residual	13.681	35	0.391	—	—
Total	31.056	36	—	—	—

Note. Dependent variable: SPAV. Predictors: (Constant), SSSAV.

The ANOVA results indicate that the regression model is statistically significant, with an F-statistic of 44.450 and a p-value below 0.001. These findings demonstrate that Sustainable Social Supply Chain Practices (SSSAV) are significantly associated with

Supplier Performance (SPAV). Therefore, the regression model provides a statistically significant basis for examining the relationship between sustainable social supply chain practices and supplier performance.

Regression Coefficient Analysis

Table 4. Regression Coefficient Results

Variable	B	Std. Error	Beta	t	Sig.
Constant	0.654	0.485	—	1.350	0.186
SSSAV	0.814	0.122	0.748	6.667	< 0.001

Note. Dependent variable: SPAV.

The regression coefficient results indicate that Sustainable Social Supply Chain Practices (SSSAV) have a statistically significant positive relationship with Supplier Performance (SPAV). The unstandardized regression coefficient for SSSAV is 0.814, with a standard error of 0.122. The standardized beta coefficient is 0.748, while the t-statistic is 6.667, with a significance level below 0.001.

Since the significance value is below 0.05, the findings indicate a statistically significant positive association between sustainable social supply chain practices and supplier performance.

Simple Linear Regression Equation

Based on the regression coefficients presented in Table 4, the simple linear regression equation is expressed as follows:

$$SP = 0.654 + 0.814(SSSAV)$$

Where:

- SP represents Supplier Performance.
- SSSAV represents Sustainable Social Supply Chain Practices.

The constant value of 0.654 indicates the predicted supplier performance score when the SSSAV score is zero. Meanwhile, the regression coefficient of 0.814 indicates that a one-unit increase in SSSAV is associated with an increase of 0.814 units in supplier performance, assuming the specified linear relationship.

These results demonstrate a positive and statistically significant relationship between sustainable social supply chain practices and supplier performance among manufacturing companies in Sleman Regency.

DISCUSSION

The findings of this study demonstrate that Sustainable Social Supply Chain Practices (SSSCPs) play an important role in improving supplier performance within the manufacturing industry of Sleman Regency. The positive and statistically significant regression coefficient indicates that companies implementing stronger social sustainability practices tend to demonstrate higher levels of supplier performance. This finding highlights the relevance of incorporating social sustainability considerations into supply chain management strategies.

The results are consistent with previous research suggesting that companies implementing social sustainability practices tend to select suppliers that demonstrate high social standards. Suppliers that meet these expectations are more likely to establish long-term contractual relationships and maintain stable business partnerships with major buyers (Carter & Jennings, 2004, as cited in Mani et al., 2020). Accordingly, the findings

reinforce the importance of social sustainability practices in strengthening supplier relationships and supporting organizational competitiveness.

Furthermore, the positive relationship between sustainable social supply chain practices and supplier performance emphasizes the importance of socially responsible supplier development. Mani et al. (2015), drawing on the supplier development perspective discussed by Krause (1999), highlight the relevance of developing socially responsible suppliers as part of broader sustainability initiatives. In this context, manufacturing companies can support supplier performance by encouraging ethical labor practices, promoting employee health and safety, supporting community development, protecting human rights, and ensuring equitable treatment throughout the supply chain (Lukman et al., 2024).

The findings also suggest that sustainability objectives require cooperation between manufacturing companies and their supply chain partners. Previous studies emphasize the importance of collaboration with suppliers in implementing environmentally responsible business practices across supply chain activities, including raw material procurement and material handling. Although these studies primarily address environmental sustainability, they provide a broader perspective on the importance of supplier collaboration in achieving sustainability objectives.

From a practical perspective, the findings suggest that manufacturing companies should integrate social sustainability considerations into supplier selection, evaluation, and development processes. Companies can strengthen their supply chain relationships by encouraging philanthropic activities, implementing ethical labor standards, providing educational and training opportunities for local communities, maintaining occupational health and safety standards, promoting stakeholder well-being, and preventing child labor and forced labor.

The findings contribute to the existing literature by providing empirical evidence of the relationship between sustainable social supply chain practices and supplier performance in the context of manufacturing companies operating in Sleman Regency, Indonesia. By examining this relationship in a developing-country setting, the study offers additional insights into how social sustainability practices are associated with supplier performance and organizational competitiveness.

Overall, the results indicate that implementing sustainable social supply chain practices is positively associated with supplier performance. Manufacturing companies that prioritize social responsibility within their supply chain operations may strengthen supplier relationships, support long-term business cooperation, and enhance their competitive position.

CONCLUSION

This study confirms that Sustainable Social Supply Chain Practices (SSSCPs) have a positive and statistically significant influence on supplier performance in the manufacturing industry of Sleman Regency. The research instruments demonstrated satisfactory validity and reliability, supporting the credibility of the empirical findings. The results indicate that greater implementation of SSSCPs is associated with improved supplier performance, thereby supporting the proposed research hypothesis. These findings highlight the importance of integrating social sustainability practices into supply chain management to strengthen supplier relationships, enhance operational performance, and support long-term competitiveness. Manufacturing companies are encouraged to implement ethical labor standards, provide safe working environments,

improve employee welfare, establish supplier codes of conduct, support continuous training, and maintain strong relationships with local communities. Regional governments should facilitate training and assistance programs and develop incentives to encourage sustainable supply chain practices among manufacturing enterprises and MSMEs. Furthermore, stakeholder involvement and awareness of social sustainability should be strengthened to promote responsible business practices. Future research should incorporate economic and environmental sustainability dimensions, employ more advanced analytical approaches such as Structural Equation Modeling (SEM), and expand the geographical scope to enhance the generalizability of the findings.

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The author expects that this research could give some meaningful contributions in the knowledge development particularly in the area of Sustainable Social Supply Chain Practices and Supplier performance. We sincerely welcome constructive suggestions and feedback for the improvement of future research.

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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