Research Paper

Impact of Supply Chain Management on Organizational Sustainability: The Case of a Philippine Food Manufacturing Company

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Abstract

Supply chain management (SCM) is vital for an organization's sustainability objectives. This study assesses the SCM practices of a Philippine food manufacturing company, evaluates its organizational sustainability, and examines the relationship between the two. This descriptive-quantitative research used a researcher-structured questionnaire to gather insights from 134 randomly selected employees involved in SCM tasks across various departments of the subject food manufacturing company. The data gathered from the respondents were analyzed using weighted mean, standard deviation, frequency, percentage, and Pearson correlation coefficient analysis. The findings revealed that the company is demonstrating strong performance in all SCM dimensions covered in this study, while the company also showed excellent organizational sustainability in terms of economic, environmental, and social dimensions. The study also found a high significant positive correlation between SCM practices and organizational sustainability, indicating that the excellent performance of a company's SCM practices directly contributed to enhancing its sustainability outcomes. Based on these findings, several opportunities were identified to further optimize SCM practices and bolster sustainability efforts of the company. This study can offer valuable insights for industry stakeholders to continuously improve their SCM practices in order to drive sustainable operations in the food manufacturing sector.

Keywords: *economic sustainability; environmental sustainability; organizational sustainability; Philippine food manufacturing company; supply chain management; social sustainability; sustainability practices*

INTRODUCTION

In today's competitive landscape, supply chain management (SCM) is crucial for businesses to deliver quality products at affordable prices. To gain a competitive edge, companies must now focus on managing a network of relationships, from suppliers to customers. Organizational sustainability has also become essential, demanding a balance between economic growth, environmental responsibility, and social impact. Thus, to navigate this dynamic environment, one must cultivate adaptability, strong leadership, and strategic foresight. By implementing these principles, organizations can build resilience and thrive in uncertainty.

While it is a concern of all organizations to be sustainable, the food industry, serving as the cornerstone of the country's economy is increasingly pressured to adopt sustainable practices. Traditionally focused on efficiency and cost reduction, SCM has emerged as a critical tool for achieving organizational sustainability within this sector. Sachs (2015) emphasized the vital role of leadership in promoting sustainability. International studies have promoted sustainable SCM to directly influence organizational sustainability (Dubey et al., 2017; Handfield et al., 2015; Islam et al., 2017). In the Philippine context, studies have predominantly concentrated on specific aspects of sustainable SCM, such as ethical sourcing (Carcosia, 2016; Orias et al., 2019), environmental impact assessment (Bansil et al., 2015; Cadena, 2015), and risk management (Andan et al., 2024;

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Molina & Neef, 2016; Noroña & Bondal, 2020). However, a comprehensive investigation that integrates these dimensions and evaluates their collective impact on organizational sustainability in the Philippine food manufacturing industry remains a significant gap in the existing literature.

The Philippine food manufacturing company was founded in 2015, with its foundations firmly rooted in excellence, simplicity, and affordability. Today, with over 450 stores across more than 160 Indian cities, the company has received numerous prestigious awards. The popularity of the Philippine food manufacturing company can be attributed to its versatility, adaptability to local tastes, and appeal to a diverse range of consumers. SCM plays a vital role in helping businesses meet their sustainability goals. By optimizing resource usage, minimizing waste, and fostering ethical partnerships, SCM significantly enhanced environmental protection, social responsibility, and economic resilience. The subject company is experiencing challenges meeting the complexities of its SCM practices, although it cannot be denied that the company is reaping benefits from its practices in terms of becoming sustainable in its operations.

Thus, this study examined the benefits and challenges of sustainable SCM of the subject food manufacturing company, highlighting the need for innovative strategies to create long-term value for the business and its stakeholders. The research objectives are as follows. First, the study assessed SCM practices in terms of the following dimensions: procurement, production planning, logistics operations, inventory management, supplier relationships, information technology, and risk management. Second, it evaluated the company's organizational sustainability in terms of its economic, environmental, and social dimensions. Third, this research examined the relationship between SCM and organizational sustainability. Lastly, the study identified opportunities for further improving the SCM practices in order to drive a more sustainable business practices for the subject food manufacturing company.

LITERATURE REVIEW

This section presents a review of related literature gained from various references to enhance a transparent knowledge of the impact of SCM on the organizational sustainability of a business enterprise.

Stakeholder Theory

This study is grounded on Stakeholder Theory as to how a subject company interacts with the external stakeholders in order to achieve organizational sustainability through the efficient practices of its SCM. According to Abu et al. (2021) and Siems et al. (2023), this theory is based on the premise that a business operates in an ecosystem of various stakeholders, each of which contributes to its sustainability and its ability to create value for all stakeholders. As further emphasized by Fobbe and Hilletofth (2021), this theory recognizes the role of stakeholder interaction in developing and transforming an organization to become more sustainable in its operations. Similarly, Govindan et al. (2024) reiterated the importance of identifying and engaging with both internal and external stakeholders to improve sustainable SCM.

The conduct of this study through the lens of this theory considers how sustainability practices along the key aspects of SCM, such as procurement process, production planning, logistics operations, inventory management, supplier relationships, information technology, and risk management, can only be effectively practiced and managed if all the stakeholders of the organization are complementing each other.

The Context of SCM

SCM is a strategic approach that integrates the functions of planning, sourcing, making, delivering, and returning products and services (Chopra & Meindl, 2023). This study focused on the

following crucial SCM dimensions: procurement, production planning, logistics, inventory management, supplier relationships, information technology, and risk management. These dimensions were examined to understand their impact on organizational sustainability in the Philippine food manufacturing industry.

SCM is the strategic planning and oversight of the flow of products, information, and funds within a supply chain (Sanders, 2020). In today's increasingly interconnected and dynamic global market, SCM has evolved into a critical business function that significantly impacts organizational performance. SCM encompasses various activities essential for business success, from sourcing raw materials to delivering finished goods to customers. On the other hand, a supply chain is a network of entities producing and delivering a product to the final consumer. The process includes raw material sourcing, manufacturing, storing goods, order processing, distribution, and delivery. As Lu and Swaminathan (2015) defined, SCM encompasses efficient management of the entire process, from product design to consumer disposal. Several flows traverse a supply chain network.

SCM is the strategic coordination of activities that link businesses to serve customer profitability. It involves planning, implementing, and controlling the flow of products, information, and funds from raw materials to the final customer (Chopra & Meindl, 2023). SCM requires seamless collaboration among various stakeholders, including suppliers, manufacturers, distributors, retailers, and transportation providers. Thus, an effective SCM can improve customer satisfaction, reduce costs, increase efficiency, and enhance competitiveness. Organizations can significantly reduce expenses by optimizing inventory levels, streamlining processes, and reducing transportation costs (Chopra & Meindl, 2023). Additionally, improved visibility, better decision-making, and reduced waste can increase efficiency and productivity. Building stronger relationships with suppliers and customers and maintaining an agile supply chain can enhance competitiveness and ensure a sustainable business model. It is therefore imperative to state that SCM is a critical function for businesses of all sizes. Organizations can effectively improve their profitability, competitiveness, and sustainability by managing their supply chains.

However, SCM faces several challenges. The severity of these challenges is influenced by the importance placed on SCM processes and practices (Sunmola et al., 2024). Managing a global supply chain with multiple stakeholders and diverse operations can be complex. Disruptions such as natural disasters, economic downturns, and geopolitical events can introduce uncertainty into the supply chain. Balancing economic goals with environmental and social responsibility is crucial for sustainable SCM. Momena et al. (2024) revealed that challenges like supply chain disruptions, logistics constraints, technological issues, and ethical sourcing-based challenges are present in supply chain phenomena. To overcome these SCM challenges, Andespa et al. (2024) proposed effective supplier relationship management and recommended innovation in SCM processes. In the same vein, several researchers (Nweje & Taiwo, 2025; Schwaeke et al., 2025; Stroumpoulis & Kopanaki, 2022; Vu et al., 2024) have proposed the use of technology, including artificial intelligence and blockchain, to enhance SCM transparency and efficiency.

Concept of Organizational Sustainability

Organizational sustainability—the ability to operate profitably while being environmentally and socially responsible—is significantly influenced by effective SCM. Mastos and Gotzamani (2022) comprehensively reviewed the literature on strategic organizational sustainability. Key SCM dimensions, such as procurement, production planning, logistics, inventory management, supplier relationships, information technology, and risk management, are crucial for enhancing organizational sustainability. This study highlighted a strong positive correlation between these SCM practices and organizational sustainability. In a study by Benevidez et al. (2024), they opined that challenges to organizational sustainability may happen, but technology adoption and the

enhancement of workforce skills can be one of the ways to resolve these issues.

One of the key concepts in sustainable SCM includes corporate social responsibility (CSR), a company's commitment to operating in a socially responsible manner considering the impact of its actions on society and the environment. According to Ichdan and Maryani (2024), appropriate environmental practices, CSR, and innovation significantly improve organizational sustainability. Sustainability reporting, which involves disclosing an organization's environmental, social, and governance performance to stakeholders, is another critical concept (GRI Standards, n. d.). The circular economy, an economic model aiming to eliminate waste and keep resources in use for as long as possible, is also relevant.

Bansal and Song (2017) explored the intricate relationship between institutional logic and corporate sustainability practices. By examining how institutional logics operate at various levels, from industry to societal, the authors shed light on the factors influencing corporate decisions regarding environmental and social responsibility. This research offers valuable insights into the complexities of organizational sustainability and the critical role of the institutional context in shaping corporate practices.

Relationship between SCM Practices and Organizational Sustainability

Seuring et al. (2015) conducted a comprehensive meta-analysis investigating the relationship between SCM practices and organizational sustainability performance. This study found a strong positive correlation between sustainable SCM practices and improved environmental and social outcomes. This suggests that organizations can significantly reduce waste and enhance resource efficiency throughout their supply chains by implementing sustainable SCM strategies, such as lean manufacturing, reverse logistics, and closed-loop supply chains.

Islam et al. (2015) examined the impact of sustainable procurement on organizational performance. Their research revealed that organizations can enhance their social and environmental responsibility by establishing ethical sourcing standards and fostering relationships with suppliers who share their sustainability objectives. This includes conducting supplier audits, implementing fair trade practices, and supporting suppliers to improve environmental and social performance.

Christopher (2016) emphasized the significance of SCM in addressing sustainability risks and enhancing organizational resilience. The study highlights that effective SCM can help organizations mitigate risks related to climate change, supply chain disruptions, and other sustainability challenges. This includes developing contingency plans, diversifying suppliers, and investing in supply chain visibility and traceability.

While several studies (Adama et al., 2024; Feng et al., 2024; Liu & Yang, 2024) have considered that there exists a significant relationship between SCM practices and organizational sustainability, this possibility may happen as a result of the interplay of factors affecting the company operations. Thus, relative to the conduct of this study for a food manufacturing company in the Philippines, the researchers considered the following hypothesis:

Ho: There is no significant relationship between SCM practices and organizational sustainability.

RESEARCH METHOD

The study used a descriptive-quantitative research design, collecting data through surveys in the subject food manufacturing company implementing sustainable SCM practices. This method was appropriate for exploring a variable within a specific population and obtaining data about it (Siedlecki, 2020). This method was suitable for examining variables within a significant and specific population and for acquiring relevant data. The research involved employees involved in aspects

related to SCM within a food manufacturing company. These employees were likely to have extensive knowledge about internal operations and the impact of SCM on the food manufacturing sector. During the study period, the food manufacturing company employed 350 personnel. In this case, the researcher's primary goal was to gather insights from individuals directly involved in SCM tasks within a food manufacturing company. Since the researchers were not able to obtain the exact number of employees directly involved in the SCM tasks of the company, they were informed that there were approximately 200 employees. Using Raosoft's sample size calculator, pegging at a 95% level of confidence and a 5% margin of error, the researchers considered a sample size of 134 employees appropriate. Thus, a random sample of 134 employees from various departments who were engaged in SCM tasks was selected for the online survey questionnaire. These employees were selected because their daily work is crucial to the smooth functioning of operations because the procurement, production, inventory, logistics, and risk management aspects play significant roles in SCM. Since these dimensions are integral to their daily routines, they are well-positioned to answer the questionnaire and provide insightful responses regarding how SCM practices are implemented, how issues are resolved, and the overall productivity within their departments.

The researchers constructed a questionnaire designed to ensure a comprehensive and direct approach to complex questions for clarity of response. An expert review and a pilot test with 10 employees ensured the questionnaire's validity. Reliability was assessed using Cronbach's alpha, resulting in acceptance rates ranging from 0.852 to 0.976. The questionnaire comprises 55 items designed to gather information on the respondents' viewpoints regarding all dimensions of SCM. The researchers measured the respondents' answers using a 5-point Likert scale: 1=1.00-1.49 (Poor); 2=1.50-2.49 (Fair); 3=2.50-3.49 (Neutral); 4= 3.50-4.49 (Good); 5= 4.50-5.00 (Excellent). The survey, created using Google Forms, was disseminated to concerned employees in the SCM department via Google email, Viber, and Outlook email, which are frequently used communication tools in the company. Additionally, to ensure that the information provided by the respondents would only be used to accomplish the research objectives, a confidentiality note was included and detailed in the first part of the questionnaire. The tools used in data analysis included mean, standard deviation, frequency, and percentage analysis and Pearson correlation coefficient analysis.

FINDINGS AND DISCUSSION

The survey questionnaire data were presented, analyzed, and interpreted to support the study objectives.

Sociodemographic Profile of Respondents

Table 1 presents the profile of the study respondents. The socio-demographic profile of the study respondents indicated a predominantly team-oriented workforce, consisting of team members from the production department. Many participants participated in SCM trainings, reflecting their commitment to skill development. Most respondents had 1–3 years of experience in sustainability SCM, suggesting they were relatively new to the field but are engaged in ongoing learning processes. The findings are consistent with Andaya et al. (2021), who highlighted the significance of skill development in a rapidly evolving SCM landscape. Despite their limited experience, respondents could leverage training to deepen their understanding of sustainable practices, reinforcing the importance of continuous professional development for navigating modern supply chain complexities. Overall, the respondents demonstrated a strong foundation of teamwork and proactive approaches to enhance their skills in sustainability SCM.

Table 1. Profile of the Study Respondents

Indicator	Frequency	Percentage (%)
Position in the company		
Assistant	7	5.2
Manager	7	5.2
Supervisor	10	7.5
Team Head	15	11.1
Team Member	95	71.0
Total	**134**	**100**
Department belong		
Inventory	17	12.7
Logistics	32	23.9
Procurement	18	13.4
Production	48	35.8
Risk Management	19	14.2
Total	**134**	**100**
Have been attending sustainability SCM training		
Yes	79	59.0
No	30	22.4
If requested	17	12.6
Sometimes	8	6.0
Total	**134**	**100**
Years of experience as part of sustainability SCM		
1–3 years	103	76.9
4–6 years	26	19.4
7–9 years	5	3.7
Total	**134**	**100**

SCM Practices

Ethical SCM was crucial for corporate responsibility and brand reputation. Therefore, a company with strong ethical standards can be said to have earned consumer trust and a competitive edge. This discussion introduces key dimensions of SCM, including the procurement process, production planning, logistics operations, inventory management, supplier relationships, information technology, and risk management, which are essential for fostering ethical practices and operational excellence.

Procurement Process

The procurement process in SCM is a critical component that systematically acquires the necessary goods and services to support business operations. It ensures that the right products are procured at the right time, at the right quality, and at the right price, thereby influencing the overall effectiveness and efficiency of the supply chain. Table 2 presents the procurement process practices of the subject food manufacturing company as perceived by the employees.

Table 2. Procurement Process

Statement	Mean	Standard Deviation	Descriptive Interpretation
Implementing strategic sourcing involves analyzing market conditions, understanding spending categories, and optimizing the supplier base for effectiveness and reliability.	4.28	0.449	Excellent
Adequate transparency in the food supply chain enables the clear traceability of ingredients from their origin to the consumer.	4.68	0.484	Excellent
Current regulations and company standards are adequate to ensure ethical practices and SCM throughout the food supply chain.	4.46	0.530	Excellent
Collaboration between the company and its suppliers ensures effective food safety and quality.	4.58	0.495	Excellent
Technology effectively enhances the company's procurement and SCM activities.	4.54	0.530	Excellent
Overall Mean	**4.51**	**0.50**	**Excellent**

With an overall mean score of 4.51, respondents indicated strong confidence in the process, thereby contributing to a dependable, affordable, and ethical supply chain. An "excellent" rating reveals that respondents perceived the procurement process and its components as highly effective and reliable. This confidence level is strongly aligned with best procurement practices, suggesting that the company successfully implemented strategies that promote transparency, ethical practices, and collaboration within the supply chain. This finding is consistent with the concept of Mol (2015), who highlighted the growing demand for transparency regarding food safety and ethical sourcing.

Planning

Production planning in SCM is a critical process that can significantly impact the organization's operational efficiency and overall success. Table 3 shows how production planning is being practiced by the food manufacturing company.

Table 3. Production Planning

Statement	Mean	Standard Deviation	Descriptive Interpretation
The implementation of production scheduling ensures that targets and deadlines are met. This process involves planning the sequence of operations to optimize resource utilization and minimize downtime.	4.49	0.531	Excellent
The flexibility of employees in the production process enables rapid adaptation to fluctuations in demand.	4.54	0.515	Excellent
The integration of sustainable practices into production planning helps reduce environmental impact by using energy-efficient food processing equipment.	4.53	0.530	Excellent

Statement	Mean	Standard Deviation	Descriptive Interpretation
Stringent quality control measures ensure that the final products meet the required standards. This includes regular inspections and maintaining cleanliness.	4.50	0.531	Excellent
Effective management of lead times ensures timely delivery of products. This requires coordination with suppliers and production schedule optimization to minimize delays.	4.54	0.515	Excellent
Overall Mean	**4.52**	**0.524**	**Excellent**

With an overall mean score of 4.52, the respondent employees considered production planning in the company to be a highly valued process that evolved strategically to meet deadlines without compromising quality. The "excellent" rating signifies that respondent viewed the production planning process as highly effective and well-managed. This confidence level reflects the organization's successful implementation of strategies that ensure operational efficiency, adaptability, and sustainability. The company has effectively managed its operations, achieving high ratings across all measured aspects, including production scheduling, employee flexibility, sustainable practices, quality control, and lead time management. This finding is consistent with the statements of Bozart and Handfield (2019) and Christopher (2016), who emphasized the importance of efficient planning, an adaptable workforce, and sustainable practices in modern supply chains. By optimizing resource utilization, ensuring timely delivery, and prioritizing sustainability, the company demonstrated a strong commitment to effective and responsible operations.

Logistic Operations

Implementation and effective control of the movement, services, and storage of goods from the point of origin to consumption are critical components of the logistics process. Effective management is essential for on-time delivery and product quality. Table 4 outlines the perceptions of SCM within the food manufacturing company regarding its logistics operations.

Table 4. Logistic Operations

Statement	Mean	Standard Deviation	Descriptive Interpretation
Ensuring the integrity of temperature-sensitive products through proper refrigeration and continuous monitoring throughout the supply chain is essential.	4.49	0.502	Excellent
The effectiveness of communication and collaboration between the logistics department and other departments in a food company is crucial for operational success.	4.57	0.541	Excellent
Flexibility and responsiveness in logistics operations are crucial for effectively managing unexpected disruptions and fluctuations in demand.	4.50	0.517	Excellent

Ensuring the accuracy of food product orders and deliveries by verifying correct items, quantities, and quality.	4.56	0.498	Excellent
The alignment of the logistics department's goals and objectives with the overall supply chain strategy of the food company is essential for achieving operational efficiency and success.	4.57	0.497	Excellent
Overall Mean	**4.54**	**0.511**	**Excellent**

An "excellent" rating of 4.54 indicates that respondents perceived logistics operations as highly effective and well-managed. This confidence level reflects a strong alignment with best practices in logistics management, suggesting that the company has successfully implemented strategies that ensure timely delivery, product integrity, and effective communication across departments. Additionally, the company's management of temperature-sensitive products, communication and collaboration with other departments, flexibility and responsiveness, order accuracy, and alignment of logistics goals with the overall supply chain strategy were all perceived to be handled effectively. These strengths contributed to the company's operational success, customer satisfaction, and overall competitiveness, reinforcing the importance of effective logistics management in the food industry. Christopher (2016) emphasized that flexible logistics operations are a cornerstone of an agile supply chain, enabling a company to respond swiftly to market changes and disruptions, thereby minimizing potential losses. The company's high rating in these areas aligns with Christopher's concept of a flexible supply chain, highlighting the importance of adapting to changing market conditions and customer demands to maintain competitiveness.

Inventory Management

Good inventory management in SCM can position the organization for significant business growth. Ensuring that the precise inventory is available at the right time is meeting customer demand while managing costs. Table 5 illustrates the inventory management processes in the subject food manufacturing company.

Table 5. Inventory Management

Statement	Mean	Standard Deviation	Descriptive Interpretation
The demand forecasting process focuses on understanding consumer needs while minimizing overstocking and stockouts. This involves analyzing sales data and market trends.	4.47	0.530	Excellent
Just-in-time inventory management minimizes storage costs and reduces waste by only receiving goods needed during the production process.	4.62	0.487	Excellent
Regular monitoring and compliance with food safety regulations ensure that inventory meets the required standards. This includes maintaining quality storage conditions and conducting regular audits.	4.46	0.500	Excellent
The implementation of the First In, First Out (FIFO) method is strictly followed to reduce the risk of spoilage and waste.	4.61	0.489	Excellent

Statement	Mean	Standard Deviation	Descriptive Interpretation
Regular inventory audits to identify discrepancies and improve ongoing practices ensure an optimized inventory management process.	4.49	0.517	Excellent
Overall Mean	**4.53**	**0.505**	**Excellent**

An "excellent" rating (4.53) indicates that respondents perceived the inventory management processes as highly effective and well-managed. This level of confidence reflects a strong alignment with best practices in inventory management, suggesting that the company successfully implemented strategies that ensure accurate demand forecasting, minimized waste, and maintain compliance with food safety standards. The rating suggests a positive perception of the company's inventory management practices across all measured dimensions, particularly in demand forecasting, just-in-time inventory management, food safety compliance, First-In First-Out implementation, and regular inventory audits. Accurate demand forecasting, as emphasized by Chopra and Meindl (2016), is essential for optimizing inventory levels and reducing holding costs. The company's focus on these critical inventory management practices demonstrated a solid understanding of supply chain principles. It can be noted that the company can solidify its market position and achieve sustainable growth because it prioritizes these areas.

Supplier Relationship

Supplier relationships are crucial elements of SCM, as they directly affect the reliability and sustainability of operations. The successful management of these relationships is essential for ensuring a steady flow of materials and services, which is vital for organizational success. Table 6 presents the perceptions of the employees about the SCM practices of the food manufacturing company in terms of their supplier relationships.

Table 6. Supplier Relationship

Statement	Mean	Standard Deviation	Descriptive Interpretation
Implementing strict criteria for selecting and evaluating suppliers ensures that they meet quality, reliability and sustainability standards.	4.49	0.531	Excellent
Building strong collaborative relationships with supplier fosters improved communication, innovation and problem-solving through regular meetings and joint planning sessions.	4.54	0.500	Excellent
Continuous monitoring of supplier performance through key performance indicators (KPIs) helps maintain high standards and address issues promptly.	4.53	0.530	Excellent
The supplier development programmes enhanced their capabilities and performance, leading to long-term benefits for both parties.	4.52	0.531	Excellent
Strategies to address issues that may disrupt the supply chain, such as supplier diversification, local sourcing, and innovation partnerships with suppliers.	4.54	0.530	Excellent
Overall Mean	**4.52**	**0.524**	**Excellent**

The table reveals an overall mean score is 4.52. This "excellent" rating indicates respondents perceived the supplier relationship management processes as highly effective and well-managed. This confidence level reflects a strong alignment with best practices in supplier management, suggesting that the company has successfully implemented strategies that ensure quality, reliability, and sustainability among suppliers. As noted by Handfield et al. (2015), proactive measures such as supplier diversification, local sourcing, and innovation partnerships enhance supply chain resilience and contribute to overall efficiency while mitigating the risks associated with disruptions. The company fostered strong collaborative relationships through regular meetings and joint planning, emphasizing communication, innovation, and problem-solving. Laco et al. (2024) highlighted when there exists cooperative and collaborative environment between parties, shared objectives can be effectively meet. It can also be noted that monitoring supplier performance using key indicators ensures high standards and timely issue resolution. The company's proactive approach to addressing supply chain disruptions through these strategies contributed to its resilience and overall efficiency.

Information Technology

The role of information technology in SCM is crucial for enhancing employee productivity and efficiency within the organization. Leveraging information technology solutions leads to improved communication, timely data sharing, and streamlined processes, all of which are essential for optimal SCM. Table 7 presents an assessment of SCM in terms of information technology.

Table 7. Information Technology

Statement	Mean	Standard Deviation	Descriptive Interpretation
The use of devices and sensors to monitor the condition and location of food products throughout the supply chain facilitates the maintenance of product quality and reduces food spoilage.	4.43	0.511	Excellent
The implemented artificial intelligence and machine learning technologies help reduce food waste, improve inventory management, and ensure efficient distribution.	4.47	0.584	Excellent
The use of blockchain for traceability and transparency in supply chains is a technology that supports the recording of all transactions.	4.54	0.500	Excellent
The information technology monitoring and management of the environmental impact of supply chain activities includes carbon emissions tracking.	4.51	0.531	Excellent
The SCM software integrates various functions across different dimensions of SCM. This software helps streamline operations and enhance decision-making.	4.43	0.540	Excellent
Overall Mean	**4.48**	**0.533**	**Excellent**

As can be gleaned from the table, a solid positive perception of the use of information technology in the supply chain exists, with an overall mean score of 4.48. An "excellent" rating indicates that respondents perceived information technology applications in the supply chain as highly effective and well-managed. This confidence level reflects a strong alignment with best practices in information technology utilization, suggesting that the company has successfully

implemented strategies that enhance efficiency, transparency, and sustainability. The company effectively utilized devices and sensors to monitor product conditions and locations, employed artificial intelligence and machine learning for waste reduction and inventory management, adopted blockchain technology for traceability, tracked environmental impacts, and implemented SCM software to streamline operations. These practices are aligned with global trends toward sustainable and efficient supply chains, as supported by the studies of Ada et al. (2021), Bumblauskas et al. (2020), Burgess et al. (2024), Dolgui et al. (2022), Murimi et al. (2023), and Nguyen et al. (2017).

Risk Management

Risk management plays a vital role in SCM because it involves assessing, identifying, analyzing, and addressing various concerns that affect current and future operations. By implementing dynamic risk management strategies, organizations can protect their operations against unexpected issues while enhancing overall performance. Table 8 presents the respondents' assessment of the SCM practices of the food manufacturing company in terms of risk management.

Table 8. Risk Management

Statement	Mean	Standard Deviation	Descriptive Interpretation
Conduct scenario planning and simulations to prepare for potential disruptions, such as natural disasters, pandemics, and political events.	4.49	0.502	Excellent
Reducing a single supplier's dependency by diversifying the supplier base helps mitigate the risks associated with supply disruptions.	4.54	0.500	Excellent
Coordination with other SCM sections to address issues, provide updates, and discuss risk management tasks to help them avoid similar problems in the future.	4.51	0.531	Excellent
Evaluating suppliers for potential risks related to financial instability, quality issues, and regulatory compliance.	4.56	0.498	Excellent
Regular audits and reviews of the supply chain are essential for identifying vulnerabilities and areas for improvement. This process can help mitigate both internal and external risks.	4.49	0.516	Excellent
Overall Mean	**4.52**	**0.509**	**Excellent**

The data in the table reflect a robust positive evaluation, with an overall mean score of 4.52. An "excellent" rating indicates that respondents perceived risk management processes as highly effective and well-managed. This confidence level reflects a strong alignment with best practices in risk management, suggesting that the company has successfully implemented strategies to enhance preparedness, supplier diversification and continuous evaluation. These proactive approaches were evident in practices such as conducting scenario planning and simulations to prepare for potential disruptions, diversifying the supplier base to reduce dependency, fostering cross-functional collaboration to develop risk management strategies, rigorously evaluating suppliers for potential risks, and performing regular audits to identify vulnerabilities. These comprehensive risk management practices employed by the company are aligned with the recommendations of Dolgui

et al. (2020), highlighting the importance of preparedness, supplier diversification, collaboration, and continuous evaluation for building resilient supply chains in unpredictable environments.

Organizational Sustainability

This section presents data on organizational sustainability and its alignment with SCM aspects. In today's business landscape, organizational sustainability has emerged as a critical focus for the company striving to balance economic growth with environmental stewardship and social responsibility. This assessment covers three critical dimensions of SCM sustainability. Economic sustainability emphasizes the need for financial viability and responsible resource management, while environmental sustainability highlights the importance of minimizing ecological impact and promoting sustainable practices. On the other hand, social sustainability underscores the significance of ethical considerations, community engagement, and stakeholder welfare in business operations.

Economic Sustainability

Economic sustainability is a vital element of organizational sustainability, underscoring the importance of promoting long-term profitability alongside responsible business practices. Data in Table 9 present the respondents' perceptions of organizational sustainability of the subject food manufacturing company in terms of the economic dimension.

Table 9. Economic Sustainability

Statement	Mean	Standard Deviation	Descriptive Interpretation
Adequate research and development investment is needed to foster innovation and ensure long-term economic sustainability in the food industry.	4.46	0.500	Excellent
The company provides fair prices to farmers and producers in its supply chains.	4.57	0.512	Excellent
The company effectively manages risks associated with price volatility and climate change to ensure long-term economic sustainability.	4.48	0.545	Excellent
A food company focusing on specific areas, such as sustainable sourcing, plant-based alternatives, and reducing food waste, tends to achieve long-term profitability.	4.48	0.516	Excellent
The company is implementing new technologies and processes to increase efficiency and promote economic sustainability.	4.57	0.512	Excellent
Overall Mean	**4.51**	**0.517**	**Excellent**

An "excellent" rating indicates respondents perceived economic sustainability practices as highly effective and well-managed. This confidence level reflects a strong alignment with best practices in economic sustainability, suggesting that the company successfully implemented strategies that ensured long-term profitability while adhering to responsible business practices. The positive rating highlights the company's commitment to fostering long-term profitability while maintaining fair and responsible business practices. By aligning with global sustainability trends and focusing on sustainable sourcing, plant-based alternatives, and reducing food waste, the company is positioning itself for long-term success. Furthermore, adopting technology enhances

operational efficiency and contributes to economic sustainability. These findings are consistent with the literature on fair trade practices (Fairtrade International, n.d.) and the impact of technology on supply chain efficiency (Dubey et al., 2017).

Environmental Sustainability

Any food manufacturing company should demonstrate a strong commitment to environmental sustainability, such as reducing greenhouse gas emissions, conserving biodiversity, and minimizing waste, among others. Table 10 reveals how the company demonstrates its environmental sustainability.

Table 10. Environmental Sustainability

Statement	Mean	Standard Deviation	Descriptive Interpretation
The company manages and reduces greenhouse gas emissions from its operations and transportation.	4.41	0.538	Excellent
The company is implementing measures to safeguard biodiversity and ecosystems in its supply chains.	4.51	0.545	Excellent
The company is actively minimizing food waste and loss at every stage, from production to consumption.	4.57	0.511	Excellent
The company's customers are increasingly aware of the environmental impact of their food choices and are making sustainable purchasing decisions.	4.46	0.543	Excellent
Food packaging is designed to minimize environmental impact by reducing materials, enhancing recyclability, and promoting composability.	4.50	0.559	Excellent
Overall Mean	**4.49**	**0.539**	**Excellent**

The findings revealed that the company consistently performed well in managing its environmental responsibilities, as emphasized in its practices of greenhouse gas emissions reduction, biodiversity conservation, and food waste minimization, and in its response to growing consumer demand for sustainable products. An "excellent" rating indicates respondents perceived environmental sustainability practices as highly effective and well-managed. This confidence level reflects a strong alignment with best practices in environmental sustainability, suggesting that the company has successfully implemented strategies to reduce greenhouse gas emissions, conserve biodiversity, and minimize food waste. By adopting sustainable packaging designs and aligning with global trends, the company is contributing to a more sustainable food system. These findings are aligned with those of Graskog et al. (2020), who underscored biodiversity's critical role in ensuring food production systems' resilience and sustainability.

Social Sustainability

Social sustainability involves practices that ensure safe working conditions, provide access to nutritious food and support local communities. This aspect enhances individual well-being and strengthens the social fabric of the community. According to Briones et al. (2023), collaboration among employees and other stakeholders of an organization is a relevant entrepreneurial practice. Table 11 presents how the company practices its social sustainability concerns.

Table 11. Social Sustainability

Statement	Mean	Standard Deviation	Descriptive Interpretation
The company provides safe and healthy working conditions for all employees throughout its supply chains.	4.44	0.538	Excellent
The company is committed to enhancing access to nutritious and affordable food for all consumers regardless of income level.	4.58	0.539	Excellent
The company provides clear and accurate labeling information, empowering consumers to make informed food choices.	4.47	0.501	Excellent
The company promotes healthy and sustainable dietary choices through its products and marketing practices.	4.57	0.555	Excellent
The company is actively engaged in supporting the communities in which it operates by sourcing and supporting local initiatives.	4.46	0.515	Excellent
Overall Mean	**4.50**	**0.530**	**Excellent**

As illustrated in the table, the company consistently performed well in managing its social responsibilities. An "excellent" rating indicates respondents perceived social sustainability practices as highly effective and well-managed. This confidence level reflects a strong alignment with best practices in social sustainability, suggesting that the company successfully implemented strategies that ensured safe working conditions, enhanced access to nutritious food and supported local communities. These findings align with the findings of Dubey et al. (2017), who emphasized that companies should prioritize safe working conditions for employees and ensure their health and safety throughout the supply chain. Moreover, the company has a strong commitment to ensuring access to nutritious and affordable food for all consumers. Additionally, its support for local communities has also contributed to sustainable development.

Relationship between SCM Practices and Organizational Sustainability

This study considered the null hypothesis that there is no significant relationship between SCM practices and organizational sustainability. The results of Pearson correlation coefficient analysis are presented in Table 12.

Table 12. Relationship between SCM Practices and Organizational Sustainability

	Correlation Coefficient	P-value	Significance	Decision
SCM and Organizational Sustainability	0.470**	<0.001	Highly Significant	Reject Ho

The findings revealed a correlation coefficient of 0.470 ($p < 0.001$), which indicates a highly significant relationship, suggesting that as SCM practices improved, organizational sustainability also increased. Therefore, the null hypothesis is rejected. This finding underscore that effective SCM, characterized by strategic sourcing, efficient logistics, sustainable procurement, and strong supplier relationships, can substantially enhance a company's overall sustainability performance.

This finding is consistent with previous research emphasizing the critical role of SCM in driving sustainability in the food industry (Andaya et al., 2021).

Opportunities to Enhance SCM Performance and Drive Sustainable Business Practices

The findings of this study highlight several opportunities for the subject Philippine food manufacturing company in order to maintain its excellent SCM practices and further drive organizational sustainability. With the rapidly changing technology and evolving business practices, there exist opportunities where the subject food manufacturing company must consider in order to become more sustainable in its operations. The following are considered to be highly essential: improvement of the company's operational efficiency and waste reduction by leveraging advanced technologies such as artificial intelligence, blockchain, and the Internet of Things (Nguyen et al., 2017) strengthening supplier relationships through collaboration and communication (Handfield et al., 2015) and sustainable sourcing, employee training, and regular assessments enhancing compliance and promoting a culture of continuous improvement (Dubey et al., 2017; Rivera et al., 2023). These initiatives are aligned with global sustainability trends such that a company can position itself for long-term success in a competitive market. By addressing identified areas for improvement, the company can most likely achieve a more robust and sustainable operational framework that can further enhance its overall SCM performance, which will contribute to greater organizational sustainability (Andaya et al., 2021).

Table 13. Opportunities to Enhance SCM Performance

Opportunity	Description	Reference
Leverage Advanced Technologies	Use artificial intelligence, blockchain, and internet of things to improve operational efficiency and reduce waste.	Nguyen et al., 2017
Strengthen Supplier Relationships	Foster collaboration and communication with suppliers to drive innovation and align sustainability goals.	Handfield et al., 2015
Sustainable Sourcing	Implement sustainable sourcing practices to enhance compliance and promote environmental responsibility.	Dubey et al., 2017
Enhance Employee Training	Provide regular training for employees to instill sustainability practices and improve performance.	Dubey et al., 2017
Regular assessments	Perform ongoing evaluations to identify areas for improvement and encourage a culture of continuous improvement.	Dubey et al., 2017

CONCLUSIONS

The Philippine food manufacturing company under study exhibited strong performance across various SCM dimensions, including procurement, production planning, logistics operations, inventory management, supplier relationships, information technology, and risk management. Although the company achieved high ratings across these dimensions, it also demonstrated excellent performance in organizational sustainability, particularly in economic, environmental, and social dimensions. The study also revealed a significant positive correlation between SCM practices and organizational sustainability, indicating that the excellent performance of a company's SCM practices directly contributed to its sustainability outcomes.

Based on these insights, opportunities were identified to further optimize SCM practices and bolster sustainability efforts of the company. In this regard, the researchers recommend that the company can focus on leveraging advanced technologies, foster strong supplier relationships, and promote a culture of continuous improvement. This study provides valuable insights and practical recommendations to further enhance SCM performance and organizational sustainability within the subject Philippine food manufacturing industry.

LIMITATION & FURTHER RESEARCH

The study focused on a single Philippine food manufacturing company, which limits the generalizability of its findings to other companies in the industry. Future research should explore the relationship between SCM and organizational sustainability in a broader sample of Philippine food manufacturing companies. Furthermore, future research could investigate the impact of emerging technologies, such as artificial intelligence and blockchain, on SCM and organizational sustainability in the Philippine food manufacturing industry. In addition, exploring the challenges and opportunities associated with implementing sustainable SCM practices in developing countries like the Philippines, would make a valuable contribution to the field. Finally, to reduce self-report bias, since individuals might provide socially desirable answers rather than reflecting their true perceptions, some methods other than surveys can be employed to collect data, such as interviews, focus group discussions, or observations.

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