A theoretical framework of socially responsible supply chain for future research: from a literature study perspective

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Abstract: The constructive idea of sustainability has been narrowed to three dimensions, i.e., social, economic and environment. The extant researches on sustainability have examined the economic and environmental dimensions. The social proportion, a prime aspect, has some extent overlooked both in method and in review of literature as well. In this study, through in-depth literature review, researcher has been made an effort to execution of socially responsible supply chains through construct a theoretical framework. Relevant constructs like dimensions of socially responsible supply chains along with an obstructions has been identified toward implementing socially responsible supply chain. The proposed framework aims to help the practitioners and the industries to create their supply chain socially liable which will help them move towards an all-inclusive sustainable development. This thorough literature review is extensive and sets the future research agenda that is ignored so far.

Keywords: socially responsible; supply chain; future research agenda.


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A theoretical framework of socially responsible supply chain

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1 Introduction

Concerns regarding a social aspect of sustainability grew throughout the last 20 years. We have to go back in the late nineteenth century in Europe if we want to see the notion that businesses have obligations related to society. Beyond philanthropic activities, the public is now more concerned about the social issues which are population, poverty, income, hunger, inequality, gender equity and environmental issues such as deforestation, water pollution, air pollution, climate change. People have developed awareness towards social and environmental issues over the last two decades. Kushairi (2019) study found inefficiencies in the adoption of sustainable objectives by the public sector due to varied objectives adopted in public procurement and the inefficiency of the adoption process.

Apart from these concerns a company faces many different paradigms like shareholders’ interests and followed definition of social responsibility of Friedman’s 1970 “social responsibility of business is to use a company’s resources and engage in activities designed to increase profits so long it stays within the rules of the game.” Then have to serve its stakeholders also that are its customers, shareholders, employees and mainly society as a bigger part. Alkadry et al. (2019) explained that local governments are leading public and even private organisations on sustainability efforts in general and in sustainable procurement in particular.

Lately, social sustainability has amounted much of devotion between practitioners and scholars, and has arose all over profound theoretical literature (Ehrgott et al., 2011, Sancha et al., 2016; Yawar and Seuring 2015; Klassen and Vereecke, 2012).Nevertheless, to some extent theoretical consideration is given for notice what signifies firms to behave as socially sustainable way (Ehrgott et al., 2011).

People are not aware of socially responsible supply chain (Agrawal and Toktay, 2010; Carter and Rogers, 2008). Since 2010, literature has grown, but only breath wise
researches are increasing not depth wise (Tang and Zhou, 2012; Seuring and Müller, 2008b) clue in his research work ‘socially responsible supply chains’ prevail emerging study field in the operations management. Recently, Bocken et al. (2017) and Geisdoerfer et al. (2017) recommend policy makers, firms is supporting idea of the ‘circular economy’. It demands for circular system for healthier utilisation of limited resources instead of linear system.

In the literature study, although Authors made important headway in the following way, every attempts was indicates concerning for economy development viewpoint (Yawar and Seuring, 2015).

A study about Socially Responsible Supply Chain in developing economy outlook is still in its growing stage (Yawar and Seuring, 2015; Mani et al., 2016b). But all around globe supply chain issues differ from developing countries to developed countries as they emerge stand on the world. Sustainability is especially important for the supply chains in the developing countries, since this concept increases their chances for the successful involvement into the global flows (Andjelkovic and Radosavljevic, 2019). Previous studies apply the case study approach concerning about social sustainability problems or issues in emerging economies and some of them provided a detailed outline of the capabilities of social management of the companies.

Companies must consider having two different motivations to adopt social sustainable supply chain.

a Some believe that by maintaining good relationships with the stakeholders will help them increase financial revenues of stakeholder management capabilities (Branco and Rodrigues, 2008; Sodhi, 2015).

b Some involves in community sustainability enactment to conform to stakeholders norms and anticipations about how transactions would be regulated, hence establish mainly institutional and authority mechanisms manifest the organisation’s loyalty to expectations and norms (Campbell, 2007). Which distinguishes a firm from its competitors and together treated as root for competitive advantage.

This paper focused on filling the void of social dimension in the supply chain by exploring various aspects how it can take place in any organisation by investigating a wide set of stakeholders and the institutional parameters. This paper targeted two major industries: apparel industry and automobile industry. Environmental issues have been studied since the 1990’s (Kleindorfer et al., 2005; Linton et al., 2007). So, in this paper, we focused on ‘socially responsible’ supply chain. Total number of published research paper indexed on Google Scholar (2000–2017) encompass the terminology ‘environmental sustainability’ and ‘socially responsible supply chains’ concluded that ‘environmental sustainability’ exists as strong-studied field, however ‘socially responsible supply chains’ should be develop as a study field. Above mentioned things we focused towards ‘socially responsible supply chains’. Likewise, all the challenges could swing into opportunities for firms to build values in evolving markets in the absence of disobey ethical norms (De Los Reyes et al., 2017). Organisation of the research work are as follows: Section 2 provides review approach which is referred to write literature review, by using different graphs, pictures and pie-charts whole study is depicted. Section 3 provides the review of literature on socially responsible supply chain which include in depth description of sustainability, sustainability in supply chain, then most importantly socially liable supply chain with some obstacle and dimensions to
socially liable supply chain management. Section 4 provides the conclusion and future scope of research based on review of literature, and theoretical framework has been suggested from the conclusion and research gaps.

2 Review technique

Review of literature is vital for describe clear-cut boundaries narrow the study (Seuring and Müller, 2008a) and set up a procedure for ascertaining, reviewing literature and selecting related to the particular problem (Burgess et al., 2006). Literature study helps in finding research gaps by bringing together the scattered prices and elevating the study to an comprehensible level (Bryman and Bell, 2011). In fact literature review is the primary in theory development. With the help of a comprehensive online search with an objective to collect, organise, and synthesise existing sustainability knowledge the articles published in recognised journals are located. For this literature revaluation a systematised search was done. Comprehensive review from three important fields viz. sustainability literature in general, then a systematic collection of sustainability supply chain review was executed. The focal point area of this state goes art and the social aspect of sustainability with reference to supply chain was extensively researched.

The following Figure 1 presents the outline of review methodology followed in this research.

Figure 1 Review methodology (see online version for colours)
The papers' selection was made through an exhaustive search of different databases majorly Taylor Francis, Emerald and Science Direct Data Bases. We found the 77 papers in the literature review process from the above-mentioned journals with exact key words Social reasonability and supply chain. The collection of the literature reviews are presented through percentages, bar charts and pie charts. The unit of analysis is ‘single paper’. The screening of the papers was looked at abstracts and around 77 research papers were chosen for the analysis. To establish the background in a detailed manner, we used cross referencing. The descriptive statistics are provided in the following figures from Figure 2 to Figure 6. Figure 2 demonstrate the databases from which the journals are mined for this literature review paper.

Figure 2  Number of journals selected for review from each of the databases (see online version for colours)

Figure 3 shows the increased concern towards sustainability in the ages. There is a clear addition in the number of papers from 2006 to 2018, which shows us the increasing concern for sustainability. A cule from research study that in the year 2017 and 2018 there is a grate improvement we can see in many of research. It establishes the great significance of this topic form research perspective.

Figure 3  Year wise number of journals based upon the search (see online version for colours)

Very less journals are published which are focusing Indian economy, more attention is needed in developing economies. Figure 4 shows the economy wise focus of journals.

Environmental dimension of sustainability is deeply studied by researchers but social dimension of property is overlooked. Figure 5 shows the amount of studies in each aspect of sustainability. The relative quantity of the research study addressed the environmental
aspect and very few papers mentioned the social dimension. Here, we want to clearly mention that, CSR is not mixed with the social aspect of sustainability supply chain.

**Figure 4** Focus of journals published (see online version for colours)

**Figure 5** Dimensions studied (see online version for colours)

Figure 6 shows the different types of methodologies used in different papers, some used modelling, some made case studies and did statistical analysis, some did surveys and some used mixed methods.

An in-depth literature survey of the topic with extensive review of the socially responsible supply chains and its dimensions is carried out using this review methodology to define theoretical constructs in the proposed framework for socially responsible supply chains. Some of the constructs were defined deductively and some were identified inductively, for example, social issues in supply chain and its dimensions were defined before literature review and some were identified during the process literature. Detailed study of literature review was carried out to ascertain relevant constructs of socially responsible supply chain. In this research, we have attempted encompassing review and identifying the relevant issues in a socially answerable supply
chain that would be useful for the research community and practitioners. Accordingly, results were interpreted to set the agenda for the future research in this important field.

**Figure 6** Methodology’s used in different journals (see online version for colours)

![Methodology's used in different journals](image)

### 3 Related literature review

Literature study is done by using the above review methodology. This section consists of four sub-sections that talk about sustainability definitions, supply chain sustainability.

#### 3.1 Sustainability

Every business is now discussing about sustainability or sustainable development, e.g., supply chain sustainability (Carter and Easton, 2001; Seuring and Müller, 2008a; Pagell and Wu, 2009) local government level of sustainability (Brugmann, 1996), sustainable cities (Berke, 2016), development in sustainable tourism (Fodness, 2016; Tao and Wall, 2009) and so on. Sustainability is frequently erroneously believed as largely an environmental perception (Little, 2010). Whereas the positional field is necessary when explaining sustainability. The content covers and throw light upon the environmental issues as well, considering analyzable economic and social elements (Little, 2010; Sekulic, 2011). Padin et al (2017) validated the critical role of stakeholders and sources present in organisations, the relevant marketplace, business networks and society at large, in situations where organisations implement sustainable business practices.

The objective of sustainable development pools content of sustainability beside the thought of improvement and were primarily well-defined with the problem of intergenerational assets in the Brundtland report, the title of the study ‘Our Common Future’, accepted by the United Nations’ World Commission on Economic Development (WCED) and It is defined as “the development that meets the needs of the present without compromising the ability of future generations to meet their own needs”.
At numerous places, Sustainable development is reasoned as a practice to attain sustainability (Brockhaus et al., 2013; Diesendorf, 2001) although else has well-grounded sustainability as an environmental aspect of sustainable growth (Holden et al., 2014). Weitzman (1997) in his definition sustainability resembling ‘annuity-equivalent’ plane of resource utilisation and reasoned both are social and environmental resources as a signifier of superior that needs to be improved. Mihelcic et al. (2003) described sustainability is “the design of human and industrial systems to ensure that humankind’s use of natural resources and cycles do not lead to diminished quality of life due either to losses in future economic opportunities or to adverse impacts on social conditions, human health and the environment.”

The most present technical debates, for instance, rises the attention from the just three ordinarily remarks sustainability pedestal, i.e., economic, social and environmental, the major issues, i.e., moral and ethical viewpoint (Bolis et al., 2014). Furthermore, in modern global market disputes the sustainable development idea is dynamic, viz., fighting against poverty, pessimism and coping with economic crises, processing consumer attitudes and values, environmental issues, etc.

**Figure 7** The three spheres of sustainability (see online version for colours)

Thus, sustainability is a multidisciplinary that reckon the environmental, social, economic, technology, ethical, and many more attributes, such as human circumstances, and societal anxieties (Barbier, 1989). Concept of “triple bottom line” projected by John Elkington (1997) has prolonged the conventional way from a bottommost line of corporal
health in status of profit and loss (Kleindorfer et al., 2005) other bottom lines Planet and people, also well-known as community based sustainability and environment. The ternary bottom line approach is supported nowadays, which combines social environmental, and economic development. The approach of triple bottom line as a mechanism which is developed for encouraging business to focus on all of its commercial activities rather than just focusing on financial activities. TBL aims to extend the process of decision making by which the business can explicitly consider the accords on society and the environment, as well as on earnings. This TBL structure is intended to acquire the entire sets of issues, values and processes. It results from their state and to safeguard formation of optimistic economic, social, and environmental value (Elkington, 1997). Organisations are reasoned liable for their own and supply chain partner’s activities (Pagell and Wu, 2009). For achieving sustainability around the entire supply chain. The prominence of segregation with co-action to deal with an environment and social issues for every stage in the supply chain has to be enlarged (Pagell and Wu, 2009).

Therefore, sustainability oriented approach is helping in preventing or eliminating the irresponsible behaviours which are damaging the environmental, economic and social systems.

3.2 Sustainability in supply chain

It corresponds to all direct and indirect movement engaged in the winding-up of customer’s order. The chain comprises of Manufacturer, Supplier, Retailer, Distributor and Customer. Thereafter poring around the meaning of sustainability and supply chain, now we would survey on sustainability in the supply chain management. Seuring and Müller (2008b) in his definition “Sustainable SCM is the management of material, information and capital flows as well as cooperation among companies along the supply chain while segregating goals from all three dimensions of sustainable development, i.e., economic, environmental and social, which are traced from customer and stakeholder requirements”.

Supply chain management approached towards coordination within and cross organization is important for the performance of the supply chain. The objectives to change profit generation, cost reduction liability utilisation and customer service (Croxton et al., 2001).

Information and process in a supply chain are not in the hand of decision makers, they are concerned with it (Hassini et al., 2012). Organisations must combine and work together for create sustainable supply chain operations (Mathivathanan et al., 2018; Luthra et al., 2017a, 2017b). It also be defined handling operations of supply chain, funds, activities, information and resources within the aim of enhancing the profitability of the social supply chain simultaneously diminish the negative effects on environment (Hassini et al., 2012).

According to Chardine-Baumann and Botta-Genoulaz (2014), the supply chain sustainability modifies the organisational public presentation. It is clear from the review of literature, to execute sustainable programs and action emphasises ability and cooperation between stakeholders and partners for developing environmental performance, reducing wastage and saving costs (Linton et al., 2007). Numerous
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literature has published in present day (Ahi and Searcy, 2013; Carter and Rogers, 2008; Carter and Easton, 2011; Köksal, et al., 2017; Seuring and Müller, 2008b). Carter and Rogers (2008) describe SSCM as “the strategic, transparent integration and achievement of an organisation’s social, environmental, and economic goals in the systemic coordination of key inter-organisational business processes for improving the long-term economic performance of the individual organisation and its supply chains”. All the documents focused on the demand for coordination with in the organisation focusing on economic performance for long term. According to Pagell and Wu (2009) a genuinely sustainable supply chain does not damage the society and environment. Environmental and social aspect should state economic aspect and vice versa. To integrate sustainability goals into their operations starting from purchasing to distribution organisations should compulsorily restructure their existing supply chains to attain sustainability (Bansal, 2002).

Abdelaziz et al. (2015) has recognised the SSCM content, to furnish value to stakeholders and satisfy customer need by accomplishing sustainable movement of information, capital, services, products and facilitating the cooperation among participants of the supply chain. For an magnified level of cooperation between various supply chain participants for attaining sophisticated levels of value creation in sustainability the systematic review are necessary (Brockhaus et al., 2013; Seuring and Müller, 2008a). In addition, it has spotlighted stakeholders’ wants at the time of refining the sustainability of an organisation and its supply chain (Abdelaziz et al., 2015). For achieving stakeholders’ goals the focal organisation has to coordinate with suppliers, the relationship of central organisation internal supply chain should have main concern for the execution of sustainability drive.

There are three important characters in the sustainable supply chain. It is important for the all stakeholder groups (Seuring, 2013). Whereas in SCM companies play a vital role, customer needs are indispensable we can satisfy them cooperation through suppliers, the more important role play by the stakeholders, endowing with aforesaid definition by pointing in contrast to conventional Supply Chain Management (Seuring, 2013; Seuring and Müller, 2008b). Inter-organisational business processes for developing long-term economic performance of the company and its supply chains’. The strategic, transparent integration and accomplishment of an organisation’s social, environmental, and economic goals is the a key for systemic coordination (Ashby et al., 2012; De Brito and Van der Laan, 2010). Different dimensions are reviewed from the journals with the focused industries, what all methods they have used to study these dimensions in different sectors, all of this is summed up in Table 1.

A reappraisal of existent literature signals that, even though there is epochal efforts in the present review of literature to report the problem of corporate and organisational sustainability, limited research has aim at comprehensively and explicitly about the social dimension sustainability Kleindorfer et al. (2005); Seuring and Müller (2008b); Seuring (2013). Some more research is necessary for inspect social dimension of sustainability in emerging countries (Mani et al., 2016b).
<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Industry</th>
<th>Methodology</th>
<th>Citation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental</td>
<td>Auto Sector, India</td>
<td>The aim of the study is to focused on several operator, performs and executions of environmentally and socially aware supply chain has implemented in this study of automobile cluster in central India. Face to face survey has been done with the help of questionnaire. There are 30 organisations which includes original equipment were selected for the study.</td>
<td>Shukla et al. (2009)</td>
</tr>
<tr>
<td>Social</td>
<td>Corporate Sector, Sweden</td>
<td>Interviews conducted in Swedish organisations with a sample of 20 private and open organisations and with an empirical data a literary study also constructed.</td>
<td>Mont and Leire (2009)</td>
</tr>
<tr>
<td>Social</td>
<td>UK food retailer (Waitrose)</td>
<td>A qualitative case study method applied to the negotiators and industry experts from professional bodies are contacted for the study purpose in addition managers of Waitrose and its provider also included in this study. Ethical audit conducted in waitrose supplier by making use of observation method.</td>
<td>Spence and Bourlakis (2009)</td>
</tr>
<tr>
<td>Social</td>
<td>UK based companies</td>
<td>To capture socially answerable supply, A original data grouping formulation is used, it diminishes common methods bias and social desirability. The data collected is analyzed by a set of regression (OLS) approach.</td>
<td>Hoejmose et al. (2013)</td>
</tr>
<tr>
<td>CSR</td>
<td>Fashion industry, Sri Lanka</td>
<td>To select seven different size and business model export garment manufacturers in Sri Lanka. A qualitative case study method has been applied by making use of purposeful sampling method. Personal interviews were conducted with operational and managerial level people and also primary data were gathered through personal interviews from employees in managerial and operational level. Further non participant also observed in factory and manually the collected data were analysed.</td>
<td>Perry and Towers (2013)</td>
</tr>
<tr>
<td>Social and environmental</td>
<td>SME’s Spain</td>
<td>CSR needs survey conducted with 410 respondents of Spanish SMEs, The study investigate the extent to which industries receive societal, environmental necessities arising out of various clients typologies and the degree to which industries move ahead similar wants to various dealer categorisation.</td>
<td>Ayuso et al. (2013)</td>
</tr>
<tr>
<td>Dimensions</td>
<td>Industry</td>
<td>Methodology</td>
<td>Citation</td>
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<tr>
<td>Social</td>
<td>Food industry, Indonesia</td>
<td>This study is based on theoretical foundation of manufacturing action theory supported through alignment and occurrence theory has followed. Case study data was collected from Indonesian food industry, there are 12 food industry was selected including four focal manufacturers, first-tier suppliers and first-tier retailers.</td>
<td>Simangunsong et al. (2016).</td>
</tr>
<tr>
<td>Social-economics</td>
<td>Western European buyer and six of its Chinese suppliers</td>
<td>A deuce case study strategy is used in Western European buyer and six of its Chinese suppliers. The data dwells 41 face to face interviews and in addition 81 documents.</td>
<td>Busse et al. (2016)</td>
</tr>
<tr>
<td>Social-environmental</td>
<td>Agriculture sector, China</td>
<td>The reasoning is supported on form investigation was done with Chinese farmers (462) based on the organisation structure ‘company + farmers’. SEM technique is administrated for examining fusion of dealings between, (normative and instrumental) different types of relationship commitments such as trust, and quality performance and supply chain integration.</td>
<td>Fu et al. (2017)</td>
</tr>
<tr>
<td>Environmental</td>
<td>Textile sector, India</td>
<td>Based on the availability of relevant review of literature and case study this study developed a categorisation and structured. Inspecting and comparing two current BoP silk weaver communities in India. The effectiveness of the categorisation was determined.</td>
<td>Prasad et al. (2017)</td>
</tr>
</tbody>
</table>
3.3 Socially responsible supply chain

In effort to attain sustainability in supply chain, organisation should also add social sustainability with environmental and economic Sustainability in their whole supply chain process. “How social issues should be managed for long term survival of an organisation” is societal sustainability. In the supply chain point of view the word social sustainability is described as “society safety and well-being is influenced from the product and process”. Correspondingly, Mani et al. (2016a) has defined in the view of stakeholders resource-based (Sodhi, 2015), similarly, supply chain social sustainability, it portray the management of societal issues like equity and human rights, safety and health, product responsibility philanthropy and all over the supply chain.

Amindoust et al. (2012) mentioned, supply chain which is socially obligated, firms must give importance to health and safety situations of their workers into report and as well as other serious social criteria. Important elements of manufacturing companies include, diversity, human rights, equity, workers’ health, safety issues and other social problems all of them should be considered into account when evaluating (Bai and Sarkis, 2010). Same description is followed by other researchers to address social problems in the supply chain (Macombe et al., 2013; Sala et al., 2013 and Martínez-Blanco et al., 2014): performance capture with individual-level human welfare, safety, social issues and community development. Management practices include performance in operations, social practices and supply chain, it influence the development of human capability with capturing positive and negative aspects, and protect people from demolition. Illustrations comprise of policies for employee safety or diversity, product safety, whereas company humanitarianism might be looked by way of social performance (Porter and Kramer, 2006). Social expectation for standards of conduct and trainings continue to grow with ratcheted up as NGOs, public belief, regulations reveal weaknesses in formerly acceptable practices and popular press (Martin, 2002).

Table 2 shows the main streams which will benefit to shape the grasping supply chain problems in the social development such as socially responsible purchasing; correspondence between social and environmental auditing and international labour standards.

Yawar and Seuring (2015) have proved on social and ethical concerns in the supply chain and social sustainability was so far-off constricted to, relation of buyer-supplier, modern studies that have not cover social sustainability in each phases of the supply chain (Mani et al., 2016a; Pagell and Wu, 2009). There are many studies detect that advocate internal facilitate of the organisation. (Gimenez and Tachizawa, 2012) further, stand on institutional theory (DiMaggio and Powell, 1983; Scott, 2007), depict to what degree extrinsic strain expected from environment and its impact of adoption of social sustainability (Hirsch, 1975).

According to Sancha et al. (2016) societal sustainability acceptance efficient practices in the supply chain and it involves developing internal guidelines, establish purchasing norm that view collaborations, managing relations with supplier and social issues. Some studies identify extensity and criteria, but however failed to integrate them into the framework. Table 3 sums up different social criteria which are used by different practitioners in their studies for developing a suitable framework.
<table>
<thead>
<tr>
<th>Major streams</th>
<th>Work done</th>
<th>Citation</th>
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| International labour practice standards | • Industries along with global supply chains stretching to emerging nations has agreed SA8000 standards that set the radical workforce practice requirements examined the areas such as health and safety, compensation, collective bargaining, forced labour, working hours, freedom of association, related management systems, discrimination, child labour and disciplinary practices.
• A connected standard, ISO 26000 which remains in development, and is predicted to aligned environmental management standard, ISO 14001 (Cäsrk and Balzarova, 2008).
• The study objectives diverge quite importantly amid various frameworks and standards, focusing on social forecast, example for additional work firms must pay over-time salary.                                                                                     | Awayshah and Klassen (2010)   |
| Socially responsible purchasing     | • Supported the distribution of industry specific either specific code of conduct of the firm.
• Mamic (2005) – COC imposes peculiar instructions, emphasis on behaviours supply chain group must predate during their interactions with probable and current suppliers on the other hand buying criteria that employees in the purchasing department.
• Emmelhainz and Adams (1999) – COC might be employed the way to boost innovation in, either in the worst cases completion of; agreements by the suppliers which was identify to break expectations of society.
• Have prolonged this study suggested a multi-dimensional index to operationalising socially responsible purchasing, comprising of diversity philanthropy, human rights and safety environment (Carter and Jennings, 2002).
• COC provides a clear prospect of exclusive quantifiable elements inside the firm.                                                                                                                                                                                                 | Awayshah and Klassen (2010)   |
| Parallels between environmental and social auditing | • Focusing on social auditing
• To estimate and enrich the performance operations could either supervising or coexist with the help of suppliers. (Zhao et al, 2007).
• Third party or the company itself physically inspects all the operations to ensure social practices.
• Krause (1999) – these audits do well on the far side of performance and quality measures. It has in the place for several years. Therefore portray there is significant, accumulative commitment and investment.
• To facilitate the development of new skills and capabilities a firm can engage in association between work and supply chain partners by following to auditing and inspection (Klassen and Vachon, 2003). | Awayshah and Klassen (2010)   |
Table 3  Social criteria’s in order to develop a sustainable framework

<table>
<thead>
<tr>
<th>Social criteria</th>
<th>Citation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Macro-social performance</td>
<td>Labuschagne et al. (2005)</td>
</tr>
<tr>
<td>• External population</td>
<td></td>
</tr>
<tr>
<td>• Internal human resources</td>
<td></td>
</tr>
<tr>
<td>• Internal social criteria for safety and health and employment practices</td>
<td>Bai and Sarkis (2010)</td>
</tr>
<tr>
<td>• Influence of local community</td>
<td></td>
</tr>
<tr>
<td>• Health and safety measures</td>
<td></td>
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<tr>
<td>• The influence of contractual</td>
<td></td>
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<tr>
<td>• Community development</td>
<td>Govindan et al. (2013)</td>
</tr>
<tr>
<td>• Safety management system and occupational health</td>
<td></td>
</tr>
<tr>
<td>• Training education</td>
<td>Azadnia et al. (2015)</td>
</tr>
<tr>
<td>• Environmental, health and safety in addition to economic norms.</td>
<td>Ahmadi et al. (2017)</td>
</tr>
<tr>
<td>• Involvement of contractual stakeholders</td>
<td></td>
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</tbody>
</table>

Rajak and Vinodh (2015) found that the active criteria’s at an operational level for assessing organisational sustainability does not successfully address overall sustainability. Worldwide, social sustainability measures and dimensions are hard to determine, as there is no abstract elucidation in the manufacturing sector in countries which is developing (Gopal and Thakkar, 2016). Supply chain executives do not posses adequate knowledge about the societal problems took account of and how it could be managed and evaluated. Less research work has incorporated sustainable practices that contain a social element in their sustainable supply chain frameworks. They also has a short-term focus which never help build the resources and capabilities necessary to manage scientifically the social effects from organisational supply chains towards improving social sustainability, so Table 4 provides some of the dimensions which can help organisations implement socially responsible supply chain in a long run.

In recent times, (Ehrgott et al., 2011) over stakeholder theory (Frooman, 1999; Stieb, 2009) identified drives like, government, customer, social pressure, intensity of middle management pressure in social sustainability support in the opposite direction of supply chain. Further, employing institutional theory, coercive, demonstrate the significance of controlling and emulative forces and how would support in accomplishing societal sustainability (Sancha et al., 2015). Table 5 shows all the forces which pressures organisation to take on societal practices in their supply chain.
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<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Description</th>
<th>Citation</th>
</tr>
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<tbody>
<tr>
<td>Transparency</td>
<td>Transparency in supply chain is the magnitude to which information will be available on time to the customers and other supply chain companies. The actions enclosed in devising of a product are tracked since raw materials sourcing to till supply chain partners, to manufacturing, to distribution and to the consumer. As transparency increases leads to community responsible practices increase.</td>
<td>Awaysheh and Klassen (2010)</td>
</tr>
<tr>
<td>Dependency</td>
<td>It show how much a company depend on other members who involve in the supply chain for life-threatening resources, mechanisms, or effectiveness. Greater competitor including detonation in markets. It increases an industry’s dependency on supply chain partners. As addiction of the industry towards with customers increases leads to use of increase in socially responsible practice.</td>
<td>Awaysheh and Klassen (2010)</td>
</tr>
<tr>
<td>Distance</td>
<td>It clasps sub-dimensions of three: cultural, organisational distance and geographical. Spacing in the supply chain increases a focal firm is more inclined on developing the greater set of practices which are socially responsible, to address the gap, differences in inter-organisational complexity and culture.</td>
<td>Awaysheh and Klassen (2010)</td>
</tr>
<tr>
<td>Diversity</td>
<td>Diversification is not a plain method of making suppliers compete with each other for the best price. It is more about set up one’s supply chain to be negotiable for any kind of problem that the market strokes at you.</td>
<td>Luthra and Mangla (2018)</td>
</tr>
<tr>
<td>Interconnected</td>
<td>All the processes of the supply chain should be interconnected lucidly to each other, if any of the processes either supplying or manufacturing is doing socially amenable practices then it will prompt others also.</td>
<td></td>
</tr>
<tr>
<td>Productivity and access to finance</td>
<td>Productivity is straight off related to socially obligated practices, i.e., as productivity increases, socially responsible practices increase. Increased productivity outcomes in access to finance which will be further utilised for socially responsible practices.</td>
<td>Ruano and Cruzado (2012)</td>
</tr>
<tr>
<td>Democracy and governance</td>
<td>Supply-chain governance is a system with the aim of creating greater efficiency of, structures rules and institutions. It will control, lead supply chains and guide by strong policies and regulations. Good governance wills paths to good socially responsible practices.</td>
<td>Ruano and Cruzado (2012)</td>
</tr>
<tr>
<td>Maturity</td>
<td>The ability of an organisation measured by maturity. The greater the development leads to the greater would be the probabilities which occurrence or errors will result in modified, in the quality or in the use of the resources of the discipline for instigated by the organisation. In the support of constant growth in a specific discipline Maturity will improve social factor in the supply chain.</td>
<td>Ruano and Cruzado (2012)</td>
</tr>
<tr>
<td>Concept</td>
<td>Description</td>
<td>Reference</td>
</tr>
<tr>
<td>-------------------------------</td>
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<tr>
<td>Customer social pressure</td>
<td>Aimed at socially sustainable business practices in the distributor locations mention the forces employed by the purchasing organisations</td>
<td>Ehrgott et al. (2011), Gualandris and Kalchschmidt (2014)</td>
</tr>
<tr>
<td>Sustainability values</td>
<td>Specify the need to minimise encroach the organisation’s activities on society and communities, which turns toward a values and ideology as ride the organisation decision-making process.</td>
<td>Carter and Jennings (2004), Marshall et al. (2015), Pagell and Wu (2009)</td>
</tr>
<tr>
<td>Regulatory compliance</td>
<td>Pertain to the force put forth through governing force for the firms to act socially trustworthy approach.</td>
<td>Ehrgott et al. (2011), Sancha et al. (2015)</td>
</tr>
<tr>
<td>Coercive, normative, and mimetic pressures</td>
<td>On paper theoretically bring out an environment that induces organisational uniformity, over force to come out appropriate, competition, mandates related with funding and influential professional group and values of network.</td>
<td>Sancha et al. (2015)</td>
</tr>
<tr>
<td>External stakeholder force</td>
<td>Point out that the pressures uphold by the media, social organisations, NGO’s, social activists for the social sustainability business practices.</td>
<td>Bansal (2005), Sancha et al. (2015)</td>
</tr>
<tr>
<td>Supplier social performance</td>
<td>The performance result leverage through challenging industry over support social sustainable movement.</td>
<td>Awaysheh and Klassen (2010), Sancha et al. (2016)</td>
</tr>
<tr>
<td>operational performance of buyers</td>
<td>An outcome of buyers security of supply, modernity, product and service quality and adding lead time, social sustainability actions.</td>
<td>Hollos et al. (2012)</td>
</tr>
<tr>
<td>Consumer’s social reputation</td>
<td>Through past actions toward social sustainability practices, the firm’s gained social image and the value through.</td>
<td>Ehrgott et al. (2011), Sancha et al. (2016)</td>
</tr>
<tr>
<td>Supply chain social sustainability</td>
<td>Indicate that the goods and process problems constantly influence the managers in the supply chain. SCSS problems consist of health and welfare, ethical, safety, human rights and equity.</td>
<td>Carter and Jennings (2004), Huq et al. (2016) Mani et al. (2016a, 2016b)</td>
</tr>
<tr>
<td>S. no.</td>
<td>Barriers</td>
<td>Remarks</td>
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<tr>
<td>2</td>
<td>Adoption of reverse logistics practices</td>
<td>Contrary logistics implementation is challenging in an organisation. If such type of logistics system will be formulated and executed appropriately, it could be one of the cost-saving areas for profitability growth with satisfied customer. Because of lack of understanding, the contrary logistics does not employ properly (Hicks et al., 2005).</td>
</tr>
<tr>
<td>3</td>
<td>Supply chain partners and eco-literacy</td>
<td>There is deficiency of eco-literacy among the supply chain spouses. There is no consciousness among them regarding the social concerns of business.</td>
</tr>
<tr>
<td>4</td>
<td>Corporate social responsibility</td>
<td>Design of organisations is not only for economic responsibility for money making and should following legal obligations, nevertheless to have ethical responsibilities that regards a dimension of social and environmental growth. (Sharma 2000) Corporate social responsibility recommends that organisations are eager into follow over simple compliance and get into financial assistance for the serious social outcome of top management behaviour.</td>
</tr>
<tr>
<td>5</td>
<td>Lack of public media interest</td>
<td>Media is to the lowest degree is curious in the socially responsible supply chain concept, if public media centre on this aspect then every company will have to implement socially responsible supply chains (reputational purposes).</td>
</tr>
<tr>
<td>6</td>
<td>Market demand</td>
<td>The very important external hurdle is market demand and Insecurity of it influences the prosperous execution of SSSCM.</td>
</tr>
<tr>
<td>7</td>
<td>Training and skill development programme</td>
<td>To boost performance level of employees and organisation, training and education is necessary before renovate the technology.</td>
</tr>
<tr>
<td>8</td>
<td>Strategic planning</td>
<td>Zaabi et al. (2013) established the dilemmas of estimating and planning for numerous years, business frontrunners does not require powerful business case for sustainability striving in assessing the organisations’ generous outcome on green investment and the planning for high uncertainty, consider the procedures and preferences of customer.</td>
</tr>
<tr>
<td>S. no.</td>
<td>Barriers</td>
<td>Remarks</td>
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<tr>
<td>9</td>
<td>The reluctance of partners to implement SRSCM</td>
<td>Supply chain partners are unwilling to implement socially responsible supply chains, as this will increase their work load. Owing to limited financial ability of an organisation resists executing or changing supply chain system Barrier in the operational performance of the industry (Schulz et al., 2010).</td>
</tr>
<tr>
<td>10</td>
<td>Integrated information system</td>
<td>Wang et al. (2008) – For the decision making data and information is turning into more essential. In the current situation.</td>
</tr>
<tr>
<td>11</td>
<td>Lack of information system</td>
<td>Supply Chain partner are does not use similar benchmark for measuring the issues relating to SC does not solve if all partners use diverse analysis system.</td>
</tr>
<tr>
<td>12</td>
<td>Lack of measurement system</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Lack of motivation and employee involvement</td>
<td>Organisations should change optimistic behavioural essentials like passion optimism, and own-image and to diminish harmful behaviour such as damaging criticism, sarcasms, position awareness and fear of assessment. (Muhammad Asad Sadi et al., 2008)</td>
</tr>
<tr>
<td>14</td>
<td>Employee resistance to change</td>
<td>ERP is much costly and organisational revolution is necessary to adopt ERP system in organisation. Employee impedance to change due to he has to learn new things. which is needed, Longinidis and Gotzamani (2009).</td>
</tr>
<tr>
<td>15</td>
<td>Support and guidance from regulatory authorities</td>
<td>(Muduli et al., 2013)There is deficiency of favourable laws and regulations in developing nations are the main problems to implementation of SRSCM. (Chandramowlli et al., 2011)  Frequent change in the regulatory and authority figures in India, therefore it is comprehensible that the rules and policies regarding social issues is too repeatedly fluctuating, reinforce from the experts are needed to diminish misunderstanding at international level</td>
</tr>
<tr>
<td>16</td>
<td>Unawareness among society about social practices</td>
<td>Indian society are does not alert for environmentally friendly products. There is no knowledge on social problems. NGO strengthen the company to implement Green products.</td>
</tr>
<tr>
<td>S. no.</td>
<td>Barriers</td>
<td>Remarks</td>
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<tr>
<td>16</td>
<td>Short-term decision-making perspectives</td>
<td>Managers must deal with short-term decision; it would eventually influence upon long-term decision whichever is hurdle for SRSCM. Top level management is involved in the decision making to improve the situation.</td>
</tr>
<tr>
<td>17</td>
<td>Mistrust among employees and supply chain partners</td>
<td>Because of dubiety, whole complicated and slow-moving decision making influence upon supply chain decision making. Due to worry of partners that other partner would take advantage of their knowledge unethically and enjoy benefit.</td>
</tr>
<tr>
<td>18</td>
<td>Lack of awareness about social and other sustainability issues</td>
<td>Through providing sustainability training in way of social point of view could develop consciousness and sustainability</td>
</tr>
<tr>
<td>19</td>
<td>Political instability</td>
<td>Regulation of policy and execution of SRSCM political dominance in the nation evolved into foremost obstacle in discharging SRSCM.</td>
</tr>
<tr>
<td>20</td>
<td>Financial constraints</td>
<td>Financial resource are the fundamental demand into effectively executing or ascent the technology of SRSCM processes.</td>
</tr>
<tr>
<td>22</td>
<td>Lack of consumer concern</td>
<td>Consumers only centring on buying the products, if they will be concerned about the hidden social dimension in making of that product than this barrier can be removed.</td>
</tr>
<tr>
<td>23</td>
<td>Lack of concern about reputation</td>
<td>Some organisations are not aware or either they are not concerned about the reputation of their company, which can be developed by implementation of SRSC.</td>
</tr>
</tbody>
</table>
3.4 Barriers in socially responsible supply chain

The societal obligation of an organisation endeavours have presently surfaced as crucial benchmark in universal market. Now the movement of organisation toward socially responsible body is depending on partners of supply chain since not a single organisation participates in the supply chain. So the partners of supply chain has essential to evolve related apparition of CSR philosophy, in command for an organisation to be marked as socially accountable by its stakeholders. Literature review and strong discussion with specialists that there would be many barricade it can be hinder the procedure of constructing specific socially responsible supply chain. Table 6 focuses on the barriers identified from the related journals which hinder socially responsible supply chain implementation in an organisation.

Table 6 lists socially responsible supply chain barriers extensively. We find the interesting pattern in the barriers. The CSR itself presents a threat for such actions. Companies limit their actions to just their CSR wing and do not try ensuring the socially accountable supply chain actions. The performance outcomes are the concern of any firms, so it’s important to have a measurement system to measure social actions and their impact on supply chain outcomes. The linkage between social actions and firm reputation is also not clear.

4 Conclusions, gaps and future scope of research

In this literature review paper, we have recovered that Social magnitude in a supply chain which is a crucial aspect, is overlooked. Papers are mainly focused on environmental dimension, very less paper talked about the social dimension. One of the primary contributions of this investigation is the alteration of a theoretical structure which will benefit in execution of the social dimension in supply chains in developing countries. Synchronous statistics shows that majority (75%) of studies explored SRSCM in developed countries. The exploration in developing countries is lacking and what SRSCM practices are relevant and what are the dimensions are pertinent to the developing economies. Frameworks were braced previously also but were not enforced practically, reason which we understood is that mostly they were made according to the developed countries so they are hard to implement in developing countries because there are vast differences in the economy and working conditions in developed and developing countries.

In degree study of literature is done in the field of community sustainability, conclusions and research gaps are identified, then the impact of socially responsible supply chains and challenges in execution of socially responsible supply chain are extracted by investigation of socially responsible supply chain practices, identification of barriers and development of procedures and after doing all this a conceptual framework for implementation of socially responsible supply chain management is framed. The proposed framework for socially responsible supply chain that can empirically test in future in different industry contexts is presented in the following Figure 8.

Most supply chain managers in the world optimise supply chains by helping different stakeholders in the supply chains optimise their performance and compromise their pay-offs in order to increase the profits (by lowering the cost essentially) of the entire supply chain. However, recent literature has hinted as another dimension for improving
A theoretical framework of socially responsible supply chain performances for companies, by having socially responsible supply chains that take into consideration the triple bottom approach. This project aims at understanding the impact of having supply chains that are socially responsible and uses the event study methodology to understand the effect of social responsibility aspects of supply chain and firm performance.

Figure 8  Proposed conceptual framework

One of the dividing lines to earlier research which were mainly direction the developed countries we have known to be the basic dimensions, major streams in which work is done and constructs in social chain adoption in developing countries. Researchers joined the social performance with prevention of reputation loss. Some of the studies linked the CSR and economic performance. There are no studies that empirically establish the relationship socially responsible supply chain actions and firm financial performance. Researchers should take the studies and explain these two important constructs (socially responsible supply chain actions and firm financial performance) using creative methods.

In this paper, we have found out the reasons for organisations to begin developing and maintain socially liable supply chains. Composed with constructs, furthermore we recognised several obstacles which sojourn companies to implement socially liable supply chains like financial constraints, top management issues, eco-literacy problems, absence of training and skill development, non-existence of awareness, resistance to change and many more, which can somewhat elucidate why there are still rather few organisations that have socially responsible supply chains. The various barriers identified in the literature need to be empirically tested and find the relative importance of the
barriers so that appropriate management actions can be taken up for socially responsible supply chains.

The theory and practice of socially responsible supply chain need to be more developed. The research work should continue in this field, tailor-made tools should be developed for the companies to support in execute socially liable supply chain. Education tools included for all the employees in an organisation, social audit records for investigation purposes, tools for collecting and keeping, tools for training of employees in long term. Some practices like social auditing (mentioned in major streams) may be associated to reducing risk whereas labour practices linked to opportunities to increased productivity. Researchers in developing countries must encourage a sustainability culture in the industries. In order to help firms attain competitiveness in the supply chain. Further the researcher’s should responsible to problems raised up by the external stakeholders and must be dynamic in creating engagement with social groups to redirect reputation hazard.

This literature review further motivates the researchers in the field of socially responsible supply chains.

1. A better understanding of impact of social issues across the chain and how it affects the firm performance.

2. The supply chain disruptions due to social unrest and social malpractices disrupt not only different inherent dimensions such as operations, coordination etc. but also external dimensions such as the financial performance of the company.

3. A guideline on the financial parameters of the companies affected by Supply Chain disruptions (due to social issues).

4. A framework for implementing the socially responsible supply chains.

Firms must cultivate pioneering business models to develop socially liable supply chains that can create social and economic value to the firm. There is a abundant chance for the scholars to then employ research methods on these models to estimate their lasting applicability in socially liable supply chains. Information technology should be boosted; different online platforms should be made to provide information to every stakeholder of the company as how to raise a socially responsible supply chain. This is the high time to investigate several socially responsible supply chains over different lenses of standard and sustainability. Although research study in socially responsible supply chains could make massive value for the organisation as well as for society and could also impact the public policy. We hope this literature review paper would encourage many academicians and researchers to board on these topics that hit equilibrium between people, planet and profit.
References


A theoretical framework of socially responsible supply chain


