

# Enhancing Manufacturing Sustainability: The Impact of Green Supply Chain Integration and Total Quality Management on Firm Performance in Karawang

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## Keywords:

sustainability, green supply chain integration, total quality management, firm performance, manufacturing industry

## Abstract

*This study has an objective to examine the effect of green supply chain integration (GSCI) and total quality management (TQM) practices on company performance in manufacturing companies in Karawang Regency, West Java, Indonesia. This study estimates that GSCI and TQM each have a positive and significant impact on company performance. It applies a quantitative approach. The primary data were collected through structured questionnaires distributed to operational managers of selected manufacturing companies, using sector- and scale-based sampling. The variables utilized include GSCI and TQM as independent variables and company performance as the dependent variable. The data were analyzed using Structural Equation Modeling (SEM) to test validity, reliability, and causal relationships. The results indicated that GSCI ( $\beta = 0.550$ ;  $t = 10.214$ ) and TQM ( $\beta = 0.509$ ;  $t = 9.100$ ) significantly and positively affect company performance, with an  $R^2$  of 0.739, indicating strong explanatory power. These findings suggest that integrating environmental practices into the supply chain and implementing continuous quality improvement can enhance operational and organizational outcomes. This study advocates that sustainability policies in industrial parks should prioritize operational integration and quality management. Future research could explore mediating variables and longitudinal designs to assess the long-term impact of sustainability.*

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## INTRODUCTION

Improving the sustainability of a company's development is a necessity (Danciu, 2013; Fokkema, Jansen, & Mulder, 2005; Urbaniec, Mikulčić, Wang, & Duić, 2018). Corporate sustainability is a company's ability to continue operating in the long term by considering the economic, social, and environmental impacts of its business activities (Amini & Bienstock, 2014; Baumgartner & Rauter, 2017; Kocmanová & Dočekalová, 2011; Schaltegger & Burritt, 2005). Furthermore, in this context, corporate sustainability encompasses not only economic success but also how companies can contribute to social welfare and environmental protection (Hediger, 2010; Sheehy & Farneti, 2021; Moon, 2007). Companies that successfully achieve sustainability usually have a balanced strategy between profit and social and environmental responsibility (Elkington, 1994; Fontaine, 2013; Orlitzky, Siegel, & Waldman, 2011).

The long-term sustainability of a company is, to a certain extent, supported by two strategic factors, namely environmentally friendly supply chain integration and total quality management practices. Environmentally friendly supply chain integration is an increasingly important approach in the modern business world, especially in the context of evolving environmental challenges (Abbasi & Nilsson, 2012; Khandare, 2024; Walton, Handfield, & Melnyk, 1998). Environmentally friendly supply chain integration refers to applying environmentally friendly principles across all supply chain stages, including raw material procurement, production, packaging, distribution, and

end-of-life product management (Vangeri, Bathrinath, Anand, Shanmugathai, Meenatchi, & Boopathi, 2024). The main objective of environmentally friendly supply chain integration is to reduce the environmental impact of business activities while improving operational efficiency and the company's economic performance. Adopting environmentally friendly supply chain integration enables companies to improve relationships with stakeholders, such as consumers, suppliers, and governments, who are increasingly demanding more sustainable business practices. Effective supply chain management requires strong coordination, technology integration, innovation, and good relationship management with external partners to support smooth operations and organizational competitive advantage (Hammer, 2006). In the long term, environmentally friendly supply chain integration can help companies reduce regulatory risk, enhance reputation and competitiveness, and open up new market opportunities that support sustainability (Famiyeh, Kwarteng, Asante-Darko, & Dadzie, 2018; Huo, Qi, Wang, & Zhao, 2014; Laari, Töyli, & Ojala, 2018; Rao & Holt, 2005; Wang & Sarkis, 2013).

Total quality management practices are a management approach that focuses on continuous improvement in product and service quality (Jimoh, Oyewobi, Isa, & Waziri, 2019). Total quality management practices involve all members of the organization in the quality control process, with the main objective of achieving customer satisfaction (Topalović, 2015). In the supply chain, applying total quality management practices helps ensure that every stage of the production and distribution process is managed to high-quality standards. Thus, in this context, total quality management practices not only contribute to improving product quality but also play a role in reducing waste, optimizing resource use, and reducing variability in the production process. When applied in conjunction with environmentally friendly supply chain integration, total quality management practices can provide a more solid framework for achieving higher operational efficiency and supporting corporate sustainability goals.

The combination of environmentally friendly supply chain integration and total quality management practices creates synergies that can significantly improve company performance (Flynn & Flynn, 2005). Environmentally friendly supply chain integration provides the foundation for environmentally friendly operations, while total quality management practices ensure that every step in the supply chain meets high-quality standards and is continuously improved. When combined, these two approaches enable companies to maximize efficiency, reduce operating costs, and increase long-term value, which ultimately leads to a reduction in carbon emissions and waste. Companies that adopt environmentally friendly supply chain integration and total quality management practices simultaneously are expected to perform better, both financially and non-financially. Thus, the company's operational performance and reputation can contribute to long-term sustainability.

Given the importance of environmentally friendly supply chain integration and total quality management practices for corporate sustainability, many studies have reviewed these two issues. Research in the field of environmentally friendly supply chain integration has been conducted by several researchers, including Sutanto & Japutra (2021), who found that trust in the supply chain strengthens the impact of supply chain integration on performance. Tarigan, Siagian, & Jie (2021) showed that environmentally friendly supply chain integration through the implementation of enterprise resource planning (ERP) has a positive effect on company performance and improves efficiency in green supply chain management, which in turn, enhances operational performance. Abbas, Luo, Wattoo, & Hu (2022) show that environmentally friendly supply chain integration has a significant effect on green innovation and organizational performance, especially in the context of information technology capabilities. Companies that successfully integrate green supply chains also tend to perform better in innovation. Zatar (2022) found that supply chain integration and quality management have a positive impact on company financial performance. Hartono, Siagian, & Tarigan (2023) indicated that environmentally friendly supply chain integration plays a mediating role in improving company performance through knowledge management and production

technology. Furthermore, green supply chain integration contributes to improved performance by driving innovation in production processes. Idris et al (2023) indicate that environmentally friendly supply chain integration has a proven positive and significant effect on the operational performance of the manufacturing industry. Greener supply chain management improves operational efficiency and reduces costs.

In the domain of total quality management practices, several studies have been conducted, including Bytyçi, Qerimi, & Qerimi (2023), which found that total quality management has a significant impact on improving the operational performance of manufacturing companies in Kosovo. Fraihat et al. (2023) found that total quality management practices have a significant positive impact on the performance of technology startups in Jordan, increasing innovation and growth. Owusu-Kyei et al. (2024) indicated that total quality management practices have a significant positive effect on business performance in the telecommunications sector. Implementing total quality management improves companies' operational efficiency and competitiveness. Riaz et al. (2023) found that key factors such as leadership, training, and performance measurement are very important for the successful implementation of total quality management in the construction sector. Thi & Thanh (2023) show that total quality management practices have a significant effect on business performance in three-star and above hotels in Vietnam. Innovation performance acts as a mediator, strengthening this relationship. Utiarahman, Ananto, & Lumingkewas (2023) found that total quality management has a positive effect on the operational performance of garment companies in Sukabumi, particularly in terms of production efficiency. Zehir & Zehir (2023). Total Quality Management practices in hospitals in Turkey have a positive impact on financial and operational performance, thereby improving the quality of healthcare services.

However, previous studies have mostly examined environmentally friendly supply chain integration and total quality management separately. Some have studied the effect of environmentally friendly supply chain integration on performance, while others have studied the contribution of total quality management to quality, efficiency, or performance. This study combines the two in an integrated model, assuming that environmentally friendly supply chain integration and total quality management complement each other. The integration of the two is hypothesized to have a stronger impact on performance. This is the research gap this study will fill: to examine the extent of the influence of environmentally friendly supply chain integration and total quality management in manufacturing companies in the Karawang Regency, West Java Province.

To narrow the discussion, this study refers to two research questions, namely:

1. Does integrating environmentally friendly supply chains affect company performance?
2. Do total quality management practices affect company performance?

## **METHODS**

This study uses a quantitative approach. The research subjects are manufacturing companies in Karawang Regency. This study specifically targets the manufacturing industry in Karawang Regency because this regency is one of the largest and most strategic industrial areas in Indonesia. Karawang contributes significantly to the national gross domestic product while facing serious environmental pressures, as reflected in the region's low environmental quality index. By choosing this context, the study not only expands the academic literature but is also practically relevant to stakeholders who face the dilemma between economic growth and environmental sustainability.

Primary data were collected through structured questionnaires distributed to operational managers or relevant leaders, using sampling techniques that ensured sector- and company-scale representation. Research variables included environmentally friendly supply chain integration and total quality management practices as independent variables, and company performance as a dependent variable. Data analysis was performed using structural equation modeling (SEM) to test validity and reliability, and to examine direct and indirect causal relationships among variables, including the mediating role of company performance. This approach allowed the study not only to confirm empirical relationships among variables but also to project companies' sustainability over time.

## RESULTS AND DISCUSSION

The results of the research data measurements are represented in Table 1 below. Table 1 shows the results of hypothesis testing to prove whether environmentally friendly supply chain integration (X1) and total quality management practices (X2) affect Company Performance (Y).

**Table 1**  
**Results of Inter-Variable Influence Verification**

Structure	Path	Coefficient	Tstatistic	R Square
First	X1 => Y	0,550	10,214	0,739
	X2 => Y	0,509	9,100	

Source: SEM LISREL

Output

### The Effect of Environmentally Friendly Supply Chain Integration on Company Performance

To examine whether there is a relationship between environmentally friendly supply chain integration and company performance, the following hypothesis is proposed:

Hypothesis:

H<sub>0</sub>:  $\gamma_{1.1} = 0$  The integration of environmentally friendly supply chains has no effect on the performance of manufacturing industries located in Karawang Regency.

H<sub>a</sub>:  $\gamma_{1.1} \neq 0$  The integration of environmentally friendly supply chains has an impact on the performance of manufacturing industries located in Karawang Regency.

Table 1 shows that the t-statistic value of the environmentally friendly supply chain integration variable on company performance is 10.214. Because the t-statistic exceeds the critical t-value (1.96) at the 5% error rate, it is decided to reject H<sub>0</sub> and accept H<sub>a</sub>. Therefore, based on the test results, it can be concluded that environmentally friendly supply chain integration has a significant effect on the performance of manufacturing industries located in Karawang Regency. The positive path coefficient indicates that the better the environmentally friendly supply chain integration, the higher the performance of manufacturing industries located in Karawang Regency.

Conceptually, the findings of the positive impact of environmentally friendly supply chain integration on performance can be explained by mechanisms such as increased coordination, synchronization of cross-functional activities, and reduced waste and operational risks. Strong green integration (internal integration, suppliers, customers, products, and processes) encourages companies to harmonize process standards, quality, information, and environmental targets into a single value chain flow. In practice, this integration has the potential to improve performance through: (1) efficiency in resource use and operating costs, (2) improved quality and accuracy in meeting demand, (3) increased environmental compliance, and (4) strengthened reputation and market competitiveness. This relationship pattern is consistent with empirical findings in the manufacturing context that environmentally friendly supply chain integration (especially internal and external integration) contributes to sustainable performance. Research by Zhu et al. (2018) and Sarkis et al. (2019) also supports this finding, that green integration in processes and external relationships (supplier-customer integration) significantly improves operational and environmental performance.

Furthermore, the results of this study are in line with previous research emphasizing that green integration not only strengthens coordination among supply chain actors but can also encourage green innovation capabilities (e.g., improvements in design, processes, and systems), which in turn improve organizational performance (Abbas, Luo, Wattoo, & Hu, 2022; Hartono, Siagian, & Tarigan, 2023; Idris et al, 2023; Sutanto & Japutra, 2021; Tarigan, Siagian, & Jie, 2021; Zatar, 2022). A study conducted by Idris (2023) shows that green supply chain integration is related to improved performance through green capabilities and innovation, so that integration does not stop at compliance but becomes a performance lever.

Thus, it can be confirmed that the SEM results showing a positive and significant relationship between environmentally friendly supply chain integration and company performance reflect relatively good existing conditions (mean 3.45), but still require strengthening on the supplier and system sides. The important implication is that improving environmentally friendly supply chain integration is not enough at the internal level alone; it must be expanded to cross-organizational integration (especially with suppliers), because this component is still lagging in the descriptive results and has the potential to hinder future performance improvements. In the context of manufacturing in Karawang, the implementation of environmentally friendly supply chain integration encourages collaboration among stakeholders and promotes material and energy efficiency, ultimately contributing to an overall improvement in company performance.

### **The Effect of Total Quality Management Practices on Company Performance**

To examine whether there is a relationship between total quality management practices and company performance, the following hypothesis is proposed:

Hypothesis:

$H_0: \gamma_{1.2} = 0$  Total quality management practices have no effect on the performance of manufacturing industries located in Karawang Regency.

$H_a: \gamma_{1.2} \neq 0$  Total quality management practices affect the performance of manufacturing industries located in Karawang Regency.

Table 1 shows that the t-statistic value of the total quality management practice variable on company performance is 9.100. Because the t-statistic is greater than the critical t-value (1.96) at the 5% significance level, it is decided to reject  $H_0$  and accept  $H_a$ . Therefore, based on the test results, it can be concluded that total quality management practices have a significant effect on the performance of manufacturing industries located in Karawang Regency. The positive path coefficient indicates that better total quality management practices will improve the performance of manufacturing industries located in Karawang Regency.

The results of structural model testing show that total quality management practices have a positive and significant effect on company performance. This relationship is reflected in a path coefficient of 0.509 and a T-statistic of 9.100, indicating that the better the implementation of total quality management, the higher the performance of manufacturing companies in Karawang Regency. The positive relationship between total quality management and company performance shows the importance of involving all elements of the organization in continuous quality improvement efforts.

These research findings are in line with empirical evidence that the implementation of total quality management contributes to improved operational/organizational performance. In the manufacturing context, “hard” total quality management practices (e.g., process standardization, data-based quality control, and process improvement) have been shown to improve operational performance (Saleh, Sweis, & Mahmoud Saleh, 2018). Relevant to the Indonesian context, the readiness of individuals and organizations in implementing total quality management has also been proven to have a significant effect on quality performance in manufacturing companies (Farida, Prabowo, & Husnur, 2021). Additional support shows that the implementation of total quality management elements is associated with improved organizational performance, which is in line with previous research findings (Bytyçi, Qerimi, & Qerimi, 2023; Fraihat et al., 2023; Owusu-Kyei et al., 2024; Riaz et al., 2023; Thi & Thanh, 2023; Utiarahman, Ananto, & Lumingkewas, 2023; Zehir & Zehir, 2023). Thus, the findings of this study reinforce the notion that in the context of the Karawang manufacturing industry, total quality management is not merely an administrative practice but a systemic mechanism that tangibly drives company performance, especially when supported by customer orientation, process standardization, and a data-driven decision-making culture

## CONCLUSION

The integration of environmentally friendly supply chains and total quality management practices is a fundamental factor in improving company performance, and this performance has proven to be the main driver of sustainability in the manufacturing industry in Karawang Regency. The implication for the manufacturing industry in Karawang Regency is that the sustainability agenda should not be positioned as a separate initiative but rather understood as a direct result of a company's operational performance transformation. Companies that want to strengthen economic, social, and environmental sustainability need to prioritize operational performance improvement strategies as the main path, rather than just implementing corporate social responsibility programs or green policies in a partial manner. Based on the results of this research, the integration of environmentally friendly supply chains and total quality management practices has proven to play an important role in improving company performance and ultimately promoting the sustainability of the manufacturing industry in Karawang Regency.

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