

1 **The impact of sustainability strategic planning and management on the**
2 **organizational sustainable performance: a developing-country perspective**

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27 **Keywords:** Strategic sustainable development, leadership, sustainability
28 principles, sustainability science, FSSD, SSPM, developing countries.

29 Abstract:

30 The purpose of this article is to comprehensively describe the impact of sustainability strategic
31 planning and management (SSPM) on organisational sustainable performance in a developing
32 country context. A mixed method approach was adopted; data were collected using an interview
33 and a survey targeting 126 organisations operating in the foremost polluting Palestinian
34 manufacturing private sectors. The analyses were conducted employing thematic analysis and
35 Partial Least Squares Structural Equation Modelling (PLS-SEM). The results from data analysis
36 confirm that SSPM had a positive effect on the three dimensions of organisational sustainable
37 performance (i.e. social, ecological and economic). Furthermore, the paper has developed a
38 framework to facilitate integrating SSPM into the business model of manufacturing organisations
39 in a developing country context. This paper is considered among the very few studies exploring
40 the ‘questioned’ impacts of SSPM on organisational sustainable performance in a developing
41 country.

42 1. Introduction

43 The prime focus of traditional strategic management and planning models in developing countries
44 until this point in time has mostly been metrics that have been driven by financial factors, such as
45 business revenues and capital (Grant, 2016). The focus has been for so long scattered away from
46 other aspects of sustainable performance (i.e., social & environmental). Moreover, contemporary
47 developing human societies have an unquenching thirst for the fading and depleting natural
48 resources in an expanding world of gluttonous demand and vigorous competition (Busch and
49 Shrivastava, 2018). Unescorted by a mutation in human behaviour, those societies are bound to
50 regress to a universe of ecological devolution, mass humankind relocations and unstable societies

51 (Rees, 2016). In a human-dominated era, as the global human population continues to grow, so too
52 does our impact on the environment (NA, 2016).

53 However, many researchers confirm the scarcity of sustainability strategic management empirical
54 studies in a developing countries context (Zhan, et al., 2016; Rehman, et al., 2016, Zaid et al.,
55 2018; Hassan and Jaaron, 2021; Afum et al., 2021). The significance of such research increases in
56 the event that it is conducted in developing countries with a fluctuating economy and unstable
57 political arenas. Simply because the generic so-called unifying frameworks cannot be considered
58 valid for use in a developing country's context unless tested and proven viable. Sustainability
59 strategic planning 'spatial & organisational planning' and management is the tool using which the
60 corporates will have a clear-cut, flexible, and facilitating strategic tool to aid them strategically
61 integrate sustainability in their business models (Azapagic et al., 2016; Broman and Robèrt, 2017;
62 Afum et al., 2021).

63 Organisations strategically plan and manage sustainability show effective long-term performance
64 in the midst of the constraints forced by financial, social and environmental factors. Those
65 organisations respond by building up strategies that reasonably create and catch the incentive of
66 long-term attentiveness (Lloret, 2016). Many scholars contended that SSPM has been
67 demonstrated to gradually lessen negative impacts on the natural environment and societies at
68 large, while strengthening firms by including new models of action, investigation of new markets
69 and enlarging the market share of the overall industry, but with fewer threats and operational costs
70 (Broman and Robèrt, 2017). Thus, the need to pursue SSPM methodologies has emerged (Sartor,
71 et al., 2019; Kitsios et al., 2020). Developed countries' attempts towards integrating their local
72 exercised regulations have shown up encouraging outcomes in terms of quality, expenditures,
73 reputations and opening to new global markets (Ocampo and Clark, 2015; Broman and Robèrt,

2017). Which in turn underlines the need for the developing countries to follow the procession to gain the aforementioned advantages and stand as an appealing factors for those organisations on the other side of the developing world (Calabrese, et al., 2019). Nevertheless, the scarcity of SSPM literature in developing countries context opens up new vital research venues, and confirms the need of this research and the vital role the study findings can play in the academic arena (Schneider and Meins, 2012; Afum et al., 2021). Furthermore, developing countries gain its specificity in this regard due to different shared factors; such as, economic fluctuation, unstable political conditions, lack of tangible integrating for sustainability into the formal strategic decision-making processes (Che et al., 2002; Zaid et al., 2018), many other technical difficulties; such as the methods or predictive measures formulation, authority overlapping, decelerated decision-making, legislation deficiency and hesitancy in implementation (Alshuwaikhat, 2005; Pham et al., 2020; Solangi et al., 2021). Moreover, the literature has confirmed the shared similarities between developing countries when it comes to strategic management and sustainability (Kot, et al., 2019, Solangi et al., 2021; Afum et al., 2021), which in turn supports the idea that this research framework can be generalized on a wider scale and to be valid for any developing country. However, the implementation of SSPM in developing countries may show unpredictable behaviour if the same measures applicable in the developed countries have been researched in a developing countries context.

This paper aims to investigate and judge the divergent scholastic debates on the impact of SSPM on the three dimensions of organisational sustainable performance in a developing country context. Organisational sustainable performance can be described as the organisation's performance metrics in terms of ecological, social, and economic performance under the sustainability umbrella (Lee and Ha-Brookshire, 2017, Zaid et al., 2018). It also presents a dynamic framework to facilitate

97 integrating SSPM into the business model of manufacturing organisations (Pham et al., 2020).
98 This framework is similar to the Framework for Sustainable Strategic Development (FSSD) and
99 the other generic known frameworks at generic top level but also different on its operational
100 detailed level due to environmental and boundary conditions specificity, especially when utilized
101 in a developing country. This paper is considered among the very few empirical studies exploring
102 the questioned impacts of SSPM on organisational sustainable performance in the context of
103 developing countries and among the very few studies with a similar scope and context, adding
104 great value to the related literature. Furthermore, many other factors may emerge when considering
105 a developing country such as Palestine. Those organisations operating in the Palestinian private
106 manufacturing sector have to submit to two different sorts of regulations (Masri and Jaaron, 2017;
107 Zaid et al., 2018; Hassan and Jaaron, 2021). As the Israeli authorities govern environmental
108 policies, while manufacturing organisations are simultaneously obliged to comply to local
109 Palestinian regulations (Görlach, et al., 2011). Furthermore, the proximity of developed European
110 countries to Palestine implies more stresses on Palestinian manufacturing organisations to further
111 their sustainable performance levels (Masri and Jaaron, 2017). Those pressures are applied due to
112 the mutual trade and environmental agreements the Palestinian Authorities are obliged to follow
113 in order to maintain international funds and to keep export rates increasing (Djoundourian, 2012).
114 These factors justify the need for such a study for the Palestinian manufacturing sector and the
115 need for conducting further similar studies in developing countries.

116 This developed SSPM framework was constructed taking into consideration the challenging
117 environmental (i.e., political/occupation, economic, and cultural, etc.) Palestinian conditions and
118 this could pave the way for enriching other already available SSPM frameworks in industrialised
119 world, especially under the current COVID-19 pandemic challenging conditions. That prioritise

120 financial winnings over environmental protection performance for example. Moreover, this
121 exceptional Palestinian framework can initiate a cross-cultural exchange of best practices (between
122 developing and developed countries) to deal with the SSPM implementation challenge in both
123 worlds.

124 This research employed a sequential mixed method research approach based on interviews and an
125 electronic survey. The data were gathered from diverse sources; incorporating primary and
126 secondary data, the data was analysed by ATLAS.ti 8 and SmartPLS. This research has targeted
127 the Palestinian organisations operating in pharmaceutical, chemical, plastic and metal
128 manufacturing sectors. Those sectors were selected as they stand amongst the sectors that are top
129 in terms of polluting, waste producing and energy consuming (Worldatlas, 2016).

130 In general, this research contributes to the relevant literature on different levels. First, there is an
131 evident scarcity of similar papers with the same objectives in the developing countries. Therefore,
132 the authors of this paper have relied on the literature and the work of scholars from developed
133 countries. Moreover, the literature has merely studied the efficiency of relevant frameworks and
134 tools that somehow directly or indirectly lead to the application of SSPM, which indicates that the
135 literature has tested the tools rather than the concept. This inconclusiveness has led to a divergence
136 between scholars in the developed world. Therefore, this paper has been built to judge the
137 scholastic divergent debates of the potential impacts of SSPM on sustainable organisational
138 performance from a developing country's lens. Eventually, this study has revealed potential
139 misconceptions of SSPM-related abstraction amongst field experts. In practical terms, this study
140 will help managers to create determined policies and establish clear sustainability goals that will
141 engage in more sincere commitment with other levels of managers. Second, this study will help to
142 integrate sustainability in the business model. Third, it stands as a very practical route map for

143 managers seeking prosperity for their organisations. Finally, this study will enrich the
144 sustainability management knowledge at those organisations, which will yield into an expanded
145 circle of sustainability knowledge between managers at all levels and employees. This in turn will
146 pave the way for those organisations to act sustainably and will reduce the “resistance to change”
147 by those managers and employees.

148 To outline, this paper consists of eight sections. The second section introduces the research
149 background, the third section highlights the methodology, the fourth section demonstrates the data
150 analysis, the fifth section concludes the research findings, while the sixth section discusses the
151 developed framework, the seventh section presents the theoretical and practical implications, and
152 the last section draws the final remarks.

153 **2. Research Background**

154 Sustainable strategic planning and management (SSPM) is a new integrated business model where
155 organisations will have a clear-cut flexible strategic tool to aid them to strategically achieve
156 sustainability into their businesses (León-Soriano, Muñoz-Torres and Chalmeta-Rosaleñ, 2010;
157 Baumgartner, 2014; Azapagic, et al., 2016; Broman and Robèrt, 2017, Pham et al., 2020). Bey, et
158 al. (2013) argue that integrating planning and management practices with sustainability anticipates
159 upgrading an organisation’s image and reputation, which in turn improves sustainable
160 organisational performance. Moreover, strategic planning and management for sustainability can
161 also create an unbreakable trust bond with the local community, as SSPM considers the social
162 aspects and support many societal related issues in addition to environmental and economic aspects
163 of business (Lozano and Vallés, 2007; Awan et al., 2020). That is translated into an increase in
164 customer care, which will lead to improved customer satisfaction levels. As a result, that will be
165 translated into more demand for products of a company and enhanced sustainable performance.

166 However, simply expressing what ought to be done, in any case, is not sufficient to accomplish
167 sustainability. Hence, it should be materialised to ‘walk the talk’ (Simpson and Samson, 2010).
168 This infers setting up a framework that incorporates an arrangement of unequivocal measures. That
169 can be accomplished with the help of relative frameworks, strategies and procedures to accomplish
170 SSPM goals (Hanke and Stark, 2009; Kitsios et al., 2020). Moreover, despite the fact that strategic
171 management appears to equip companies with the needed route map emphasising long-term
172 values, the connection between strategic planning and sustainable performance has proved to be
173 inconclusive (Falshaw et al., 2006; Afum et al. 2021). There are numerous aspects other than the
174 financial aspect that drive today’s business world. Practitioners and business leaders on an
175 international scale need a mutual tone in order to bridge a global understanding over different
176 aspects into their own mindset. However, that will enhance an organisation’s potential to benefit
177 from the myriad advantages of considering the three baseline aspects of sustainability all together,
178 in order to acquire a win-win-win situation (Broman and Robèrt, 2017; Hassan and Jaaron, 2021).
179 In today’s world, the client needs to have prompted a radical new rate of products and managerial
180 strategies, giving expanded dimensions of consumer satisfaction. For instance, top managers may
181 trust that strategic planning for sustainability activities prompt improved social and eco-friendly
182 performance, which will upgrade an organisation's image and urge clients to buy more. These
183 improved sales should then prompt improved long-haul profitability. These connections can give
184 direction to future corporate activities to improve sustainable organisational performance and
185 financial status (Gabzdylova, et al., 2009; Awan et al., 2020).

186 The literature has indicated general inconsistency between scholars regarding sustainable strategic
187 planning and management’s (SSPM) impact on sustainable organisational performance. Several
188 scholarly papers have demonstrated the positive influence of SSPM on a wide range of points,

189 such as an organisation's reputation and image (Strachan, et al., 2003; Zaid et al., 2018; Afum et
190 al., 2021), regulatory compliance (Potoski and Prakash, 2005; Solangi et al., 2021) and waste
191 minimisation (Psomas, et al., 2011; Shams et al., 2017). In contrast, various studies have shown
192 the positive influence of SSPM on sustainable organisational performance (Zobel, 2016; Alshehhi
193 et al., 2018; Sroufe and Gopalakrishna-Remani, 2019), contending that SSPM adoption does not
194 necessarily prompt considerable enhancements. Furthermore, a wide range of research has
195 demonstrated that the growing adoption of SSPM is not indicative of its adequacy and efficiency,
196 as the literature has argued. However, that has been attributed to the fact that SSPM may be driven
197 by different institutional pressures influencing both its efficiency and its adequacy (Boiral, 2011;
198 Castka and Prajogo, 2013, Afum et al., 2021). Furthermore, a number of researches have argued
199 about decreasing organisational profitability and stuffing extra costs (Turk, 2009, Solangi et al.,
200 2021). However, despite the ambiguity surrounding SSPM, its adoption is growing further and the
201 number of organisations integrating sustainability into their strategic planning and management
202 plans are also increasing (Nee and Wahid, 2010; Nawaz and Koc, 2018, Barbosa et al., 2020). The
203 growing adoption of SSPM has emerged in response to a global call to empower such strategies
204 and considerations. The adoption of SSPM is also growing in developing countries (Rehman,
205 2016), which confirms the need for further studies on the impact of SSPM on sustainable
206 organisational performance. That need arises due to the fact that the literature has promoted
207 different potential impacts of SSPM.

208 Strategic leadership concept has different styles of action, and every management style adopted by
209 managers, for instance, top-down or participatory approach has boundary conditions of its positive
210 impacts. For example, culture could be a boundary condition that would make a top-down

211 approach fail in an organisation that is not ready for such an approach. Whereas the size and age
212 of the organisation was proven to have positive impact as well (Wiernik, et al. 2013).

213 **2.3 Hypotheses' Development**

214 Studies assessing SSPM influence on organisational economic performance are quite sparse
215 (Junior, 2017; Alshehhi et al., 2018; Sroufe and Gopalakrishna-Remani, 2019). That scarcity leads
216 to the incomprehensive inclusion of SSPM impacting on the economic sustainability of
217 organisational performance in developed countries (Schneider and Meins, 2012; Barbosa et al.,
218 2020). This in turn opens up new research venues and enriches the theoretical contribution of this
219 work. Moreover, a considerable number of the developed countries literature have proclaimed
220 consistency with the first hypothesis below. For instance, Chen (2015) has shown how sustainable
221 strategic planning and management practices have positively affected economically sustainable
222 organisational performance in developed countries. The paper elaborates on how some strategic
223 sustainable practices have had an immediate and positive effect from two perspectives. Moreover,
224 another research work conducted on Malaysian organisations has confirmed that 'green' strategies
225 significantly improve organisational performance (Hasan and Ali, 2017). However, Schaltegger
226 and Synnestvedt (2002) have confirmed that the literature presents two different debates regarding
227 the relationship between SSPM and economic sustainable performance. The first group of
228 researchers has demonstrated a negative relationship between the two variables and described it as
229 a 'cost stuffing' approach, while the other group of scholars has confirmed a positive relationship
230 between the two variables. However, the study itself has proved a positive relationship between
231 the two variables of hypothesis one (SSPM and economic sustainable performance) in developing
232 countries. Kitsios et al. (2020) have also confirmed that the developed countries attempts for
233 managing sustainably positively impact organisational performance. These ventures will

234 commonly have an upper-hand competitive advantages, which will be translated into improved
235 economic organisational sustainable performance. Therefore, having and maintaining
236 sustainability, well-planned and managed on a strategic level, will doubtlessly improve economic
237 sustainable performance from the developed countries perspective, which raise a debate on its
238 effect from a developing country's perspective. Subsequently, the first hypothesis can be
239 articulated as follows:

240 ***H1: SSPM has a positive influence on the economic sustainability performance of***
241 ***manufacturing organisations in developing countries.***

242 Nevertheless, Alwan, et al. (2017) and Broman and Robèrt (2017) have consistently explained the
243 positive potential impact of SSPM on organisational environmental performance. They have also
244 argued that there is an evident link between the adoption of SSPM and an enhanced organisational
245 environmentally sustainable performance from a developed country's perspective. Therefore, the
246 second hypothesis was quite predictable in the developed countries. Subsequently, that will
247 doubtlessly drive better organisational environmental performance, both in the short term and the
248 long term. In other words, SSPM enhancements lead to improved environmental considerations,
249 which thus improve environmental performance. The outcomes feature the multifaceted nature of
250 sustainability impacts on performance and propose that performance profits by sustainability
251 initiatives might be difficult to perceive, yet these are incontestable (Pullman, et al., 2009, Awan
252 et al., 2020). The literature has also insisted on the importance of efficient planning and managing
253 environmental sustainability due to its complexity and novelty, which ascertains the need for
254 SSPM to integrate sustainability into the business model to best achieve organisational goals and
255 long-term objectives (Psomas, et al., 2011, Barbosa et al., 2020). On the other hand, the developing
256 countries literature has confirmed that decision-makers are lagging behind in terms of integrating

257 SSPM into their business models (Martens and de Carvalho, 2016). Moreover, Banihashemi *et al.*
258 (2017) have confirmed that sustainability integration into the business models and its impacts on
259 environmental sustainability is not yet assessed and remains an overlooked area. Which inspired
260 the author of this research, would it have a similar behavior in the developing countries? Therefore,
261 the second hypothesis can be developed as follows:

262 ***H2: SSPM has a positive influence on the environmental sustainability performance of***
263 ***manufacturing organisations in developing countries.***

264 The third hypothesis agrees to a wide range of relative studies in developed countries and was
265 based on their outcomes (Hansen and Schaltegger, 2014; Partridge, 2014; Kitsios et al., 2020). The
266 aforementioned studies insist on the significance of SSPM in improving organisational social
267 sustainable performance in developed countries. Longoni and Cagliano (2015) have regarded
268 SSPM in a social context as an opportunity and a competitive advantage. This competitive
269 advantage imposes organisational prosperity and enhances its social performance in developed
270 countries (Mani, et al., 2014; Awan et al., 2020). That can be credited to the fact that social
271 sustainability in strategic management improves employees, suppliers and customers' satisfaction
272 and performance levels, which in turn will be reflected in a better social organisational
273 performance. Story and Neves (2015) have demonstrated how investing in sustainability strategic
274 management incubates an employee's performance, which will result in a better and more
275 substantial organisational social sustainable performance. Story and Neves (2015) have also
276 concluded that employees, knowing that their organisation invests in managing and planning social
277 sustainability, will improve their efforts and this will encourage their own performance. In
278 contrast, many researchers have confirmed the difficulties associated with the application of SSPM
279 and the unpredictable effect on social performance in developing countries context (e.g. Kinkel

280 and Maloca, 2009), Golini *et. al.* (2014) discussed how multinational construction firms which
281 targets low-cost labor markets in developing countries suffer integrating SSPM, especially in
282 places where the basic social sustainability measures are found trivial. That has built a basis to
283 articulate the third hypothesis:

284 ***H3: SSPM has a positive influence on the social sustainability performance of manufacturing***
285 ***organisations in developing countries.***

286 It has been proven that the size of the organisation matters when considering the developed
287 countries (Hörisch, et al., 2015, Kiesnere and Baumgartner, 2019), and this can affect the degree
288 of implementation of sustainability in different organisations (Gallo and Christensen, 2011).
289 Kitsios et al. (2020) asserted that large organisations tend to apply strategic sustainability
290 management tools more than smaller organisations. On the other hand, Rosati and Faria (2019)
291 credited that to two factors, one being that they have access to more resources, and the second
292 being the pressure exerted by stakeholders on those organisations in order to avoid scandals and
293 be more sustainable. On the other hand, not a single scholastic work was found to either support
294 or reject those facts from a developing world perspective. Therefore, the fourth hypothesis can be
295 developed as follows:

296 ***H4: The size of the organisation has a positive influence on the application of SSPM.***

297 Wiernik, et al., (2013) have demonstrated the positive effect of the age of an organisation on
298 sustainability attitudes within the organisation. It was concluded that more recent organisations in
299 the developed countries can adapt to adopting strategic sustainability management better than old
300 ‘rusty’ organisations. Roberts (2006) credited that to the flexibility of organizations of younger
301 ages to respond to changes such as sustainability, compared to those of older organizations. Which

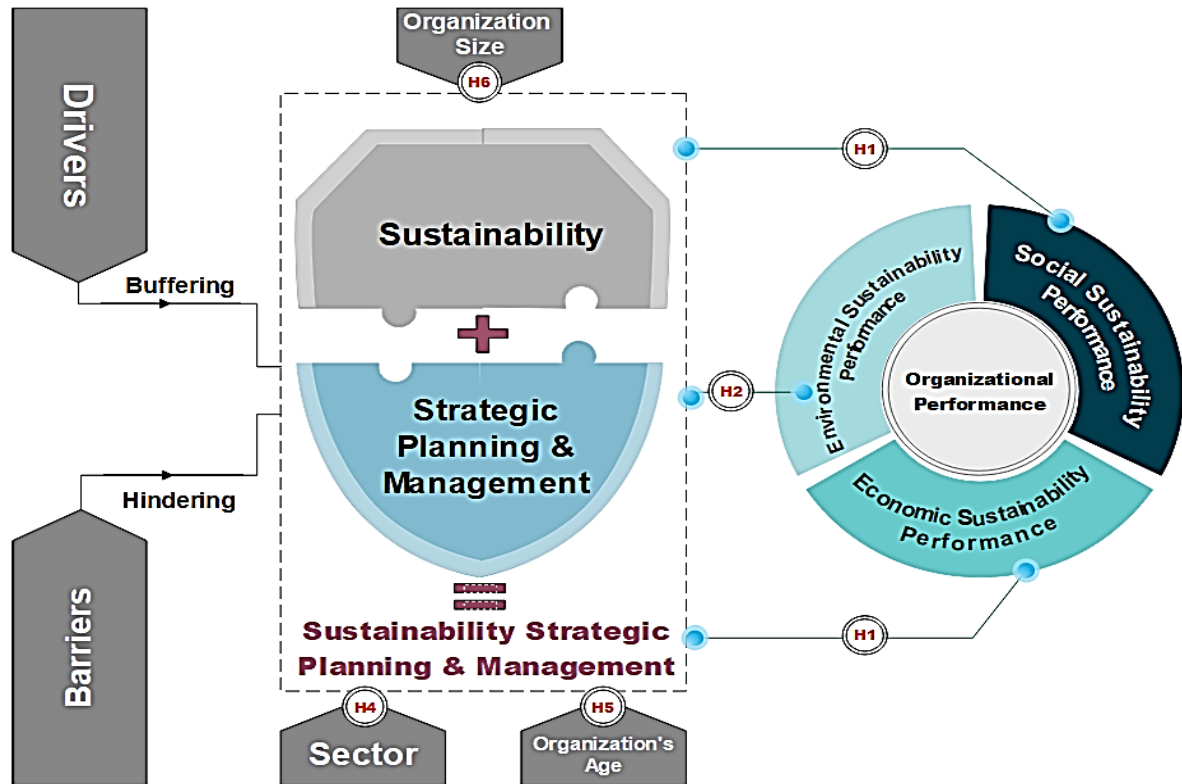
302 raises an important debate, would it have a harmonic behaviour in a developing country? This in
303 turn has led to articulating the fifth hypothesis:

304 ***H5: The age of the organisation has a positive influence on the application of SSPM.***

305 It was assured by the developed world literature that different industries or sectors would have
306 different sustainability attitudes (Gallo and Christensen, 2011). The sectors with less maturity will
307 have many more important issues to worry about rather than sustainability. The pharmaceutical
308 sector, for instance, has minimal waste disposal when compared to the plastics sector, yet it has
309 shown sincere initiatives in SSPM implementation due to international markets' needs and
310 expectations (Masri and Jaaron, 2017). That reveals the relationship between the sector and the
311 level of implementation of SSPM. This also implies that the extent of SSPM application varies
312 between different sectors (Gallo and Christensen, 2011). Mani et al. (2015) have examined supply
313 chain sustainability in two different Indian manufacturing sectors (developing country). The study
314 found out many unpredictable differences in levels and methods of implementing sustainability.
315 These have led to developing the sixth hypothesis:

316 ***H6: The sector of an organisation has a positive influence on SSPM application.***

317 The conceptual research model depicted in Figure 1 links the aforementioned articulated research
318 hypotheses and demonstrates the conceptualisation of the research:



319 Figure 1: Conceptual research model of SSPM

320 3. Methodology

321 In this research, the authors adopted a qualitative followed by quantitative research method as
 322 recommended by the sequential exploratory mixed method approach adapted from Creswell and
 323 Plano Clark (2007). This research has undergone sequential mixed methods designs having either
 324 the datasets dependent on the outcomes from the other (Creswell, 2014). The data were gathered
 325 using two methods, starting with a semi-structured interview which mainly seeded designing the
 326 survey and drawn the guidelines for developing the research hypothesis and their respective
 327 variables, followed by a survey to be discussed later in this section. This methodology brings out
 328 many benefits to the research (Klassen et al., 2012), scholars argues and many purports the
 329 potential positive impacts of using such a methodology in strategic management (Schlick, 1999).

330 This mixed approach consequently delivers more data for the research, the more data that are
331 gathered, the better are the outcomes (Lincoln and Guba, 2003).
332 Both the interview protocol and the survey questions have undergone a content validation process,
333 targeting field experts, professors working in/on the same field and in light of the scholastic
334 literature. The limitation of such a methodology as conceived from this particular research was
335 mainly the time consumed in collecting, refining and analyzing data.

336 The survey was divided into four sections, with the first section targeting the respondents'
337 (readers') demographic information, followed by part two that requests readers' organisational
338 demographics. The second section focuses on treating firms' sustainability cultures, by taking each
339 dimension at a time (environmental, economic and social factors). However, the third section,
340 transfers respondents to the research core purpose. That was accomplished by exploring the
341 respondents' beliefs about Strategic planning and management of sustainability. This section
342 utilised the literature to be built as a measurement tool and it was developed based on the relevant
343 literature. The fourth section focuses on the important drivers and barriers that organisations face
344 from a developing country's perspective. The data collected in this survey were analysed using
345 SmartPLS version 3.2.7. The interviews output data were processed with 'thematic analysis'
346 approach using ATLAS.ti 8 qualitative data analysis software.

347 **3.1 Data Collection**

348 This research targeted Palestinian organisations operating in pharmaceutical, chemical, plastic and
349 metal manufacturing sectors. Those sectors were targeted as they stand amongst the top polluting,
350 waste producing and energy consuming sectors (Worldatlas, 2016). 170 electronic surveys were
351 distributed electronically to organisations in the targeted sectors. Top managers and sustainability
352 field managers were involved in this research context. They had been selected from exhaustive

353 lists requested from the Palestinian Federation of Industries (PFI). PFI provided the abridged list
 354 depicted in Table 1.

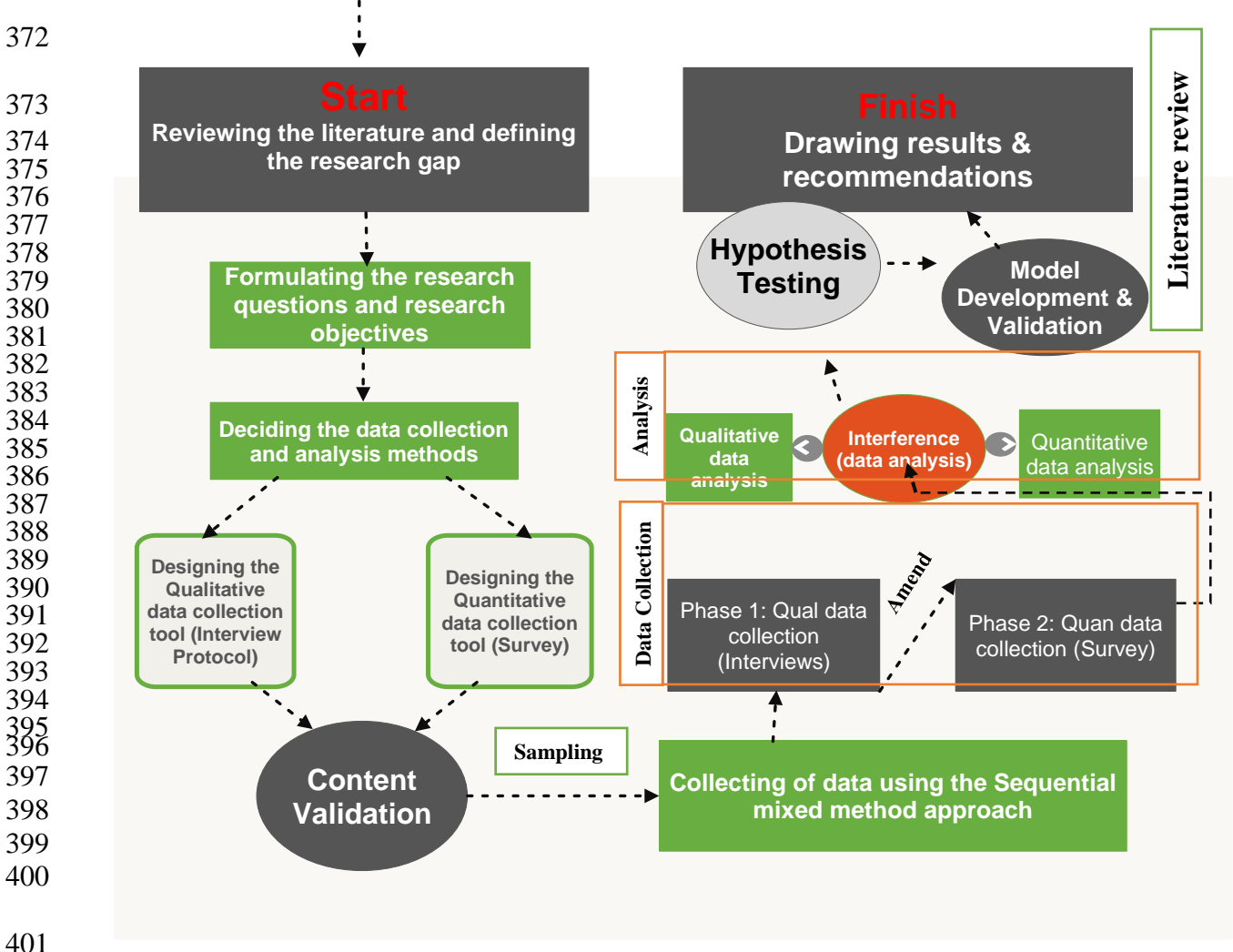
355 Table 1: Distribution of the research population

| No. | Manufacturing sector | Population (total number of organizations in the sector) |
|-------------------------|-----------------------------|---|
| 1 | Plastics | 86 |
| 2 | Chemicals | 60 |
| 3 | Metals | 36 |
| 4 | Pharmaceuticals | 4 |
| Total Population | | 186 |

356
 357 Employing Thompson's formula, the requested sample size must not be less than 126 organisations
 358 in order to fulfil the survey purpose (Thompson, 2012). 170 surveys (91.3 per cent of the entire
 359 population) were distributed to organisations in the targeted sectors, with the total number of valid,
 360 complete and usable surveys consisting of only 131 surveys, which represents a response rate of
 361 77 per cent.

362 Twelve semi-structured interviews were held with senior managers from the targeted sectors.
 363 Four general managers, one environmental engineer, three chief planning officers, three quality
 364 managers, one plant manager, one chief executive officer, and one public relation officer were
 365 interviewed summing up 12 different interviews in 12 different organizations. Those
 366 interviewees were carefully selected by random stratified method, where the sample was
 367 selected randomly from a stratified population where every strata represents a population
 368 portion sharing a specific character or attributes in order to prevent biased selections (Nickolas,

369 2018). The below flow chart (Figure 2) displays the various consecutive stages the research
 370 overran to achieve its objectives by bridging the research gap. This research methodology
 371 comprises of five main stages.



402 Figure 2: Research methodology flowchart

403 **4.0 Data Analysis**

404 **4.1 Interview Analysis**

405 Meier, Boivin and Meier (2008) method of analysing qualitative data using thematic analysis was
 406 adopted, codes and themes were created using ATLAS.ti 8. The codes and themes generated are
 407 presented in the table code map in Table 2 below:

408 Table 2: Central Themes, codes and issues discussed.

| Code | Issue(s) discussed | Central Theme |
|--|---|--------------------------------|
| Crisis plan Business continuity plan Competing prices Cost reduction Job opportunities Political conditions | Planning for sustainability Competitive advantage Improving local economy Fragile economy | Economic practices |
| GDP Eco-friendly raw material Waste disposal Waste recycling | Improvement Green practices | Environmental practices |
| Waste reduction Community events Customer health Employee benefits Employee safety Employees training Supplier commitment | Better society Community support Customer satisfaction Employee satisfaction and health Career development Strategic SCM | Social practices |
| Governmental ignorance | Constraints | Practices of SSPM |
| Better quality Culture Fragile economy Governmental support Import barriers Political conditions Family business structure Corruption | Barriers/constraints | SSPM barriers |
| Sustainability experts Cost reduction Knowledge Opportunities Public image Supplier commitment | Drivers | SSPM drivers |

World trends

Stimulants

SSPM Framework

409

410 The central themes are discussed in details as drawn by the research survey respondents and the
411 interviewees in the following subsections:

412 **Theme 1: Economic Sustainability Practices**

413 This theme analyzes the applicable economic sustainability practices executed by a developing
414 manufacturing sector (Palestine). Some of these organizations, mostly in the metal and
415 pharmaceutical industries have evolved to be more conscious about the importance of such an
416 issue and constructed advanced relative plans such as: Business Continuity Plan, Business Crisis
417 Plan, and Life Cycle Costing (LCC). Moreover, the interviewees confirmed the importance of such
418 practices in the developing Palestinian unstable economy, surrounded with many uncertainties.
419 However, the interviewees have lined up other economic benefits as a result of implementing such
420 practices; cost reduction by recycling the production waste, subsequently offering competent
421 prices, and offering new job openings. They also have confirmed the importance of SSPM in
422 supporting the organizational overall economic sustainability performance which significantly
423 inspires prosperity. However, the interviewees insisted on the need of an adaptive framework for
424 integrating sustainability into their business models.

425 **Theme 2: Environmental Sustainability Practices**

426 This theme analyzes the applicable environmentally sustainability practices implemented by
427 developing manufacturing sector (Palestine). The interviewees have emphasized on the importance
428 of SSPM to produce a prosperous organization and to enhance environmental performance. The
429 entire interviewees sample has ascertained that they implement the following environmental
430 practices; the procurement of eco-friendly material, and waste reduction/recycling. Unluckily,

431 none of them confirmed the utilization of any accredited Environmental Management System
432 (EMS) unlike those organizations operating in the pharmaceutical sector. It was made clear to the
433 researcher from the entire interviewees that the pharmaceutical sector implements advanced
434 management systems (ISO 14001) as a prerequisite to be able to export their products to Europe.
435 Yet, the pharmaceutical organizations have sensed the substantial integration they came to have
436 owing to those management systems. However, the interviewees insisted on the need of an
437 adaptive framework for integrating sustainability into their business models.

438 **Theme 3: Social sustainability practices**

439 This scrutinizes the social sustainable practices implemented by a developing Palestinian
440 manufacturing sector. The interviewees have confirmed their sincere endeavors in this regard.
441 They consider the four spheres “stakeholders groups” (Hitchcock and Willard, 2011). Basically,
442 by considering their customers’ needs, culture, health, and safety. Moreover, by considering their
443 employees work environment, health, safety, kindly payrolls, benefits, and continuous training.
444 Furthermore, they all contribute to the local community by sponsoring events, granting
445 scholarships for students, training students, donating to educational institutions. Surprisingly, a
446 considerable percentage of the interviewees had a clear perception of the importance of
447 commitment to their suppliers, and the strategic revenues of supporting them. They also have
448 confirmed the importance of SSPM in supporting the organizational social performance and
449 prosperity. They were also aware of the significant recognition this type of sustainability is given
450 in today’s strategic planning and management.

451 **Theme 4: Practices of SSPM**

452 The interviewees stressed on the fact that SSPM is very important to a developing manufacturing
453 sector as a whole, as in such a fragile economy and unstable political conditions the organizations

454 have to be ready for uncertainties and be proactive in their way to achieve their long-term
455 objectives. They also have proclaimed that the manufacturing sector growth is regarded as a key
456 in sustainability. That can be attributed to its highly increasing volume of resource consumption,
457 increasing annual conjoining of new products that require a relatively high amount and generation
458 of materials, energy and wastes, and increasing volume of emissions. Moreover, they declared the
459 need to clear-cut integrated tools and frameworks to execute sustainable management
460 methodologies. They have also confirmed their faith in the prosperity SSPM could bring to their
461 organizations, people, planet and economic profit.

462 **Theme 5: SSPM framework**

463 The interviewees have agreed that developing SSPM framework based on a developing country
464 context such as Palestine, with its particularities and features it will enhance the organizations
465 sustainable performance quite effectively. They expressed how glad they are to know that
466 researchers have started to focus on such a vital topic locally here in Palestine. Such a framework
467 will positively impact the company's sustainable performance and the local community,
468 environment and economy. This improvement shall be most pronounced on the performance of
469 medium and large sized companies that have the groundings on which such a framework can be
470 built, speaking about small and micro sized organizations; they are in need to developing a
471 managerial structure to adapt such a framework to stimulate SSPM. Improving those small and
472 micro sized organizations can be best achieved by creating *Clusters* and improving those
473 organizations by supporting their clusters.

474 **Theme 6: Sustainability policy**

475 The implementation of a sustainability policy was clearly relative to the size of organization. Large
476 sized organizations have sustainability long-term objectives, integrated with the organization's

477 strategic plans, documented within the overall company's policies and SOP's and informed to the
478 different departments as confirmed by the interviewees. Medium sized organizations hold bi-
479 weekly/monthly meetings in which they survey the local market and the internal status of the
480 organization, to survey the customer's feedback, it is not documented as a "strategic plan", yet
481 they practice sustainable strategic planning continuously as characterized by the interviewees.
482 Small sized organizations have informal sustainable practices, not planed but practiced on a daily
483 basis.

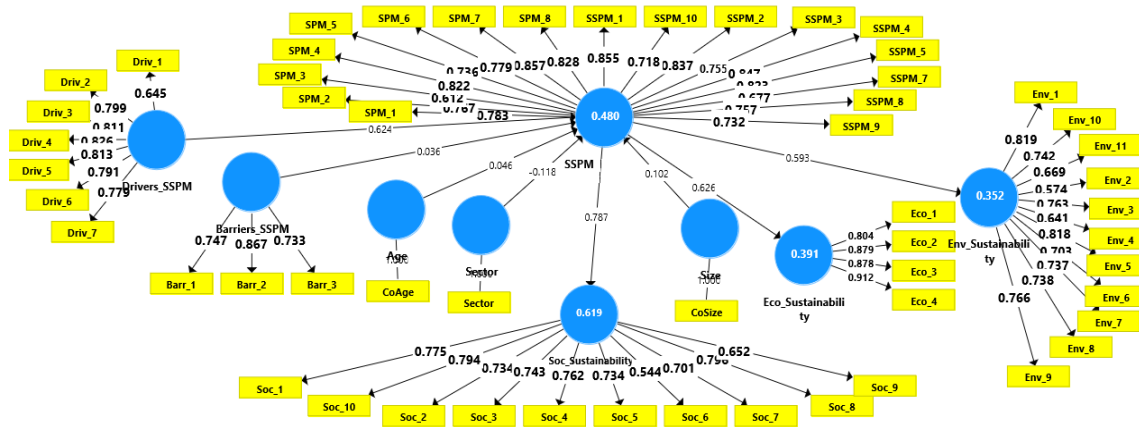
484 **4.2 Survey Analysis**

485 In order to test the research hypotheses, the collected data were analysed using SmartPLS version
486 3.2.7. SmartPLS is software with a graphical user interface for variance-based structural equation
487 modelling (SEM) using the partial least squares (PLS) path modelling method (Wong, 2013).
488 Consequently, PLS-SEM has proven to be a suitable option in the following cases (Hwang, et al.,
489 2010; Wong, 2010): Smaller sample sizes (less than 250), applications have a minimally accessible
490 hypothesis, prescient precision is foremost, and/or where the right model design cannot be
491 guaranteed.

492 Based on the literature review of similar research (Boudreau, et al., 2001; Saunders, et al., 2009),
493 internal consistency, indicator reliability, convergent validity and discriminant validity must be
494 tested in order to evaluate any reflective measurement model such as the model applied in this
495 research. See Figure 3 below. However, in order to test the model's internal consistency and
496 convergent validity, three analysis tests were applied on the research model. The first one tested
497 indicator loadings, followed by composite reliability (CR) and, lastly, the average variance
498 extracted test (AVE). Those three tests reflect the extent to which various items measure similar

499 concepts in a research model (Hair, et al., 2012). Table 3 below introduces the reflective
 500 constructs' measurement scales tested by SmartPLS 3.2.7 for the model presented in Figure 3.

501 Figure 3: SmartPls model



502 Indicator loadings ought to be noteworthy, with values not less than 0.05, while loadings must be
 503 more than 0.7 (Chin, 1998). As a standard guideline, values equivalent to more than 0.7 are ideal
 504 (Hair, et al., 2014). Be that as it may, an estimation of 0.4 or higher is considered to be acceptable
 505 in similar exploratory research (Hulland, 1999). Regardless of which reliability coefficient is
 506 addressed, internal consistency reliability is viewed as acceptable when its value in any event is
 507 above 0.7 in exploratory research and above 0.8 or 0.9 in further-developed phases of research.
 508 However, values of less than 0.6 demonstrate an absence of reliability (Nunnally, et al., 1967;
 509 Nunnally and Bernstein, 1994). Convergent validity (CV) was assessed utilising the estimation of
 510 Average Variance Extracted (AVE). Adequate CV is accomplished when the AVE values in any
 511 event are not less than 0.5, according to Fornell and Larcker (1981). The assessment of the different
 512 tests described above have shown general compliance to literature thresholds, see Table 3 below:

513 Table 3: The reflective constructs measurement scales

| Reflective Construct | Indicator | Factor Loadings | CR | AVE |
|---|--|------------------------|-----------|------------|
| SSPM Barriers | Barr_1 | 0.747 | 0.827 | 0.616 |
| | Barr_2 | 0.867 | | |
| | Barr_3 | 0.733 | | |
| SSPM Drivers | Driv_1 | 0.645 | 0.917 | 0.613 |
| | Driv_2 | 0.799 | | |
| | Driv_3 | 0.811 | | |
| | Driv_4 | 0.826 | | |
| | Driv_5 | 0.813 | | |
| | Driv_6 | 0.791 | | |
| | Driv_7 | 0.779 | | |
| Economic Sustainability Performance | Eco_1 | 0.804 | 0.925 | 0.755 |
| | Eco_2 | 0.879 | | |
| | Eco_3 | 0.878 | | |
| | Eco_4 | 0.912 | | |
| Environmental Sustainability Performance | Env_1 | 0.819 | 0.925 | 0.530 |
| | Env_2 | 0.574 | | |
| | Env_3 | 0.763 | | |
| | Env_4 | 0.641 | | |
| | Env_5 | 0.818 | | |
| | Env_6 | 0.703 | | |
| | Env_7 | 0.737 | | |
| | Env_8 | 0.738 | | |
| | Env_9 | 0.766 | | |
| | Env_10 | 0.742 | | |
| | Env_11 | 0.669 | | |
| SSPM Practices | SSPM_1 | 0.855 | 0.963 | 0.606 |
| | SSPM_2 | 0.837 | | |
| | SSPM_3 | 0.755 | | |
| | SSPM_4 | 0.847 | | |
| | SSPM_5 | 0.823 | | |
| | SSPM_7 | 0.677 | | |
| | SSPM_8 | 0.757 | | |
| | SSPM_9 | 0.732 | | |
| | SSPM_10 | 0.718 | | |
| | Social Sustainability Performance | Soc_1 | | |
| Soc_2 | | 0.734 | | |
| Soc_3 | | 0.743 | | |
| Soc_4 | | 0.762 | | |
| Soc_5 | | 0.734 | | |
| Soc_6 | | 0.544 | | |
| Soc_7 | | 0.701 | | |
| Soc_8 | | 0.796 | | |
| Soc_9 | | 0.652 | | |
| Soc_10 | | 0.794 | | |

515 Table 4 below presents the traditional Variance Inflation Factor (VIF) for the first order constructs.
 516 The test has shown that multicollinearity issues were absent from this model, as all the values were
 517 lower than 3.3, according to Diamantopoulos and Sigauw (2006).

518 Table 4: Formative construct assessment

| Second order construct | First order construct | VIF Value |
|-------------------------------|------------------------------|------------------|
| | Age | 1.329 |
| | Barriers_SSPM_ | 1.581 |
| SSPM Practices | Drivers_SSPM | 1.735 |
| | Sector | 1.010 |
| | Size | 1.225 |

519
 520 Using the ratio criteria of Fornell-Larcker and Heterotrait-Monotrait, to test discriminant
 521 validity, implied measuring whether a latent variable had greater variance with its relative
 522 indicators compared to any other latent variable. Hence, the average variance extracted for every
 523 latent variable must be more than the latent variable's highest squares correlation to any other
 524 latent variable. The summary of the test is presented in Table 5 below:

525

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527

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531

532 Table 5: Fornell-Larcker's criterion test summary

| | Age | Barriers | Drivers | Eco_Sus | Env_Sus | SSPM Pract | Sector | Size | Soc_Su s |
|-------------------|--------------|--------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|
| Age | 1.000 | | | | | | | | |
| Barriers | 0.140 | 0.785 | | | | | | | |
| Drivers | 0.328 | 0.453 | 0.783 | | | | | | |
| Eco_Sus | 0.337 | 0.313 | 0.706 | 0.869 | | | | | |
| Env_Sus | 0.104 | 0.217 | 0.454 | 0.490 | 0.728 | | | | |
| SSPM_Pract | 0.301 | 0.317 | 0.669 | 0.626 | 0.593 | 0.778 | | | |
| Sector | 0.037 | 0.046 | 0.027 | 0.049 | 0.061 | 0.110 | 1.000 | | |
| Size | 0.407 | 0.026 | 0.167 | 0.246 | 0.148 | 0.234 | 0.089 | 1.000 | |
| Soc_Sus | 0.304 | 0.437 | 0.761 | 0.736 | 0.614 | 0.707 | 0.073 | 0.269 | 0.727 |

533

534

535 Additionally, discriminant validity was tested using the Heterotrait-Monotrait ratio method

536 (HTMT). The Heterotrait-Monotrait ratio threshold of 0.85 was verified among the different

537 constructs as seen in Table 6. That implies good discriminant validity, according to Henseler, et

538 al. (2014).

539

540

541 Table 6: Heterotrait-Monotrait ratio (HTMT) test summary

| | Age | Barriers | Drivers | Eco_Sus | Env_Sus | SSPM_Pract | Sector | Size |
|-------------------|-------|----------|---------|---------|---------|------------|--------|-------|
| Age | | | | | | | | |
| Barriers | 0.173 | | | | | | | |
| Drivers | 0.352 | 0.576 | | | | | | |
| Eco_Sus | 0.357 | 0.412 | 0.785 | | | | | |
| Env_Sus | 0.114 | 0.293 | 0.504 | 0.552 | | | | |
| SSPM_Pract | 0.305 | 0.388 | 0.693 | 0.665 | 0.603 | | | |
| Sector | 0.037 | 0.129 | 0.084 | 0.104 | 0.134 | 0.134 | | |
| Size | 0.407 | 0.127 | 0.183 | 0.257 | 0.163 | 0.233 | 0.089 | |
| Soc_Sus | 0.313 | 0.546 | 0.832 | 0.822 | 0.672 | 0.827 | 0.157 | 0.295 |

542

543 In order to test the model quality, R^2 , Q^2 , and f^2 tests were conducted. R^2 measures the relationship
544 of a latent variable's explained variance to its overall variance. According to Chin's (1998) ranges
545 and threshold, the test has shown moderate relationships. According to Cohen (1988), f^2 values are
546 considered to have a large effect on size. Along these lines, Q^2 values suggest that the model has
547 prescient relevance (Chin, 2010) as seen in Table 7.

548 Table 7: R2, communality and redundancy

| Construct | R Square | Q^2 | f^2 |
|---------------------------|----------|--------------|--------------|
| Eco_Sustainability | 0.391 | 0.275 | --- |
| Env_Sustainability | 0.352 | 0.165 | --- |
| SSPM_Pract | 0.480 | 0.255 | 0.643 |
| Soc_Sustainability | 0.619 | 0.296 | --- |

549

550 To inspect the connection between two latent variables, the path coefficients, arithmetical signs,
551 extent and centrality have to be tested. As per Hair, et al., (2012), the path coefficients ought to

552 surpass 0.100 to represent a specific effect inside the model and to be significant at any rate with
 553 a value of 0.05 value. The path coefficients and T-statistics are presented in Table 8.

554 Table 8: Path coefficients. Significance: * for $p < 0.1$, ** for $p < 0.05$, and *** for $p < 0.01$ (Hair, et
 555 al., 2017).

| Relationship | Hypot hesis | T Statistics | P Value | Decision |
|---------------------------|----------------|-----------------|------------|---------------|
| SSPM → Eco_Sustainability | H1 | 9.193 | 0.000 | Supported *** |
| SSPM → Env_Sustainability | H2 | 8.276 | 0.000 | Supported *** |
| SSPM → Soc_Sustainability | H3 | 21.501 | 0.000 | Supported *** |
| Sector → SSPM_Performance | H4 | 1.922 | 0.055 | Supported * |
| Age → SSPM_Performance | H5 | 0.632 | 0.527 | Not Supported |
| Size → SSPM_Performance | H6 | 1.288 | 0.198 | Not Supported |

556

557 4.3 Model fit

558 The root mean square residual (RMSR) is a proportion of the mean total estimation for covariance
 559 residuals. The standardised root mean square residual (SRMR) is in view of changing both
 560 predicted covariance matrix and the sample covariance matrix into correlation matrices (Ringle,
 561 et al., 2015). According to Hu and Bentler (1999), values of less than 0.10 represents a good fit.
 562 Henseler et al. (2014) have ascertained that for SRMR to stand a measure of goodness of fit, it
 563 helps to avoid model misspecification. The SRMR value for the saturated model was calculated
 564 using SmartPLS 3 and, as the result was 0.099, this indicates a *good model fit*. Another fit measure
 565 proposed in the structural equation modelling literature is the normed fit index (NFI) (Bentler and
 566 Bonett, 1980). It processes the Chi² rate of the proposed model and matches it with a significant
 567 benchmark (Ringle, et al., 2015). NFI values must range between 0 to 1. The higher the value, the
 568 better the fit, as long as it lies between 0 and 1 (Lohmöller, 1988). Table 9 shows the NFI values

569 for the saturated and estimated model. Both values are between 0 to 1, and this indicates a good
 570 model fit.

571 Table 9: NFI values

| | Saturated Model | Estimated Model |
|-----|-----------------|-----------------|
| NFI | 0.409 | 0.395 |

572

573 **5. Discussion**

574 SSPM has been identified to have a positive influence on economic sustainable performance in a
 575 developing country's context ($\beta = 0.626$, $t = 9.193$, $p = 0.000$). Scholarly papers from the developed
 576 world have shown a general consistency with the results of this study. For instance, Chen (2015)
 577 has shown how sustainability practices positively affect organisational performance. The paper
 578 elaborates on how some SSPM practices have had an immediate and positive effect on economic
 579 sustainable organisational performance in the manufacturing sector in Sweden. Deloitte and
 580 Touche (1992) have described sustainable development to be a great business in itself. It makes
 581 open doors for suppliers of 'green buyers', eco-friendly materials and product designers, firms that
 582 invest resources into eco-efficiency, and those who see themselves in terms of social prosperity.
 583 These ventures will commonly have an upper-hand competitive advantage, which will be
 584 translated into better organisational performance.

585 SSPM has been identified to have a positive influence on the environmental performance of
 586 organisations in a developing country's context ($\beta = 0.593$, $t = 8.276$, $p = 0.000$). This result is
 587 consistent with previous relevant studies from the developed world. Alwan, et al. (2017) and
 588 Broman and Robèrt (2017) have carefully explained the positive potential impacts of SSPM on
 589 environmental performance. These studies also linked improved SSPM with overall enhanced
 590 organisational environmental performance. However, and with respect to the aforementioned

591 scholarly papers, this result was quite predictable, with incontestable positive influence and
592 benefits of SSPM on environmental organisational performance being sensed and proved.
593 Subsequently, that will doubtlessly drive organisational prosperity both in the short term and the
594 long term. In other words, SSPM performance enhancements lead to improved quality execution,
595 which improves environmental performance. The outcomes feature the multifaceted nature of
596 sustainability impacting on performance and propose that performance profits by sustainability
597 initiatives might be difficult to perceive, yet incontestable (Pullman, Maloni and Carter, 2009).

598 Furthermore, SSPM has been proven to have a positive influence on the social performance in a
599 developing country's context ($\beta = 0.787$, $t = 21.501$, $p = 0.000$). This result is completely in accord
600 with previous relevant studies from the developed world (Hansen and Schaltegger, 2014;
601 Partridge, 2014). The aforementioned studies insist on the importance of SSPM in improving
602 organisational social performance, which can be credited to the fact that social sustainability
603 improves satisfaction and performance levels of employees, suppliers and customers, which in turn
604 will be reflected into better organisational performance.

605 The sector in which the organisations operate has been identified of having a positive influence on
606 SSPM performance and hence organisational prosperity in a developing country's context ($\beta = -$
607 0.118 , $t = 1.922$, $p = 0.055$). This was also pledged by the literature from the developed world, as
608 different industries or sectors would have different sustainability attitudes, which implies that the
609 extent of SSPM applications varies between different sectors (Gallo and Christensen, 2011). Mani
610 et al. (2015) have examined supply chain sustainability in two different Indian manufacturing
611 sectors and found out many differences in levels and methods of implementing sustainability.

612 In this study, the size of the organisations has been identified of having *No* influence on the SSPM
613 performance and hence organisational prosperity in a developing country's context ($\beta = 0.102$, t

614 =1.288, $p = 0.198$). Perhaps that can be attributed to the majority of SMEs in the targeted sector.
615 As a matter of fact, only 10 per cent of the surveyed sample was large organisations and they
616 mainly had a similar family business structure, which cases would lead to the consideration that
617 most did not believe that size would make any difference.

618 The age of the organisation has been identified to have *No* influence on the SSPM performance
619 and hence organisational prosperity in a developing country's context ($\beta = 0.046$, $t = 0.632$, p
620 $= 0.527$). However, studies from the developed world such as Wiernik, et al. (2013) have
621 demonstrated the positive effect of the age of the organisation on its sustainability attitudes, it was
622 demonstrated that more recent organisations could adapt to adopting sustainability management
623 system better than old 'rusty' organisations. In general, this research theoretically contributes to
624 the relevant literature on different levels. Research results help decision makers to understand
625 SSPM levels of application and provide a route map to improve applications.

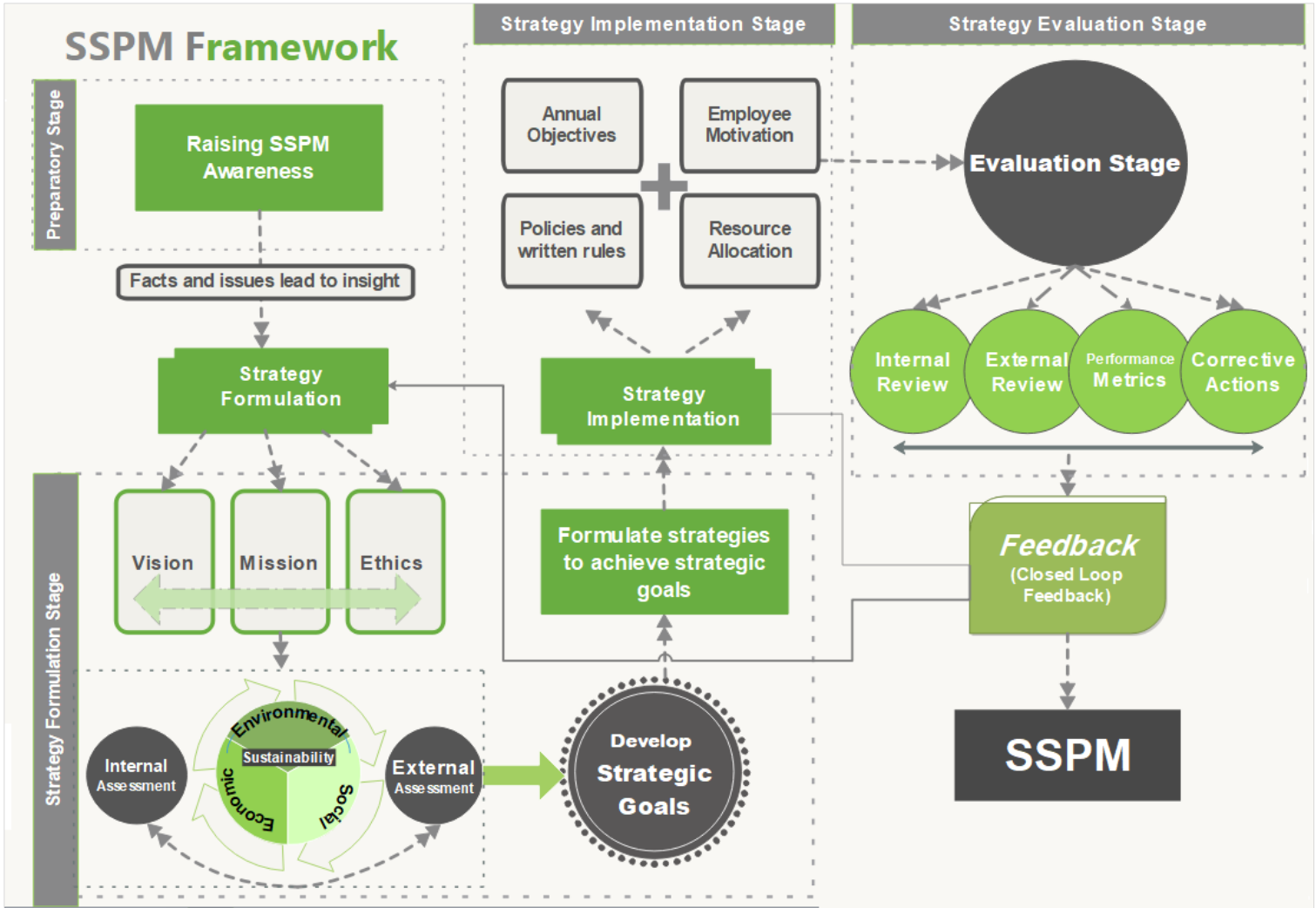
626 **6. Framework development**

627 The research framework is one of the main objectives of this particular research. The framework
628 has been developed by undergoing a process of abstraction for the entire individual stages and
629 outcomes of research, each stage has added a contribution that led to the current form of this
630 framework. Nevertheless, the framework was also subject to the participation and validation by
631 twelve interviewees, three field experts and three professors where it was amended as requested to
632 convene with a developing country's manufacturing sector. Their feedback was extremely positive
633 and they have suggested to indicate the facts and issues generated beyond the preparatory stage
634 influence on the strategy formulation stage and to link the feedback stage with the strategy
635 implementation stage. Their valuable recommendations were considered in shaping the final
636 version of the framework.

637 The framework was constructed in the following manner: The authors have researched the integral
638 parts of the ordinary strategic management & planning process, SSPM, generic SSPM models and
639 framework and the relevant literature; constructed the draft version of the framework in light of
640 the available generic frameworks; collected data from the interviewees, field experts, professors
641 and relevant literature; analyzed and concepted the available data from every possible angle;
642 refined data; developed a more specific framework; conducted content validation and testing;
643 received feedback; rendered the final version of the framework.

644 The constructed framework comprises of four prime modules and one secondary module
645 (feedback), some of which might intersect at some point, yet they can be parceled in this manner
646 to stand an intelligible tool for the developing world organizations. Figure 4 introduces the
647 constructed framework the study has developed.

648



649 Figure 4: Developed framework

650 The framework presented in Figure 4 was built based on those three prime stages. It also contrives
 651 with many relative frameworks resulted from relative studies (David, 2014; Khalili-Damghani and
 652 Tavana, 2014). Yet, the framework was developed based on this study findings, the interviews
 653 thematic analysis has immensely influenced the introduced version of the framework. The four
 654 prime modules are:

655

656 6.1 Module 1: Preparatory Stage

657 The need of this preparatory stage emerged and may be accredited to the sensed and proven

658 lack of knowledge amongst a considerable portion of the surveyees and interviewees, the

659 survey respondents were subjected to two discrepant statements among the drivers and
660 barriers, the statements were measuring the respondent's agreement on the expected cost of
661 applying SSPM. On one hand, it was introduced as a driving factor claiming that SSPM
662 happens to reduce the overall costs associated with production, on the other hand it was
663 introduced that SSPM accounts in higher costs, the respondents have agreed on both the
664 arguments which from their uneducated (sustainability education) perspective sounds to
665 make sense as they have claimed in the interviews. This discrepancy inspired the need to
666 raising level of sustainability education among those organizations and decision makers.

667 Another barrier which was highly ranked in the survey was the "Lack of knowledge of
668 SSPM", which in turn supports the dire need for such a preparatory stage for a smooth
669 transition from ordinary operating organization to a sustainable organization.

670 **6.2 Module 2: Strategy Formulation Stage**

671 Strategy formulation is a procedure where organizations pick the most fitting strategies to
672 accomplish their long-term objectives. It is a fundamental process to achieve organizational
673 prosperity, since it provides a structure to the activities that will prompt the foreseen outcomes
674 (David, 2014). Formulation the organizations' strategy empowers an organization to
675 painstakingly take a gander at the changing condition and to be set up for the conceivable
676 changes that may arise. A vital arrangement additionally empowers an organization to assess
677 its assets, assign budgeting plans, and decide the best arrangement for boosting return on
678 investment (The Saylor Foundation, 2007).

679 **6.3 Module 3: Strategy Implementation Stage**

680 Strategy Implementation is used to depict the exercises inside an organization or a working
681 environment to deal with the exercises related with the conveyance of strategic plans

682 (Wheelen and Hunger, 2010). Scholars have suggested explicit exercises and frameworks
683 that they believe are important to successfully actualize a strategy, those exercised all together
684 turn out the implementation stage (e.g. Reed and Buckley, 1988), the interviewees have also
685 confirmed them. Module 3 consists of the following four main factors: (1) Annual Objectives:
686 Yearly targets that are the momentary achievements ought to be accomplished so as to meet
687 long-term goals (David, 2014). (2) Policies and written rules: Policies can be described as
688 simple as the announcement of a goal(s) and are executed as a method or convention (Ball,
689 2015). (3) Employee Motivation: Is a natural and inward drive to advance the important
690 exertion and activity towards business related exercises (Jones and George, 2008). (4)
691 Resource Allocation: Is the planning of exercises and the assets necessary for those exercises
692 while contemplating both the asset accessibility and scheme time (PMO, 2016). The term
693 'strategy' in this paper empowers the necessity to at least address a rather appealing concept
694 'leadership' that would build a wider and longer time perspective than the management
695 perspective the paper revolves around. It can be interpreted in this context as the practices in
696 which CEOs and senior managers influence the actions of employees (i.e., followers) and
697 other players inside and outside an organisation, using different styles of management, to
698 support the vision of the organisation and strategic implementation (Miralles-Quiros,
699 Miralles-Quiros, and Arraiano, 2017), this would reflect the role of managers (as leaders) in
700 going beyond their traditional roles by actively involving their subordinates and stakeholders
701 in SSPM processes.

702 **6.4 Module 4: Strategy Evaluation Stage**

703 The research interviewees and survey respondents have stated that the evaluation of a strategy
704 is noteworthy as much as formulating the strategy since it tosses light on the productivity and

705 viability of the far-reaching plans in accomplishing the ideal outcomes (Juneja, 2018). The
706 supervisors can likewise evaluate the fittingness of the present system in the present-day
707 dynamic world with financial, political and mechanical developments. Evaluation is the last
708 stage of Strategic Management (David, 2014).

709 The strategy evaluation stage consists of the following four points: (1) Internal Review:
710 Internal review or audit for the firm can be accomplished by examining the organizational
711 and functional areas of the firm (Platts and Gregory, 2004; David, 2014). (2) External
712 Review: External analysis is the major way to deal with distinguish an organization's most
713 imperative opportunities it must look for and threats to bypass from or alleviate to help
714 accomplishing long term goals (David, 2014). (3) Performance Metrics: A performance
715 metric estimates the performance of organizational activities, behavior, and execution. In a
716 perfect world, great performance metrics structure the base for better accomplishing a
717 company's objectives (Markgraf, 2017). (4) Corrective Actions: corrective actions must be
718 taken to eliminate such non-conformities and to bring back the organization's performance
719 to track (Standards Australia, 2015).

720 **6.5 Module 5: Feedback Stage**

721 According to the research interviewees and survey respondents, in order to grant healthy
722 SSPM stages, it is imperative to give rise to the stake-holders feedback about the entire
723 process (different stages), this feedback shall close the 'loop' and will for sure further the
724 stages success. Such a stage (closed-loop feedback) aims at achieving and reserve a desirable
725 particular output by comparing it with the actual output of the framework. Any discrepancy
726 between actual and desirable output indicates a gap (problem) in either of the stages (Doyle,
727 Francis and Tannenbaum, 2013).

728 **7. Theoretical and Managerial Implications**

729 *First*, this paper has been designed to judge the divergent scholastic debates of the potential
730 impacts of SSPM on sustainable organisational performance from a developing country's
731 context. The theory and the gap have been constructed to consider the different
732 perspectives found in the literature. Furthermore, the analyses have also considered all
733 possible scenarios. *Second*, this study contributes by the endowment of a comprehensive
734 perception of SSPM. It extends the limited holistic perception of SSPM literature by
735 analysing and studying SSPM in the context of a developing country and by distinguishing
736 the theoretical underpinnings that the research has contributed to the literature. *Third*, this
737 study is one of the very first attempts to examine sustainability strategic planning and
738 management impacts on sustainable organisational performance (i.e. environmental, social
739 and economic sustainability) under the umbrella of one work of research, which helps to
740 overcome a lack of previous relevant research that dealt with the three pillars of
741 sustainability all together in a developing country. *Fourth*, it also contributes to advocate
742 the evolution of a comprehensive SSPM framework by facilitating its application in a
743 developing county's context. Furthermore, this study has also demonstrated the reasoning
744 behind the adoption of those practices and linked them with matching literature. *Fifth*, this
745 study has revealed potential misconceptions of SSPM-related abstraction between field
746 experts, which would stand as a preventive or remedial reference for people working in
747 this research field.

748 *In practical terms*, this study will help managers to create determined policies and establish
749 clear sustainability goals that will engage more sincere commitment from other levels of
750 managers. *Second*, this study helps to integrate sustainability in the business model of

751 organizations running in a developing country. It will clearly further organisational
752 sustainable performance by integrating sustainability in three prime pillars into the
753 management and planning process using SSPM. Third, it stands as a route map for
754 managers seeking to add prosperity to their organisations and those who intend to integrate
755 sustainability into their model for established business. Fourth, this study will help senior
756 managers to understand how sustainability is integrated into a business model, which will
757 make them realise that the level of such an integration is not at a high level. Finally, this
758 study will ensure the enrichment of knowledge about sustainability management from a
759 developing country's perspective.

760 **8. Final remarks**

761 This study seeks to explore strategic sustainable development from the lens of a developing
762 country. It has confirmed the positive impact of SSPM on the organizational sustainable
763 performance. Moreover, the paper uncovered the relative scarcity of such research on
764 organizations in developing countries. And it raises a trending debate: would planning and
765 management models of sustainable development, developed for organizations in
766 industrialized countries, be directly applicable to organizations also in the developing
767 world? In this regard, the study constructed a framework to facilitate the integration of
768 sustainability planning and management into business models of manufacturing
769 organisations in a developing country context. This framework is similar to the Framework
770 for Sustainable Strategic Development (FSSD) at generic top level but also different on its
771 operational detailed level due to environmental and boundary conditions specificity. The
772 paper has also pointed out the cultural, political and business-related differences between
773 the two worlds (developing and developed world). Which might call for fairly various ways

774 to deal with strategic sustainable development in the developing world. Over and above
 775 this general perspective, the paper adds intriguing angles from the particular Palestinian
 776 perspective. Besides a rather effective review of some essential cultural and political
 777 differences in Palestine that deserve consideration, the study concludes that the Palestinian
 778 case is likely to be beneficial from economic, social as well as environmental performance
 779 point of view for organisations in the developing world. “

780 Finally, strategic leadership is one of the areas that should be tested in future research
 781 studies due to its importance and that there is a need for adapted strategic leadership models
 782 for developing countries, and more comparative studies are needed to study SSPM
 783 frameworks from developing and developed countries to learn about best strategic
 784 leadership practices.

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