

## Factors influencing the Sustainability of the Palm Oil Community enterprises in the Southern Region of Thailand

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**Abstract:** The palm oil industry plays a very important role in the Thai economy, but it still suffers from certain problems including production-related issues of farmers, volatility and slump in product prices. The industry is also affected by the EU's renewable energy support laws. The objectives of this research were to: 1) study the levels of factors influencing sustainability in the oil palm industry operations of community enterprises in the Southern region; 2) examine the influences of government support, supply chain management, competitive advantages and operations of entrepreneurs on the sustainability in the palm oil community enterprises in the Southern region; and 3) propose guidelines for achieving sustainability in the oil palm community enterprises in the Southern region. This research employed a mixed research methodology combining quantitative and qualitative methods. For the quantitative research part, the research sample consisted of 340 entrepreneurs in the palm oil industry. The sample size was determined based on the criterion of 20 times the 17 observed variables. They were selected via stratified sampling. Data were collected with the use of a questionnaire and analyzed with a structural equation model. As for the qualitative research component, in-depth interviews were conducted with 15 key informants consist of executives or representatives from public and private sectors. Data were analyzed with content analysis. The findings showed that: 1) government support, supply chain management, competitive advantages, operations of entrepreneurs, and sustainability in the oil palm industry operations were rated at a high level; 2) competitive advantages had the highest influence on the sustainability in the oil palm community enterprises in the Southern region, followed by supply chain management, government support, and operations of entrepreneurs, respectively; and 3) the guidelines for achieving sustainability in the oil palm industry operations of small and medium enterprises in the Southern region must arise from participation of both public and private sectors. In addition, entrepreneurs in the oil palm industry must concentrate on improving the efficiency of the oil palm industry in order to be certified based on the Roundtable on Sustainable Palm Oil (RSPO), the recognized international standards, so that the operations will cover the dimensions of sustainability in economic, social, and environmental aspects. Setting the price mechanism promote palm oil as an alternative energy source environment friendly for a better quality of life. The Ministry of Agriculture and Cooperatives and the National Oil Palm Policy Committee can utilize these research findings as the guidelines in determining policies and plans for the oil palm industry development appropriately.

**Keywords:** Government support, Supply chain management, Competitive advantages, Operations of entrepreneurs, Sustainability

### 1. Introduction

It has become an urgent need for the organizations to create and develop sustainability in the business in order to achieve competitive advantages over the rival organizations both at the national and international level where the people high social and environmental awareness. Business sustainability refers to the capacity of the organization to carry its business activities in such a way as they put no negative impact on society and the environment. A sustainable business is aimed at performing functions for the well-being of the environment and society both at local and global level (Bocken, Boons, & Baldassarre, 2019). A socially and environmentally aware business not only focus on earning profits but also show concern for the well-being of social and environmental health. It monitors the effects of its activities on the society and environment. If it finds any negativity, it tries to mitigate it. Such a business is regarded as sustainable because it provides security to the health of society and the environment in the region where it operates its business, creating an environment where it can grow (Yip & Bocken, 2018).

The concept of business sustainability has caught the attention of renowned academics like Raut et al. (2019), who demonstrates the significance of getting high business sustainability in the competitive market, where consumers want not only to meet their needs but to social and environmental protection too from the organizations. People prefer to make business dealings with those institutions which have great concern towards the social and environmental requirements of regulators and the general public. The term business sustained is taken from the 'triple bottom line model, which introduced by John Elkington, founder of the "SustainAbility" consultancy. This mode has components people, planet, and profits or society, environment, and profits. A sustainable business

shows responsibility towards society and protects the environment, along with earning profits (Caldera, Desha, & Dawes, 2019).

The main focus of our study is on the contribution of effective organizational factors in the achievement of business sustainability. Many previous studies have analyzed the role of organizational factors in the creation and development of high business sustainability. But this study is a distinction in the sense that it categorizes four sorts of organizational factors such as human resource factors, funding factors, management factors and material resource factors and analyses their influences into the creation and development of business sustainability. The availability of skilled human resources, and high-quality material resources and effective management of all these resources from utilization to final disposal enable the organization to bring improvement in all business operations in such a way as to build sound social relations with the stakeholders and remove the adverse impacts of business operations from the natural environment. It develops business sustainability (Evans et al., 2017). Similarly, the immediate availability of funds and their effective use, and the proper management of all the areas of an organization, enhance business sustainability.

This study analyzes the influences of human resource factors, funding factors, management factors, and material resource factors within an organization on the achievement of high business sustainability in the oil community enterprises in Thailand. Thailand is a contended developing country in Asia. It has an upper-middle-income economy. Its rank across the world is 21<sup>st</sup> largest country according to purchasing par parity. In terms of nominal gross domestic product, its rank is of 24<sup>th</sup> largest country. The gross domestic product of the Thai economy is \$509.200 as per the statistics of 2020. This economy consists of three sector agriculture, industry, and services. The industry is the second-largest sector (Iskandar, Baharum, Anuar, & Othaman, 2018). Oil community enterprises cover a great portion of the industry. Oil is being in Thailand as a major source of energy in almost all business organizations, whether they belong to the industry or service sector, and its domestic needs are also high. Thailand produces 531,328.59 barrels per day of oil. As per the statistics of 2016, it has achieved the rank of 29<sup>th</sup> largest oil producer in the world. Thailand annually produces equivalent to 47.9% of its total proven reserves.

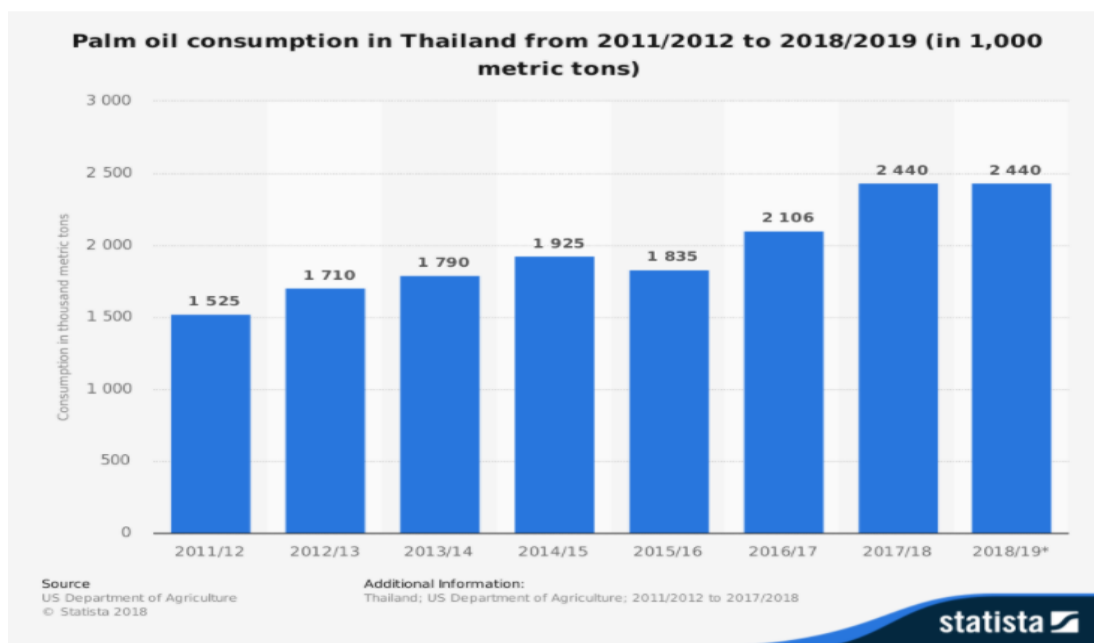


Figure 1: Palm Oil Consumption in Thailand

Some of the oil community enterprises in Thailand have attained business sustainability bring improvement in the efficiency of organizational factor. Because of its increasing domestic and commercial demand within the country, it is still needed to bring improvement in the organizational factors to create high business sustainability. This study is guidance in this regard.

## 2. Literature Review

In the modern world, people are highly aware of social and environmental aspects, and there is also pressure from social and environmental regulatory authorities; it has got compulsory for organizations to create and develop

business sustainability in order to compete in the market successfully. A sustainable business not only tries to drive high profits but also takes care of the social well-being and environmental health of the circle where they carry business activities in the struggle to build an environment where they can continue to grow (Todeschini, Cortimiglia, Callegaro-de-Menezes, & Ghezzi, 2017). The organization take certain steps which lead the organization towards high business sustainability. It analyzes the circumstances, makes decisions on the acquisition and use of human resources, financial resources, and material resources and takes actions that good social relations can be built and negative environmental impacts of business activities can be minimized. Thus, a way is created that business will continue to grow consistently. The organizational factors encompassing human resource factors, funding factors, management factors, and material resources factors affect the development of business sustainability. In the past literature, many researchers and scholars have discussed the role of human resource, funding, management and material resources and their administration in the creation and development of higher business sustainability. Some renowned scholars, with their excellent literary workout, have been cited below to show the influences of an organizational factor on the creation and development of business sustainability.

The renowned academic Macke and Genari (2019) investigates the significance of human resource factors in getting higher business sustainability. This workout elaborates that the effective human resource factors such as recruitment & selection, reward system, compensation, and training enable the organization to achieve higher social performance and environmental performance as it is the human resources who carry all the business operations from management to marketing. Effective recruitment and selection of candidates for the vacant job positions on the part of human resource management provide a skilled workforce who have knowledge, skills, and experience how to deal with the stakeholders in a brotherly manner while performing business operations. The recruitment of human resources who have up-to-date knowledge about the resources like raw material, plant and machinery which do not emit contaminating substance in the atmosphere or cause minimum harmful wastes, enables the organization the achieve higher environmental performance which determines high business sustainability. The scholarly article of Lozano (2018) investigates the human resource management factors like reward and compensation in getting higher business sustainability. When monetary or non-monetary rewards are given to the employees for the appreciation of their work for the achievement of higher social or environmental performance, they become passionately committed with the organization and work more energetically and put more focus on the social and environmental aspects, which results in higher business sustainability. The conduct of periodical training for employees helps update the knowledge, skills, and capabilities of employees, which they may use to develop high sustainability (Yusoff, Nejadi, Kee, & Amran, 2020).

All the business processes, from the hiring of employees, the acquisition of resources to the advertisement and marketing, are dependent on the funding factors such as the source of funds and the management within the organization. The availability of higher funds within the organization enables it to show higher social, environmental, and thus, financial performance. The organization can use the funds to acquire better quality material so that products manufactured out such material do not emit harmful substances in the atmosphere, don't damage the health of the general people, and after the useful life can safely be disposed of (Clark, Reed, & Sunderland, 2018). Similarly, having higher funds, the organization can adopt the best ways to advertise and market its products and services give an opportunity to the organization to have interaction with the consumers and build strong relations. Such relations are helpful in getting sustainability in the performance. Higher funds enable the organization to use environmentally friendly material in the advertisements of products and services which do not put the adverse effects on the health of general and the use of funds for the acquisition of eco-friendly logistics or the use of renewable energy resources in transportation for the delivery of products provides a natural environment to grow (Oderanti & Li, 2018). When the organization has the policy that if funds from owners' equity are not enough to meet the organizations' financial requirements, money can be borrowed through debentures or bonds, its flexibility in the organization. Under such a situation, the social and environmental programs can be carried on. For instance, a sudden change can be brought in the communication network, information technology, the quality of production resources & processes, and advertisement & marketing channels in order to respond to environmental requirements (Wondirad, Tolkach, & King, 2020).

Management is an integral part of an organization. Though all the resources like material, building, machinery, and capital are needed for the business operation and its success, they all are useless but without effective management. Effective management can add to the value of the resources, labor and capital, which weak management can depreciate the resources, labor, and capital. Thus, business sustainability which needs effective resources, proper use of capital, and sustainable ecological processes, can be developed and promoted with the effective management of these resources, capital, and processes (Long, Looijen, & Blok, 2018). Effective management assures the availability of financial resources at the time of need which enables the organizations to create fluency in the business operations. These funds make it possible to acquire ecological friendly material & technology and employ them immediately in order to mitigate the negative environmental impacts of business

activities and provides a healthy work environment to the labor force. Thus, the business makes the sustainable performance. Similarly, under effective management, available resources and processes are integrated in such a way as they give better quality production resources and processes and assures the future competitive opportunities for the organizations (Raut et al., 2019). Under efficient quality management, quality information (immediate, up-to-date, reliable, accurate, and relevant information) is available, which can be used to make positive contacts with the stakeholders like customers and suppliers. These contacts can be used to acquire ecological friendly material, energy resources and technology, which improves the environmental performance of the firm which contributes to business sustainability. The effective management of human resources provides skilled labor who have core capabilities to carry the operations in such a way as to improve social, environmental, and thus, financial performance (Raut et al., 2019).

Material resources are the tangible or physical resources in a business enterprise. The acquisition, quality and use of material resources such as energy resources, raw material, infrastructure, logistics, information technology, and manufacturing plant and machinery affect the organizational goal of business sustainability. The choice of energy resources to be used in the production and operations affects the natural resources, atmosphere, and health of living beings greatly. The use of renewable energy resources like biomass and bioenergy do not emit harmful gases, toxic material, or contaminating wastes, thus, saves the natural environment for the general people and provides a healthy work environment to the labor which takes active participation in business sustainability (Ferro et al., 2017). Effective use of information technology keeps the organization aware of social and environmental issues, the requirements of general people and regulatory authorities, and helps to find out the ways how to mitigate the negative impacts of operations on social relations and environmental health. The use of quality logistics and transport vehicles speeds up the business operations, help in acquiring quality resources from far off areas, minimizes lead time, and thus, it is helpful to the organization in attaining higher business sustainability (Štefko, Vašaničová, Jenčová, & Pachura, 2021). The organizations which acquire durable, reliable, and environmentally friendly material to be used in the production show high environmental performance and having large marketing for the products, achieve a higher financial position in the market. The use of such material gives higher pollution-free productivity, which comes up to the consumers' expectations and creates a sense in them that the organization takes care of the social well-being and environmental health. This builds an emotional link between customers and organization and drives higher business sustainability (Sun, Wu, & Yang, 2018).

Organizational competencies are the critical core competencies of an organization that help in operating business processes effectively. These core competencies enable the organization to monitor the shifts in the general peoples and government requirements and technology and act accordingly to respond to the changes. These core competencies also enable the organization to come up with future requirements of the consumers and regulatory authorities. Thus, the core competencies are helpful in creating and developing high business sustainability. The organizational factors encompassing human resource factors, funding factors, management factors, and material resources factors affect the creation and development of business sustainability (Bamgbade et al., 2019). Effective human resources factors like rewards & compensation to the employees, periodical training classes, and organizational support create core competencies in the employees, which result in business effectiveness and high business sustainability. Funding factors provide support to the organizations to apply different technologies and techniques. Thus, core competencies like analytical skills, decision making, and responsiveness etc., are developed. An effective Management in the different organizational areas leads to effective leadership, effective communication, critical thinking, and decision-making skills. All these organizational competencies enable the organization to remove negative environmental impacts of business operations, improves social performance, and thus, enhances the business sustainability (Akhtar, Khan, Frynas, Tse, & Rao-Nicholson, 2018). The material resource factors like machinery, energy resources, raw material, and information technology and their management improve enhance business capabilities which brings improvement in the business processes in the best interest of society and the environment. Thus,

### **3. Methodology**

This research investigates the impact of human resource factor, funding factor, management factor and martial resource factor on the business sustainability and also examines the mediating impact of organizational competencies among the links of human resource factor, funding factor, management factor, martial resource factor, and business sustainability of palm oil community enterprises southern region in Thailand. This research has used quantitative methods and obtain the primary data by using questionnaires. The employee of palm oil enterprises are the respondents and selected based on purposive sampling. The research sample consisted of 340 entrepreneurs in the palm oil industry. The sample size was determined based on the criterion of 20 times the 17 observed variables

This article also used the SEM analysis to test the hypotheses and also test the reliability and validity of the constructs. This tool has been used because the purpose is hypotheses testing, a large sample size has been used, and a complex model executed by the study (Hair Jr, Babin, & Krey, 2017). This study has taken four independent variables like Government support (GOSU) with three items, Supply chain management (SUMA) with three items, Competitive advantages (COCA) with five items, Operations of entrepreneurs (OPER) with three items, and Sustainability (SUPO) with three items.

#### 4. Findings

This study used preliminary data analysis before to test the relationship between variables (Adamski et al., 2005). Preliminary data analysis is the precious part of every data analysis because it is important to remove the errors in the data before data analysis. Preliminary data analysis is given in Table 1 in which standard deviation, normality of the data and p-value is given.

**Table 1:** Statistical test of empirical variables (n=340)

ตัวแปร	( $\bar{x}$ )	S. D.	result	SKEWNE SS	KURTOS IS
<b>GOSU (Government support)</b>					
GMCF	3.7	0.9	middle	-0.69	-0.11
REEM	3.8	0.8	middle	-0.45	-0.39
PUVO	3.7	0.9	middle	-0.53	-0.53
<b>SUMA (Supply chain management)</b>					
RASO	3.8	0.9	middle	-0.65	-0.29
PROD	3.9	0.8	middle	-0.68	-0.03
CUSO	3.9	0.9	middle	-0.83	0.29
<b>COCA (Competitive advantages)</b>					
FAOP	3.6	1.1	middle	-0.48	-0.75
DECO	3.7	1.0	middle	-0.56	-0.60
SUIC	3.6	1.0	middle	-0.56	-0.69
COST	3.7	1.0	middle	-0.63	-0.61
COCO	3.6	1.1	middle	-0.49	-0.68
<b>OPER (Operations of entrepreneurs)</b>					
BUMA	4.1	0.8	middle	-0.93	0.55
PROF	4.0	0.8	middle	-0.91	0.20
REPR	4.0	0.9	middle	-0.78	-0.19
<b>SUPO (Sustainability operations)</b>					
ECON	3.9	1.1	middle	-0.99	-0.15
SOCI	4.0	1.1	middle	-0.97	-0.24
ENVI	4.0	1.1	middle	-1.04	0.94

This study used Structural Equation Modeling (SEM) to analyze the data which is most recommended data analysis technique (Henseler & Chin, 2010; Henseler et al., 2014; Henseler, Ringle, & Sinkovics, 2009; Ul-Hameed, Mohammad, & Shahar, 2018). In this process the factor loadings were examined by the current study. According to J. Hair, Hollingsworth, Randolph, and Chong (2017) factor loadings must be above 0.7 for all scale items. The factor loadings are given in Table 2. According to the results of factor loadings, it is evident from Table 2 that all the scale items have factor loadings above 0.7 which is the minimum threshold level in the current study. Additionally, standard deviation, t-value and r-square value is also given in Table 2 for all variables.

**Table 2:** Factor Loadings. (n = 340)

Variable	$\lambda$	$\rho_C$	$\rho_V$
GOSU (Government support)	0.59-0.87	0.73	0.48
SUMA (Supply chain management)	0.65-0.75	0.75	0.51
COCA (Competitive advantages)	0.75-0.90	0.91	0.67
OPER (Operations of entrepreneurs)	0.67-0.82	0.79	0.56
SUPO (Sustainability operations)	0.85-0.95	0.92	0.80

Results of the study are given in Table 3. The relationship between variables are given in Table 3. These relationships between variables are examined with the help of Structural Model Assessment (F. Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014; J. F. Hair, Ringle, & Sarstedt, 2013; J. F. Hair, Sarstedt, Pieper, & Ringle, 2012; Hameed et al., 2018; Zahra, Hameed, Fiaz, & Basheer, 2019).

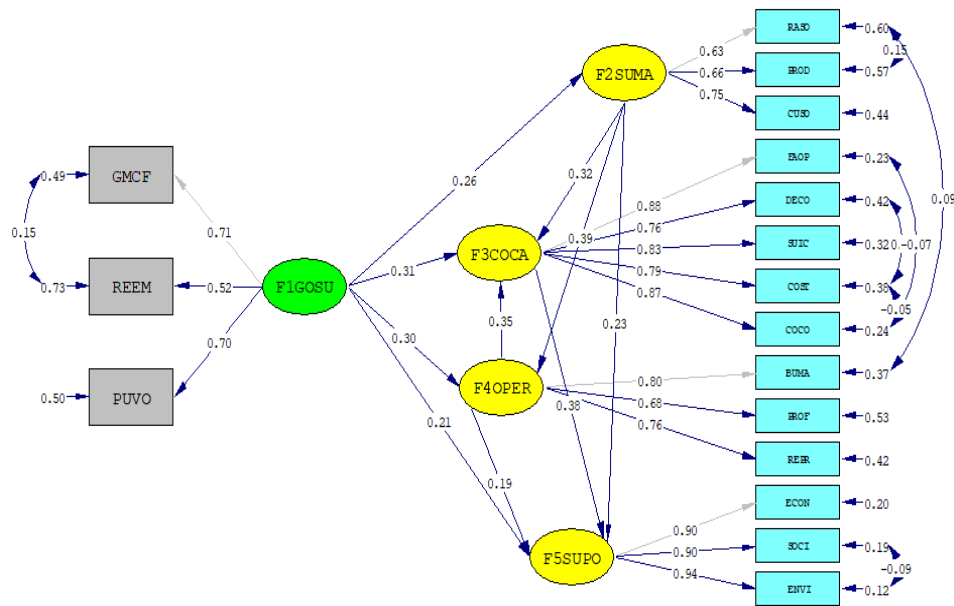
Furthermore, the beta value of relationships is given in Figure 1. The effect of Government support, Supply chain management, Competitive advantages, Operations of entrepreneurs was examined on Sustainability in the oil palm industry operations. The effect of Government support, Supply chain management, Operations of entrepreneurs was examined on Competitive advantages. Moreover, the effect of Government support, Supply chain management, was examined on Operations of entrepreneurs. Finally, the effect of Supply chain management was examined on Sustainability in the oil palm industry operations.

Results of the study shows that Government support has significant effect on Supply chain management and the beta value is 0.26. Moreover, the effect of Government support was found significant on Competitive advantages with beta value 0.31. The Supply chain management also has significant effect on Competitive advantages with beta value 0.32, the effect of Operations of entrepreneurs was found significant on Competitive advantages with beta value 0.35. The effect of Government support on Operations of entrepreneurs found beta value 0.30, the effect of Supply chain management was found significant on Operations of entrepreneurs with beta value 0.39. Finally, has positive effect Government support on Sustainability in the oil palm industry operations is also significant with beta value 0.21, the effect of Supply chain management on Sustainability in the oil palm industry operations is also significant with beta value 0.23, the effect of Competitive advantages on Sustainability in the oil palm industry operations with beta value 0.38, the effect of Operations of entrepreneurs on Sustainability in the oil palm industry operations is also significant with beta value 0.19.

**Table 3:** Measurement Model )n=340(

Antecedents	Consequences											
	SUMA			COCA			OPER			SUPO		
	DE	IE	T	D	IE	T	D	IE	T	D	IE	T
GU	0.26**	-	0.31**	0.32**	0.35**	0.30**	0.39**	-	0.21**	0.23**	0.38**	0.19**
SO	-	-	-	-	-	-	-	-	-	-	-	-
SU	-	-	-	-	-	-	-	-	-	-	-	-
MA	-	-	-	-	-	-	-	-	-	-	-	-
CO	-	-	-	-	-	-	-	-	-	-	-	-
CA	-	-	-	-	-	-	-	-	-	-	-	-
OPER	-	-	-	-	-	-	-	-	-	-	-	-

Chi-Square = 123.12, df=102, p=0.0758, X<sup>2</sup>/df=1.207, CFI=1.000, GFI=0.96, AGFI=0.94, RMSEA=0.025, RMR=0.030, SRMR=0.033, CN=371.33



Chi-Square = 123.12, df = 102, p=0.0758

Chi-Square=123.12, df=102, P-value=0.07586, RMSEA=0.025

CFI=1.000, GFI=0.96, AGFI=0.94, RMSEA=0.025, RMR=0.030, SRMR=0.033, CN=371.33

Figure 3: Measurement Model Assessment

Finally, the path analysis results indicated that Government support factor, Supply chain management factor, Competitive advantages factor, and Operations of entrepreneurs factor have a positive association with operations sustainability and accept H1, H2, H3, and H4. The findings also revealed that Competitive advantages factor, Supply chain management factor, Operations of entrepreneurs factor significantly mediate among the links of operations sustainability factor, Government support factor and accept H5, H6, H7, H8 and H9.

### 5. Discussions and Implications

The study results have revealed that the human resource factors have a positive impact on operations sustainability development. The study demonstrates that effective human resources factors like rewards and compensation, recruitment and selection, periodical training, organizational support, job satisfaction are helpful to the organizations to get higher sustainability in the business. These results are in line with the past study of Amrutha and Geetha (2020), which reveals that the effective management of the factors like organizational support, reward and compensation, improves the capabilities of human resources that they may improve the social and environmental performance of the firm. When the employees are committed to the organization, they work not just for the sake of work, but they work out of devotion to improve the image of the organization in the concerned social and environmental circle. These results are also in line with the past study of Yong et al. (2020), which analyzes the three human resource factors like recruitment and selection, training, and rewards as the constructs of operations sustainability. This study elaborates that good recruitment and selection gives a skilled and experienced workforce, while training help improves the knowledge, and skills and rewards encourage the employees to work. Thus, the labor can better understand the social and environmental aspects and acts accordingly. The study results have indicated that the funding factors have a positive relationship with operations sustainability. These results are in line with the previous study of Kuschel, Lepeley, Espinosa, and Gutiérrez (2017), which shows that the sources of business funds and their management within the organization affects the business social and environmental projects and their effectiveness, as all the business operations are dependent on business funds. An easily available large amount of funds, whether are received from owner or outsiders, strengthen the capacity of the organization to acquire operations sustainability. These results are also in line with the past study of van den Heiligenberg, Heimeriks, Hekkert, and van Oort (2017).

This study analyzes the factors which influence operations sustainability. It suggests that the sources of business and the management of acquisition of funds and utilizing those funds in organizational processes affect the operations sustainability development. The higher the funds, the higher is the development of operations sustainability. The study results have also indicated that the management factors are linked with the development of operations sustainability in a positive manner. These results are in line with the past study of Shad, Lai, Fatt, Klemeš, and Bokhari (2019), which shows that the organization were to have sufficient funds from owners have the capacity to purchase such resources which are ecologically friendly, durable and reliable and acquire the services of labor-force who are skilled enough to monitor the social and environmental issues and can handle them in the best interest of society and environment. The study results have also indicated that the management factors are linked with the development of operations sustainability in a positive manner. These results are in line with the past study of Golicic, Flint, and Signori (2017), which shows that for the achievement of higher organizational performance (environmental, social, and financial performance) and the development of sustainability in it, it is compulsory for the organizations to have effective management of all the organizational areas. These results are also in line with the past study of Svensson, Ferro, Hogevoid, Padin, and Varela (2018), which shows that it is the management which monitors the flaws in material resources, weaknesses of human resources, and lack in the effectiveness of the process and makes amendment in the policies, and strategies to remove these flaws, weaknesses, and lacks which are hurdles in the way of operations sustainability. The study results have also represented that the material resources factors have a positive effect on operations sustainability. These results are in line with the past study of Stewart and Niero (2018), which argues that the effective material resource factors such as finding out good suppliers, the acquisition of good quality resources, and the way to utilize them optimally in such a way that the business puts no negative impacts on the society and natural environment enhances the sustainability in the operations operations.

The study results have revealed that organizational competencies play a mediating role between human resource factors and the development of operations sustainability. These results are in line with the literary work out of Foroudi, Gupta, Sivarajah, and Broderick (2018), which shows that organizational competencies like critical thinking, leadership, problem-solving skills, and effective communication are developed by the improvement in the human resource factors, and these improved organizational competencies enhance operations sustainability. The study results have indicated that organizational competencies are a significant mediator between the funding factors and the development of operations sustainability. These results are in line with the previous study of Martín-Rojas, Fernández-Pérez, and García-Sánchez (2017). This study suggests that the increase in the business funds and effective management of these funds in the business enables the organization to develop core competencies, and the core competencies result in the development of sustainability in the business activities. The study results have shown that organizational competencies are a significant mediator between the management factors and the development of high sustainability in business operations. These results are in line with the past study of Haney, Pope, and Arden (2020) which presents that effective management policies, strategies, and practices lead to the development of dynamic core competencies like analytical skills, responsiveness, leadership, and marketing skills etc., in the organizations into competing for the rival business and thus, these competencies create and develop business sustainability. These results have shown that organizational competencies play a mediating role between material resource factors and the development of operations sustainability. These results are in line with the previous study of (Cooper, Stokes, Liu, and Tarba (2017)), which indicates that the organizational competencies are improved by the good quality material resources and their effective management, which help improve social, environmental, and thereby, economic development.

The current study has great theoretical importance because it makes a significant contribution to the economy based literature. This study gives a detailed description of the organizational factors encompassing human resource factors, funding factors, management factors, and material resources factors in relation to the development of operations sustainability. There are several studies in the past literature which have thrown light on the organizational factors, human resource factors, funding factors, material factors and their influences on the creation and development of business sustainability. But none of these studies has addressed human resources factors, funding factors, management factors, or material resources simultaneously in connection with the development of operations sustainability. In this way, the current study is a distinction in the existent literature. Moreover, the present study makes a great contribution to the existent literature with the introduction of organizational competencies as a mediator between the organizational factors such as human resource factors, funding factors, management factors, and material resources factors and the development of business sustainability. The current study also makes an empirical implication besides the theoretical one. The study has an excellent significance to the economists in the emerging economy like Thailand as it gives an appropriate guideline to the organizational management on how to create and develop operations sustainability. This study suggests that with effective and efficient organizational factors, which consist of human resources factors, funding factors, management factors, and material resources factors can be sustainability can be created and developed in business activities.



## 6. Conclusion and Limitations

The present study investigates the role of Government support factors in the creation and development of sustainability in business activities. The study analyzes the influences of the Government support factors such as Supply chain management factors, Competitive advantages factors and Operations of entrepreneurs factors on the creation and the development of operations sustainability. The study implies that all the Government support factors regarding Competitive advantages and their Supply chain management, like rewards system, compensation, recruitment and selection, training, and guidance, bring sustainability to the business activities and their performance. These factors help improve social, environmental, and, thereby, financial performance. The study argues that the Competitive advantages factors have a great to the organizations in achieving higher social, economic, and financial performance, which determines higher sustainability in the business. The availability of business funds, the source of funds, and their use in business activities in such a way as brings improvement in the relations of organization with its stakeholders and production quality and thus, minimize the negative environmental impacts of activities, enhances business sustainability. The study also states that the management factors within an organization affect the social relations of the organization with its stakeholders, its ecological friendly resource and activities, and financial performance of the organizations. The study argues that the effective material resource factors encompassing acquisition of better quality resources, value creation, and utilization in the organizational processes help improves social, operational, and environmental performance, which drives higher financial performance. The study also states that effective Government support factors such as Supply chain management factors, Competitive advantages factors and Operations of entrepreneurs factors, which lead the organization towards higher business sustainability.

The current study has a number of limitations that must be removed by the researchers and practitioners in future when they will be replicating or expanding the conceptions of this study. First of all, the data for the study has been collected from a single source which is the issuance of questionnaires among the palm oil community enterprises. As the data in support of this study has been collected from a single source, this study is not comprehensive and, thus, less reliable. The authors in future are recommended to adopt multiple ways to acquire comprehensive data which can be relied on in making decisions about business sustainability. Moreover, in order to provide evidential support to the study, the author has collected data from oil community enterprises in the economy of Thailand, a developing upper-middle-income country. Thailand has different geographical features, social and economic conditions from developed countries. Thus, the study lacks generalizability and validity in the case of developed countries. That is why future authors must analyze the business sustainability development in the oil community enterprises from both developed and developing countries.

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