



Green Supply Chain Management Practices and Sustainable Success of Agricultural Cooperatives: Evidence from Vietnam

Nguyen Thi Thanh Hai

Hong Duc University

ARTICLE INFO

Published Online:
08 April 2026

ABSTRACT

In the context of global climate change and increasing pressure for sustainable transformation, agricultural cooperatives (ACs) in Vietnam face significant challenges in balancing economic growth with environmental protection. This study investigates the impact of five core Green Supply Chain Management (GSCM) practices - Internal Environmental Management (IEM), Green Purchasing (GP), Green Production (GPR), Green Logistics (GL), and Customer Cooperation (CC) - on the sustainable success of ACs. Using a quantitative approach, data were collected from 389 agricultural cooperatives in Vietnam and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The results indicate that all five GSCM practices have a positive and statistically significant impact on sustainable success, collectively explaining 46.2% of its variance. Internal Environmental Management emerged as the most powerful predictor ($\beta = 0.340$), while Green Logistics showed the weakest effect. These findings highlight the importance of leadership commitment and green production standards in driving sustainability. The study provides critical theoretical insights into the GSCM-performance link and offers practical recommendations for cooperative managers and policymakers to promote green transformation in the rural economy.

Corresponding Author:

Nguyen Thi Thanh Hai

KEYWORDS: Green Supply Chain Management (GSCM), Sustainable Success, Agricultural Cooperatives, Vietnam, PLS-SEM.

1. INTRODUCTION

In the face of global climate change and increasing environmental degradation, sustainable development has become a mandatory strategy for the global agricultural sector (Srivastava, 2007). As one of the world's leading exporters of agricultural products, Vietnam faces significant pressure to transition from traditional farming to sustainable models to meet international standards and fulfill its commitments at COP26 (World Bank, 2022). In this context, agricultural cooperatives (ACs) play a pivotal role as a bridge between smallholder farmers and global markets. However, ACs in emerging economies like Vietnam often struggle with resource constraints and the lack of a comprehensive framework to balance economic growth with environmental protection (Grashuis & Su, 2019).

Green Supply Chain Management (GSCM) has emerged as a key organizational philosophy to achieve these dual goals. GSCM is defined as the integration of environmental thinking into supply chain management, including product design, material sourcing, manufacturing processes, and delivery to consumers (Sarkis et al., 2011). While the benefits of GSCM have been extensively

documented in the manufacturing sector (Zhu et al., 2008; Geng et al., 2017), its application in the agricultural sector - particularly within the cooperative model - remains underexplored.

Current literature suggests that GSCM is not a monolithic concept but a multidimensional construct. According to the foundational work of Zhu et al., (2008), GSCM practices typically include Internal Environmental Management, Green Purchasing, Customer Cooperation, and Investment Recovery. Subsequent studies have expanded this to include Green Production and Green Logistics as critical components for resource-intensive sectors like agriculture (Zhan et al., 2024; Jabbour et al., 2015). Despite the theoretical consensus on the importance of these practices, there is a lack of empirical evidence on how these specific dimensions simultaneously impact the "Sustainable Success" of ACs, which encompasses economic, environmental, and social performance (the Triple Bottom Line).

Furthermore, the relationship between GSCM and performance is not always linear and can be context-dependent. For instance, while Green Purchasing and Internal Environmental Management are often cited as drivers of

efficiency (Zhu, 2016), their implementation in ACs requires high levels of member commitment and collaboration with external partners (Lin & Ho, 2011). The lack of a focused study on these 5 key dimensions (Green Purchasing, Green Production, Green Logistics, Customer Cooperation, and Internal Environmental Management) in the Vietnamese agricultural context represents a significant research gap.

Therefore, this study aims to fill this gap by investigating the impact of these five GSCM practices on the sustainable success of agricultural cooperatives in Vietnam. By employing the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, the research provides both theoretical insights into the GSCM-performance link in agriculture and practical recommendations for cooperative managers and policymakers to promote green transformation in the rural economy.

2. THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

2.1. Theoretical Framework

This study integrates two foundational theories to explain the relationship between Green Supply Chain Management (GSCM) and sustainable success: the Natural Resource-Based View (NRBV) and Stakeholder Theory.

The Natural Resource-Based View (NRBV), pioneered by Hart (1995), posits that a firm's competitive advantage is increasingly derived from its ability to operate within the constraints of the natural environment. Hart and Dowell (2011) categorized these capabilities into three strategic stages: pollution prevention, product stewardship, and sustainable development. In the context of agricultural cooperatives (ACs), implementing GSCM practices allows these organizations to develop unique, "green" organizational capabilities that reduce environmental impact while enhancing long-term economic efficiency.

Stakeholder Theory (Freeman, 1984) further complements this by suggesting that the success of an organization depends on its ability to manage relationships with various stakeholders, including government regulators, customers, and cooperative members. For ACs in Vietnam, adopting GSCM is not merely an internal choice but a strategic response to the external pressures from international markets demanding "clean" and "green" products (Donaldson & Preston, 1995; Sarkis et al., 2011).

2.2. Hypotheses Development

2.2.1. Internal Environmental Management (IEM) and Sustainable Success

Internal Environmental Management (IEM) refers to the commitment of senior management and the organizational culture toward environmental protection. Zhu et al. (2008) argue that IEM is a critical driver for all other GSCM practices. In a cooperative setting, when the management board prioritizes sustainability, it fosters a shared vision among members, leading to improved resource efficiency and

enhanced social reputation (Green et al., 2012). Thus, strong IEM provides the institutional support necessary for achieving balanced economic and ecological outcomes.

H1: *Internal Environmental Management has a positive impact on the sustainable success of agricultural cooperatives.*

2.2.2. Green Purchasing (GP) and Sustainable Success

Green Purchasing (GP) involves selecting suppliers based on environmental criteria, such as the provision of organic fertilizers, non-GMO seeds, and eco-friendly inputs. Eltayeb et al. (2011) found that GP helps organizations mitigate risks associated with hazardous materials and ensures the safety of the final product. For ACs, procuring green inputs reduces soil degradation and minimizes chemical residues, which is essential for obtaining high-value sustainability certifications and improving market competitiveness.

H2: *Green Purchasing has a positive impact on the sustainable success of agricultural cooperatives.*

2.2.3. Green Production (GPR) and Sustainable Success

Green Production (GPR) in agriculture encompasses sustainable farming practices, such as water conservation, energy-efficient processing, and the reduction of chemical pesticides (e.g., following VietGAP or GlobalGAP standards). Jabbour et al. (2015) highlight that GPR directly contributes to environmental performance by lowering emissions and waste. Moreover, green production techniques often lead to higher crop quality and lower long-term operational costs, facilitating sustainable economic growth for cooperative members.

H3: *Green Production has a positive impact on the sustainable success of agricultural cooperatives.*

2.2.4. Green Logistics (GL) and Sustainable Success

Green Logistics (GL) focuses on minimizing the environmental footprint of transportation, storage, and packaging. In the agricultural supply chain, GL includes optimizing delivery routes to reduce CO₂ emissions and using biodegradable or recyclable packaging to maintain product freshness (Lin & Ho, 2011). Efficient green logistics not only reduce post-harvest losses - a major challenge for Vietnamese cooperatives - but also enhance the "green brand" image in the eyes of environmentally conscious consumers (Lai & Wong, 2012).

H4: *Green Logistics has a positive impact on the sustainable success of agricultural cooperatives.*

2.2.5. Customer Cooperation (CC) and Sustainable Success

Customer Cooperation (CC) requires ACs to collaborate with downstream partners, such as retailers and exporters, to achieve environmental goals. Vachon and Klassen (2006) emphasized that collaborative efforts, such as joint environmental planning and shared standards, are more

effective than monitoring alone. By working closely with customers to meet green demand, ACs can ensure stable market outlets, secure premium pricing, and enhance their social standing within the global value chain (Zhu, 2016).

H5: *Customer Cooperation has a positive impact on the sustainable success of agricultural cooperatives.*

To synthesize the proposed relationships among the study constructs, a conceptual framework is developed based on the integration of the Natural Resource-Based View (NRBV) and Stakeholder Theory. Figure 1 illustrates the hypothesized relationships between the five dimensions of Green Supply Chain Management (GSCM) practices and the sustainable success of agricultural cooperatives.

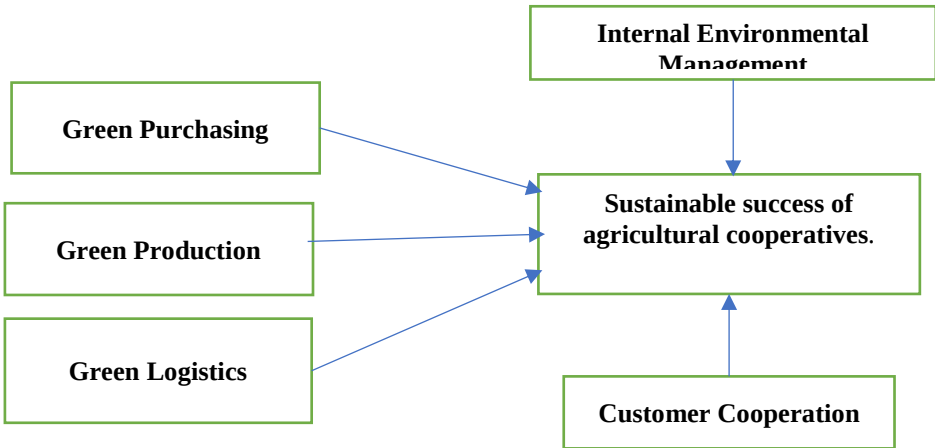


Figure 1: Conceptual framework

3. RESEARCH METHODOLOGY

3.1. Research Design and Sampling Procedures

This study adopts a quantitative research approach, utilizing a cross-sectional survey design to empirically test the proposed hypotheses. The target population for this research consists of agricultural cooperatives (ACs) currently operating across various provinces in Vietnam. To ensure the acquisition of high-quality, strategic data, the unit of analysis is the cooperative, with the respondents being restricted to senior management personnel, including board directors, deputy directors, and key administrative managers. These individuals were selected as they possess the necessary oversight of their organization’s operational practices, supply chain collaborations, and sustainability performance.

A purposive sampling strategy was employed to identify cooperatives actively involved in the production and distribution of agricultural products. Data collection was conducted through a combination of self-administered online surveys and direct field distribution to maximize the response rate. Out of the distributed questionnaires, 389 valid and complete responses were retained for the final analysis. With a sample size of N = 389, the study comfortably meets the requirements for Partial Least Squares Structural Equation

Modeling (PLS-SEM). This size significantly exceeds the recommended threshold of ten times the maximum number of structural paths directed at a particular construct in the structural model, thereby ensuring robust statistical power and reliability (Hair et al., 2011; Reinartz et al., 2009).

3.2. Measurement Instrument and Operationalization of Variables

The survey instrument was developed by adapting validated scales from established literature in Green Supply Chain Management (GSCM) and sustainable performance. All constructs were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). To maintain linguistic equivalence and ensure that the technical terminology was appropriate for the Vietnamese agricultural context, a rigorous back-translation procedure was followed. Furthermore, a pilot test was conducted with three academic experts and two cooperative managers to refine the clarity and relevance of the items before the full-scale distribution. The operationalization of the research variables, including the number of items and their respective academic sources, is detailed in Table 1.

Table 1. Operationalization of Research Variables

Construct	Number of Items	Primary Academic Sources
Internal Environmental Management (IEM)	5	Zhu, Sarkis, & Lai (2008); Green et al. (2012)
Green Purchasing (GP)	5	Zhu & Sarkis (2004); Eltayeb et al. (2011)
Green Production (GPR)	4	Jabbour et al. (2015); Zhan et al. (2024)

Green Logistics (GL)	4	Lin & Ho (2011); Lai & Wong (2012)
Customer Cooperation (CC)	5	Zhu, Sarkis, & Lai (2008); Vachon & Klassen (2006)
Sustainable Success (SS)	6	Zhan et al. (2024); Geng et al. (2017)

The independent variables cover the five core dimensions of GSCM practices. Internal Environmental Management reflects the commitment of senior leadership and the support of mid-level management toward environmental goals. Green Purchasing assesses the procurement of eco-friendly inputs and the evaluation of suppliers based on environmental criteria. Green Production measures the implementation of cleaner farming techniques and resource-saving processes. Green Logistics focuses on optimizing transportation routes and utilizing sustainable packaging. Customer Cooperation involves joint environmental planning and goal-setting with downstream retailers or exporters. Finally, the dependent variable, Sustainable Success, is conceptualized as a multi-dimensional construct evaluating the cooperative's economic, environmental, and social performance outcomes.

3.3. Data Analysis Strategy

The collected data were analyzed using SmartPLS 4, a premier software package for variance-based structural equation modeling. PLS-SEM was chosen for this study because it is highly effective at handling complex models with multiple constructs and pathways simultaneously. Furthermore, PLS-SEM is well-suited for research in emerging markets where data may not strictly follow a normal distribution, and it provides high predictive relevance for exploratory-driven structural models (Hair et al., 2021).

The analysis followed the standard two-stage evaluation process recommended by Hair et al. (2019). In the first stage, the measurement model (outer model) was assessed to confirm the reliability and validity of the constructs. This involved evaluating Cronbach’s alpha and Composite Reliability (CR) for internal consistency, Average Variance Extracted (AVE) for convergent validity, and the Heterotrait-Monotrait (HTMT) ratio alongside the Fornell-Larcker criterion for discriminant validity. In the second stage, the structural model (inner model) was analyzed to test the hypothesized relationships. A non-parametric bootstrapping procedure with 5,000 resamples was performed to determine the significance of the path coefficients (β), and the coefficient of determination (R^2). This systematic approach ensures that the findings are statistically rigorous and capable of providing meaningful practical implications for the agricultural sector.

4. RESULTS

4.1. Profiles of Respondents and Cooperatives

The data collection process yielded a final sample of 389 valid responses from agricultural cooperatives (ACs) across Vietnam. To ensure the strategic depth of the information, the survey targeted individuals in leadership roles who possess a comprehensive view of their organization's green supply chain activities. The demographic and organizational characteristics of the sample are summarized in Table 2.

Table 2. Profiles of Respondents and Cooperatives (N = 389)

Characteristics	Category	Frequency	Percentage (%)
Position	Director	163	42
	Deputy Director	136	35
	Senior Manager	90	23
Operation Duration	Under 5 years	164	42
	Over 5 years	225	58
Primary Product	Rice and Staple Crops	148	38
	Fruits and Vegetables	124	32
	Industrial Crops	117	30

4.2. Assessment of the Measurement Model

The measurement model was evaluated based on indicator reliability, internal consistency, convergent validity, and discriminant validity. Initially, the outer loadings of all items were examined. The first analysis revealed that the item SS1 (Sustainable Success) had a loading of 0.615, which is below the threshold of 0.70. Consequently, SS1 was excluded, and the model was re-estimated. In the second run, all remaining indicator loadings ranged from 0.743 to 0.879, satisfying the requirement for indicator reliability.

Internal consistency and convergent validity were assessed using Cronbach’s alpha, Composite Reliability (ρ_c), and Average Variance Extracted (AVE). As shown in Table 3, all Cronbach’s alpha values ranged from 0.831 to 0.899, and Composite Reliability (ρ_c) values ranged from 0.881 to 0.925, both exceeding the 0.70 benchmark. Furthermore, all AVE values were between 0.597 and 0.712, surpassing the 0.50 threshold and confirming convergent validity.

Table 3. Measurement Model Reliability and Convergent Validity

Construct	Cronbach's alpha	rho_a	rho_c	AVE
CC (Customer Cooperation)	0.899	0.902	0.925	0.712
GL (Green Logistics)	0.837	0.849	0.891	0.671
GP (Green Purchasing)	0.855	0.856	0.896	0.632
GPR (Green Production)	0.844	0.869	0.895	0.682
IEM (Internal Environmental Management)	0.860	0.863	0.900	0.642
SS (Sustainable Success)	0.831	0.834	0.881	0.597

Discriminant validity was established through the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio. According to the Fornell-Larcker results in Table 4, the square root of the AVE for each construct (diagonal bold values) was greater than its highest correlation

with any other construct. Additionally, all HTMT values remained significantly below the 0.85 threshold, with the highest value recorded at 0.553, confirming that each construct is distinct

Table 4. Discriminant Validity: Fornell-Larcker and HTMT Results

	CC	GL	GP	GPR	IEM	SS
CC	0.844	0.194	0.128	0.123	0.230	0.462
GL	0.170	0.819	0.176	0.121	0.193	0.309
GP	0.112	0.151	0.795	0.142	0.187	0.402
GPR	0.108	0.102	0.121	0.826	0.104	0.428
IEM	0.204	0.166	0.162	0.090	0.801	0.553
SS	0.401	0.262	0.341	0.367	0.469	0.772

(Note: Diagonal bold values represent the square root of AVE ; upper triangle values represent HTMT ratios)

4.3. Assessment of the Structural Model

The structural model was evaluated for multicollinearity using the Variance Inflation Factor (VIF). The VIF values for all remaining indicators ranged from 1.560 to 2.454, staying well below the recommended threshold of 3.0, which indicates no multicollinearity issues.

The model's explanatory power was evidenced by an R^2 value of 0.462, meaning the five GSCM practices explain 46.2% of the variance in Sustainable Success (R^2 Adjusted = 0.455). The results of the hypothesis testing, using a 5,000-sample bootstrapping procedure, are detailed in Table 5.

Table 5. Hypothesis Testing and Effect Size (f^2) Results

Path	Beta (β)	T statistics	P values	f^2	P (of f^2)	Result
CC -> SS	0.261	6.817	0.000	0.118	0.002	Supported
GL -> SS	0.101	2.633	0.008	0.018	0.208	Supported
GP -> SS	0.209	5.637	0.000	0.077	0.009	Supported
GPR -> SS	0.272	7.713	0.000	0.133	0.001	Supported
IEM -> SS	0.340	8.517	0.000	0.199	0.000	Supported

The path analysis confirmed that all five GSCM dimensions have a positive and statistically significant impact on Sustainable Success at the $p < 0.01$ level. Internal Environmental Management (IEM) proved to be the most influential predictor ($\beta = 0.340$, $p = 0.000$), followed by Green Production (GPR) ($\beta = 0.272$, $p = 0.000$) and Customer Cooperation (CC) ($\beta = 0.261$, $p = 0.000$). While Green Purchasing (GP) also showed a significant impact ($\beta = 0.209$, $p = 0.000$), Green Logistics (GL) had the smallest effect size ($\beta = 0.101$, $p = 0.008$).

Regarding the unique contribution of each variable (f^2), IEM showed a medium effect size ($f^2 = 0.199$, $p = 0.000$).

Notably, although the path for GL was significant, its specific f^2 contribution was not statistically significant ($p = 0.208$), suggesting that while Green Logistics contributes to overall success, its individual predictive impact is relatively weak in the current context of Vietnamese agricultural cooperatives.

To empirically validate the proposed research model and test the study hypotheses, a structural model analysis was conducted using PLS-SEM. Figure 2 presents the results of the structural model, including the standardized path coefficients and the strength of the relationships among the constructs

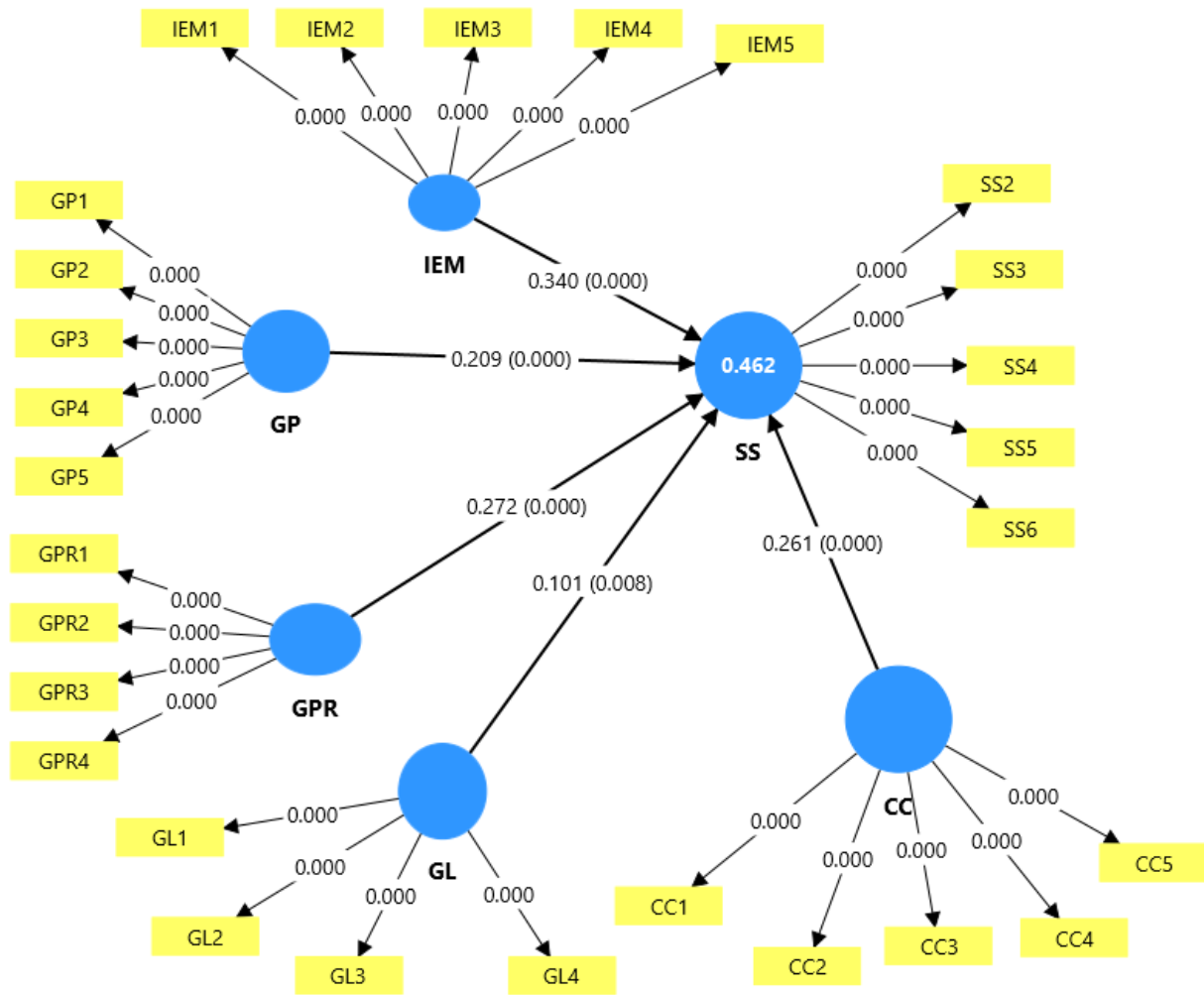


Figure 2: Structural Model

5. DISCUSSION

The empirical results of this study provide significant evidence that Green Supply Chain Management (GSCM) practices are vital drivers for the sustainable success of agricultural cooperatives in Vietnam. The structural model analysis indicates that the five dimensions of GSCM collectively explain 46.2% of the variance in sustainable success. These findings strongly support the Natural Resource-Based View (NRBV), suggesting that the integration of environmental management into the supply chain creates strategic capabilities that enhance organizational performance.

Internal Environmental Management (IEM) was identified as the most significant predictor of sustainable success ($\beta = 0.340$, $p = 0.000$). This result highlights that the commitment of senior leadership and an eco-friendly organizational culture are the primary catalysts for green transformation in Vietnamese cooperatives. In the current Vietnamese context, the Law on Cooperatives 2023 encourages the adoption of sustainable governance models to improve competitiveness. This finding is consistent with the seminal research of Zhu et al. (2008) and Green et al. (2012),

who established that internal commitment is the essential foundation for all external green initiatives. The substantial effect size ($f^2 = 0.199$) further confirms that without strong internal management, other green practices may not yield optimal results.

Green Production (GPR) emerged as the second most influential factor ($\beta = 0.272$, $p = 0.000$). This reflects the operational shift toward sustainable farming standards such as VietGAP and GlobalGAP in Vietnam, driven by Decision No. 150/QD-TTg on the Strategy for Sustainable Agriculture and Rural Development. By optimizing resource use and reducing chemical inputs, cooperatives can achieve both environmental preservation and higher market value for their products. This aligns with the conclusions of Jabbour et al. (2015), which stated that greening core production processes directly enhances both economic and environmental performance.

Furthermore, Customer Cooperation (CC) ($\beta = 0.261$) and Green Purchasing (GP) ($\beta = 0.209$) were confirmed as significant external drivers. These results validate Stakeholder Theory, demonstrating that cooperatives are increasingly responsive to the environmental demands of downstream partners and the quality of upstream inputs. In

Vietnam's evolving agricultural value chain, "linking chains" (production-consumption linkages) between cooperatives and retailers have necessitated joint environmental goal-setting. As proposed by Vachon and Klassen (2006), close collaboration with customers ensures that green products meet market requirements, while green purchasing ensures that sustainability is embedded from the start of the supply chain.

Interestingly, Green Logistics (GL) showed the weakest impact on sustainable success ($\beta = 0.101$, $p = 0.008$). While statistically significant, its individual effect size contribution was non-significant ($f^2 = 0.018$, $p = 0.208$). This indicates a practical bottleneck in the Vietnamese agricultural sector: rural infrastructure for green logistics - such as standardized cold chains and eco-friendly packaging - remains underdeveloped and costly. While managers recognize the value of green distribution, it is currently less influential than production or internal management. This finding differs from research in developed economies, such as that by Lin and Ho (2011), where logistics optimization is often a major source of sustainability-driven cost savings.

In summary, the transition toward sustainability for Vietnamese agricultural cooperatives is primarily internally driven through leadership and production standards. While external pressures from customers and the need for quality inputs are influential, the logistics sector represents a critical area requiring further infrastructure investment and policy support to fully contribute to a comprehensive green supply chain.

6. CONCLUSION

In conclusion, this research successfully examined the impact of five core Green Supply Chain Management (GSCM) practices - Internal Environmental Management (IEM), Green Purchasing (GP), Green Production (GPR), Green Logistics (GL), and Customer Cooperation (CC) - on the sustainable success of 389 agricultural cooperatives in Vietnam. By employing the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach with SmartPLS 4, the study provided empirical evidence that all five GSCM dimensions have a positive and statistically significant influence on organizational success, collectively explaining 46.2% of its variance. The findings highlight that Internal Environmental Management is the most substantial driver of sustainability in this sector ($\beta=0.340$), followed by Green Production and Customer Cooperation, while Green Logistics showed the smallest significant effect.

Theoretically, this study significantly contributes to the existing body of knowledge by extending the Natural Resource-Based View (NRBV) and Stakeholder Theory into the specific context of agricultural cooperatives in an emerging economy. It validates that green capabilities act as strategic resources that generate competitive advantages and balanced performance across economic, environmental, and

social dimensions. Furthermore, by confirming the validity and reliability of GSCM scales in the Vietnamese agricultural landscape—where Cronbach's alpha values ranged from 0.831 to 0.899 - the research provides a robust framework for future academic inquiries in similar developing markets. The non-significant effect size (f^2) of Green Logistics also offers a novel theoretical insight into the practical limitations of distribution-side sustainability in infrastructure-constrained environments.

Practically, the results offer several critical implications for cooperative managers and policymakers in Vietnam. To achieve sustainable success, cooperative leaders must prioritize Internal Environmental Management by fostering a culture of environmental responsibility and aligning management commitment with the goals of the Law on Cooperatives 2023. Managers should also invest in Green Production standards, such as VietGAP or GlobalGAP, which have proven to be significant drivers of success in this study. Furthermore, policymakers should focus on improving the national logistics infrastructure and providing incentives for eco-friendly packaging and transportation to address the current bottleneck in Green Logistics. Strengthening Customer Cooperation through "linking chains" with retailers is also essential to ensure that green production efforts translate into stable market access and economic profitability.

Despite its contributions, this study is not without limitations that pave the way for future research. First, the use of a cross-sectional design limits the ability to draw definitive causal conclusions over time; therefore, future studies should consider longitudinal data to capture the evolving nature of green transformations. Second, while the sample of 389 cooperatives is geographically diverse, it is limited to the Vietnamese context, suggesting that future research could perform comparative analyses across different Southeast Asian countries to enhance the generalizability of the findings. Finally, future models could explore mediating or moderating variables, such as digital transformation or government subsidies, to provide a more nuanced understanding of how external and technological factors influence the relationship between GSCM practices and sustainable success.

REFERENCES

1. Donaldson, T., & Preston, L. E. (1995). The stakeholder theory of the corporation: Concepts, evidence, and implications. *Academy of Management Review*, 20(1), 65-91.
<https://doi.org/10.2307/258887>
2. Eltayeb, T. K., Zailani, S., & Ramayah, T. (2011). Green supply chain initiatives among certified companies in Malaysia and their outcomes: A resource-based view. *Resources, Conservation and Recycling*, 55(5), 495-506.
<https://doi.org/10.1016/j.resconrec.2010.09.003>

3. Freeman, R. E. (1984). *Strategic Management: A Stakeholder Approach*. Pitman Publishing.
4. Geng, R., Mansouri, S. A., & Aktas, E. (2017). The relationship between green supply chain management and performance: A meta-analysis of empirical evidences in Asian emerging economies. *International Journal of Production Economics*, 183(Part A), 245–258. <https://doi.org/10.1016/j.ijpe.2016.10.008>
5. Grashuis, J., & Su, Y. (2019). A review of the empirical literature on farmer cooperatives: Performance, ownership and governance, finance, and member attitude. *Annals of Public and Cooperative Economics*, 90(1), 77–102. <https://doi.org/10.1111/apce.12205>
6. Green, K. W., Zelbst, P. J., Meacham, J., & Bhaduria, V. S. (2012). Green supply chain management practices: Impact on performance. *Supply Chain Management: An International Journal*, 17(3), 290-305. <https://doi.org/10.1108/13598541211227126>
7. Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing Theory and Practice*, 19(2), 139-152.
8. Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM) Using SmartPLS 4*. Sage Publications.
9. Hart, S. L. (1995). A natural-resource-based view of the firm. *Academy of Management Review*, 20(4), 986-1014. <https://doi.org/10.2307/258963>
10. Hart, S. L., & Dowell, G. (2011). A natural-resource-based view of the firm: Fifteen years after. *Journal of Management*, 37(5), 1464-1479. <https://doi.org/10.1177/0149206310390219>
11. Jabbour, C. J. C., Neto, A. S., Gobbo, J. A., Ribeiro, M. d. S., & Jabbour, A. B. L. d. S. (2015). Eco-innovations in more sustainable supply chains for a low-carbon economy: A multiple case study of human critical success factors in Brazilian leading companies. *International Journal of Production Economics*, 164, 245–257. <https://doi.org/10.1016/j.ijpe.2014.11.015>
12. Lai, K. H., & Wong, C. W. (2012). Green logistics management and performance. *International Journal of Production Economics*, 140(1), 116-125. <https://doi.org/10.1016/j.omega.2011.07.002>
13. Lin, C. Y., & Ho, Y. H. (2011). Determinants of green logistics adoption of logistics companies in China. *International Business Research*, 4(1), 67-83. <https://doi.org/10.1007/s10551-010-0535-9>
14. Reinartz, W., Haenlein, M., & Henseler, J. (2009). An empirical comparison of the efficacy of covariance-based and variance-based SEM. *International Journal of Research in Marketing*, 26(4), 332-344. <https://doi.org/10.1016/j.ijresmar.2009.08.001>
15. Sarkis, J., Zhu, Q., & Lai, K. H. (2011). An organizational theoretic review of green supply chain management literature. *International Journal of Production Economics*, 130(1), 1-15. <https://doi.org/10.1016/j.ijpe.2010.11.010>
16. Srivastava, S. K. (2007). Green supply-chain management: A state-of-the-art literature review. *International Journal of Management Reviews*, 9(1), 53-80. <https://doi.org/10.1111/j.1468-2370.2007.00202.x>
17. Vachon, S., & Klassen, R. D. (2006). Extending green practices across the supply chain: The impact of upstream and downstream integration. *International Journal of Operations & Production Management*, 26(7), 795-821. <https://doi.org/10.1108/01443570610672248>
18. World Bank. (2022). *Vietnam Country Climate and Development Report*. World Bank Group.
19. Zhan, Z., Chin, T. A., Kaihan, Y., & Qi, Q. (2024). Green supply chain management practices and sustainability performance: A review and future perspectives. *International Journal of Academic Research in Business and Social Sciences*, 14(12). <https://doi.org/10.6007/IJARBS/v14-i12/24075>
20. Zhu, Q. (2016). Institutional pressures and support from industrial zones for motivating sustainable production among Chinese manufacturers. *International Journal of Production Economics*, 181(Part B), 402–409. <https://doi.org/10.1016/j.ijpe.2015.11.009>
21. Zhu, Q., & Sarkis, J. (2004). Relationships between operational practices and performance among early adopters of green supply chain management practices in Chinese manufacturing enterprises. *Journal of Operations Management*, 22(3), 265-289. <https://doi.org/10.1016/j.jom.2004.01.005>
22. Zhu, Q., Sarkis, J., & Lai, K. H. (2008). Confirmation of a measurement model for green supply chain management practices implementation. *International Journal of Production Economics*, 111(2), 261-273. <https://doi.org/10.1016/j.ijpe.2006.11.029>