



**Socially Sustainable Supply Chain Practices on Firm Performance.  
Does Organisation Culture Matters?  
Evidence from Manufacturing Firms in Kenya**

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**Abstract**

The main purpose of the study was to determine mediating effect of organization culture on the socially sustainable supply chain practices and performance of manufacturing firms. Using a survey of 281 Kenyan manufacturing firms the study tested hypotheses using PLS-bootstrapping Structural Equation Modeling (SEM). From the SEM model, the results revealed that organization culture partially mediates the relationship between socially sustainable supply chain practices on performance of manufacturing firms ( $\beta=.728, p<.05$ ). The study also concluded that for socially sustainable practices there are other underlying factors affecting the performance of manufacturing firms apart from the organization culture. This study hence contributes to sustainable supply chain management literature by the inclusion of organizational culture and also extends resource based theory, natural resource based theory and stakeholder theories of a firm. The study recommended a further study on effect of organization culture and social sustainability practices

**Keywords:** Organization Culture, Socially Sustainable Supply Chain Practices, Performance, Manufacturing Firms