Impact of Textile Organizational Functional Capabilities on Sustainable Performance: A Moderating Empirical Assessment of Environmental Measures on Warehouse

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Abstract

Business sustainability highly depends on the capabilities of an organization. Marketing, technological development, and financial and operational efficiency are key competencies that significantly affect corporate sustainability efforts. Improper resource utilization, high emissions rate, and labour law violations are some of the foremost issues faced by the textile sector in Pakistan. Enhancing the above-mentioned core competencies can help textile firms achieve long-term sustainability goals. Thus, the study aims to analyze the role of operational, technological, marketing, and supply chain capabilities in attaining sustainable performance in the textile sector. Data was collected using convenience sampling techniques from 163 employees in the supply chain division of the garment industry. The collected data was tested through the Smart PLS analysis tool. Research findings suggest that organizational capabilities have a substantial effect on sustainable operations. Moreover, the outcomes of the research indicate that environmental measures moderate the connection between supply chain, operational, and financial capabilities in achieving sustainable performance. However, marketing and technology capabilities are not influenced by environmental factors. This research reduces the gap in identifying the impact of various organizational capabilities in achieving sustainable supply chain operations. Additionally, it will help textile firms formulate competitive strategies under the effective role of the environment to meet the company's goals.

Keywords: *Organizational capabilities, Textile industry, Environmental measures, Supply chain capabilities, Sustainable performance*

Introduction

Sustainable organizational performance results in a more responsible and resilient global economy and builds stronger stakeholder relationships. The selection of the right mix of resources, suppliers, and capabilities enhances the company's operational performance(Shah et al., 2023). Sustainable performance has been identified as a critical aspect of corporate success. Many organizations incorporate environmental practices with advanced IT tools in their routine business activities to reduce cost and emission rates while optimizing their operations to gain a reputable position in the market (Rashid et al., 2023).

Integrating information technology (IT) in business applications adds significant value to a firm. It helps organizations improve their efficiency and reduce waste (Sundram et al., 2020). Globalization gave a new wave of technological innovation. The recent advancement in environmental management systems is providing new insights into the business world to adopt sustainable practices more effectively. Technological, operational, financial, and marketing capabilities are essential qualities that enable organizations to respond effectively to current challenges and adapt themselves accordingly (Dharmayanti et al., 2023). In this context, a technology-driven advanced management system has become a crucial need for organizations to enhance visibility in their routine operations.

Environmental protection is a key area of concern for supply chain sustainability. It provides ethical guidelines to businesses to follow sustainable practices and improve the transparency of their supply chain processes (Shah et al., 2023). Innovation is a part of the search for technological advancement that can be adapted to market conditions. On the other hand, Marketing innovation requires capabilities that include a range of technical skills, strategies, and advanced resources employed by the organization to promote its products and increase brand awareness (Dharmayanti et al., 2023)

Financial capability is also linked with various aspects of organizational sustainable performance. It enables organizations to make strategic investments, manage risks, foster employee well-being, and communicate effectively with stakeholders. Organizations that prioritize financial sustainability are better positioned to integrate and maintain sustainable practices over the long term(Emma, 2025). Research and development, capital allocation,

strategic investments, and sustainability reporting processes are all primary areas that fall under the umbrella of financial capability

Sustainability has become a widely accepted concept in the textile sector. Organizations are adopting environment-friendly practices in their operations to achieve long-term strategic goals. Sustainable practices include efficient use of resources, energy, and materials that reduce waste and improve daily work performance (Emma, 2025).

Labor is considered a primary resource in the industry. In the garment industry, cutting, stitching, washing, and finishing processes are all performed by labor (Soomro et al., 2025). Additionally, tasks in warehouses, such as fabric lifting, loading, and unloading fabric rolls from vehicles, are also carried out by labor, which is against sustainable laws. These manual tasks, like carrying heavy rolls by humans, most of the time cause injury, back pain, fatigue factor, etc., but unfortunately, organizations focus less on these factors. This increases the employee turnover ratio and causes health loss in employees.

The second most important consideration in a firm is the optimal utilization of its resources. Material management and efficient use of energy are key areas of concern in textiles (Farhana et al., 2022). Clotting companies produce large volumes of waste during their daily operations. Additionally, Handling, storage, and disposal of waste materials give rise to many environmental issues. In this context, stakeholders must understand the effect of apparel-related activities on the environment and human health, and companies should use environmentally compatible equipment that can mitigate environmental issues.

Sustainable clothing is an evolving idea in textiles that aims to protect the environment from harmful emissions. It involves using solar collectors, pollutant filters, or insulation material to enhance the manufacturing process. Additionally, it promotes fairer and ethical working conditions for laborers that protect them against forced labor, discrimination, and low wages (Rausch & Kopplin, 2021).

In light of the above facts, organizations must clearly understand their need, market demands, technical expertise, and organizational structure while considering environmental compatibility. This knowledge could help a firm build a structure on which it can compete in the market. Companies should develop sustainability principles that protect the environment and implement fair labor laws and policies to ensure a safe and healthy work environment for employees.

Currently, Pakistan's textile sector is facing critical shortcomings in key organizational capabilities that hinder its sustainable performance. In particular, limited marketing and technological capabilities restrict customer-driven innovation and integration of supply chain processes to support sustainability. Weak supply chain capabilities lead to ineffective planning, procurement, production, and distribution processes that lack environmental considerations, along with excessive manual loading and unloading tasks. Furthermore, inadequate measurement of emissions, waste, and resource utilization hinders the ability to track progress toward sustainability. This research addresses the influence of environmental measures on capability planning and enhanced sustainability.

Additionally, it has observed that many textile companies continue to rely on barcode scanners, resulting in errors in data management systems. Implementing SWMS (Smart warehouse management system), an advanced software system is capable of reducing these errors. However, the adoption of this system introduces some issues, such as employee training, adaptability, and system integration issues, that directly affect the operational capabilities of the company. These issues need to be rectified to ensure supply chain sustainability and adherence to environmental standards.

Therefore, it is necessary to find the most appropriate technological solution that could affect supply chain sustainability and reduce environmental damage. This study based on answering the research questions below:

- Does marketing capability of a firm impact on its organizational sustainable performance?
- Does technological capability contribute to organizational performance with long-term sustainability?
- Does Supply Chain Capability influence the organization's ability to achieve sustainable outcomes?
- Does operational capability contribute to the organization's sustainable performance?
- Does the financial capability of a firm affect in fulfillment of the organization's sustainable performance?

- Do environmental measures moderate the relationship between each organizational capability (Marketing, Technological, Supply Chain, Sustainable Practices, Operational, and Financial) and Organizational Sustainable Performance?

Based on the above questions, the objectives of this study are to develop strategies that help improve the textile warehouse operation by protecting labor rights and environmental sustainability. Moreover, there is a need to add some more technological advancement tools to ensure organizational sustainable performance, meet deadlines, shrink process lead times, and avoid delays. Conceptual framework targeting the below-mentioned objectives:

- To examine the effect of an organization's marketing capability and influence its Organizational Sustainable Performance
- To understand how improving technological capability supports firm sustainability.
- To identify the impact of SCC on an organization's ability to achieve sustainable outcomes
- To analyze the impact of operational capability on the OSP
- To analyze the effect of financial capability on an organization’s sustainable performance
- To analyze how the environment moderates the association between different OCs on OSP.

Literature Review

Hypothesis Development

Marketing Capability and Organizational Sustainable Performance

Marketing capabilities include competencies in areas like segmentation, targeting, pricing, and advertising that enable businesses to use their technology and market-sensing resources to run successful marketing campaigns. However, not every organization possesses these qualities. Research indicates that businesses gradually develop unique strengths that align with their strategic goals. (Hasen et al., 2018).

OSP is a measure of a business's capacity to contribute to environmentally friendly practices to attain strategic objectives. A firm’s marketing and technological capabilities play important roles in influencing organizational sustainability performance outcomes. Studies show strong links

between marketing capabilities, technological capabilities, and organizational sustainability performance(Fernando et al., 2019). Marketing capability is defined as the skills that are needed to understand customers' demands, develop innovative products, and then effectively promote these products to the public. This is especially important for green products and services. Enhancing marketing capability enables closer customer relationships and insights into emerging sustainability needs, enabling firms to develop and market new sustainable offerings(Fernando et al., 2019). Furthermore, research proves that marketing has a significant effect on organizational performance(Singh et al., 2020). Hence hypothesis can be formulated as:

H1: Marketing Capability has a significant impact on OSP

Operational Capability and Organizational Sustainable Performance

Operational capability(OC) is the capability of a firm to effectively carry out its regular business operations efficiently to achieve its goals (Saunila et al., 2020). It includes all important elements such as people, procedures, technology, and resources. Both public and private sector organizations must prioritize their operational capability, as it directly affects their capacity to meet customer demands, deliver goods and services, and achieve strategic objectives. Previous studies have shown that organizational capabilities have a direct effect on performance (Bhatti et al., 2020). An organization's production competencies refer to its capacity to transform inputs into a variety of profitable products through the production process. Key indicators to measure the company's operational efficiency include identifying production capacity, assessing marketing capacity, evaluating resource utilization, and calculating production costs. (Tarigan et al., 2021). Moreover, research shows that organizational capabilities are critical in any business arena, describing firm operational skills, strategic management capabilities, and relationships with stakeholders. (Rehman et al., 2019).

The operational capabilities of a firm deal with lowering the cost of operations, such as the cost involved in inventory storage, transportation, and manufacturing goods (Oteri et al., 2023). Organizations with efficient operational skills can improve their production processes above the market's set criteria (Domenek et al., 2022). Organizational resources can provide a competitive advantage over competitors because of their distinctive, uncommon, valuable, and non-replaceable qualities. To gain an edge over rivals, organizations must develop distinctive capabilities (Bhatti et al., 2020).

Operational capacity (OP) also shows the company's ability to obtain and share digital content related to work across all businesses. Businesses must adapt their policies to align with the digital age. Operational skills are crucial in the context of digitalization to address difficulties in the textile sector. In this context, a company's operational capacity determines its ability to integrate digital technologies into its business processes and procedures (Yuniarty et al., 2021). Therefore, we can hypothesize that:

H2: Operational Capability has a significant impact on OSP

Financial Capability and Organizational Sustainable Performance

Supply Chain financial capability is a firm's financial adaptability and the power of its stakeholders in a supply chain, including retailers, distributors, suppliers, and manufacturers, who are considered the primary players in this chain process. The financial stability of these players highly influences the overall stability and effectiveness of the supply chain processes. According to Nurdin (2022). The business's ability to generate a competitive edge and higher profitability makes it strategically significant. The high level of financial competence within the company contributes to its development of excellence and success.

Financial capability is a firm's ability to oversee and manage its money. This competency allows a firm to act in its best financial interest while considering socioeconomic or environmental conditions (Lučić et al., 2023).. In the context of SCP, several factors, such as cash cycle management, inventory management, and working capital management, greatly influence a firm's financial capability and profit. Improving these parameters helps businesses add value and achieve financial success (Syofya, 2023).

Firms with optimal resources, minimum charges for operations completion, and an effective, streamlined information process are fully equipped to handle the current evolving issues in different business sectors (Mahmood et al., 2024). Hence, we can hypothesize that:

H3: Financial Capability has a significant impact on OSP

Environmental Measures as a Moderator between Organizational Capabilities and Firm Sustainable Performance:

The environment is considered an important measure in establishing a link between a firm's abilities and its outcomes (Rashid et al., 2023). For instance, a firm can reduce its operations by

implementing green environment initiatives. Today, businesses are focusing more on the inclusion of sustainable practices (SP) into their supply chains (SC) to solve social, economic, and environmental issues. However, incorporating SP demands various costs, such as those related to recycling and disposal, energy and water use, the cost of purchasing environmentally friendly materials, and ensuring compliance with environmental standards. Consequently, all financial constraints related to the raw materials, goods, and services of supply chains that harm the environment and cause environmental damage are referred to as environmental costs (Ghaderi et al., 2023).

Effective environmental management might work as a moderator that strengthens companies' abilities to achieve sustainable performance. Studies show that sustainable supply chain operations significantly impact a company's financial health and working environment. Furthermore, active environmental policy aids in the development of organizational capabilities that improve a firm's corporate responsibility goals.(Ahmed et al., 2023).

H4: Environmental measures moderate the association between MC and OSP

H5: Environmental measures moderate the association between OC and OSP

H6: Environmental measures moderate the association between FC and OSP

H7: Environmental measures moderate the association between SP and OSP

H8: Environmental measures moderate the association between SCC and OSP

H9: Environmental measures moderate the association between TC and OSP

Sustainable practices and Organizational sustainable performance

Sustainability aims to maintain an equilibrium between social equity, economic development, and natural resource preservation that will continue to remain the same in the future. One of the most important elements of organizational sustainability performance is SC sustainability, which is a primary aspect of improving a firm's image (Abbate et al., 2023).In the garment sector, retailers usually develop relationships with international suppliers to handle the international sourcing of materials. Throughout the process, visibility is essential to ensure that sustainable practices are maintained in the smooth transformation of material from one point to another(Alraja et al., 2022). Studies show the significant influence of SP on firm outcomes

(Okafor et al., 2021). Technology Organization Environment and resource-based View are two important models that provide a holistic view of sustainable performance for SMEs. These models suggest that a company's project choices depend on its available resources and technical expertise, which leads it toward a sustainable path. Bagheri (2023) said that the incorporation of resilient technological infrastructure is the most important driver in developing supply chain sustainability.

In conclusion, developing strong marketing and technological capabilities is crucial for organizations aiming to improve their sustainability performance across environmental and social dimensions. Moreover, Thapayom (2019) discussed that market share, profit ratio, product quality, employee satisfaction, and brand position are core elements to measure organizational performance. Compared to companies with lower sustainability levels, organizations with higher organizational sustainability performance levels have more exceptional stability and obtain superior rates of return (Memon et al., 2020). This can be attributed to their ability to attract top talent, provide increased benefits to employees, and foster innovation in manufacturing and production to enhance productivity and revenue (Jamil et al., 2023). Hence, we can hypothesize that

H10: Sustainable Practices have a significant impact on OSP

Supply Chain Capability and Organizational Sustainable Performance

SCC refers to all the internal and external attributes of a firm's supply chain processes. A well-organized supply chain capability enables a company to respond effectively to changing market demands, optimize its resource utilization, reduce costs, and enhance overall competitiveness (Rajaguru & Matanda, 2019). The supply chain process starts with procuring materials from the supplier to deliver the finished goods to the end user. The entire process demands responsiveness, flexibility, and sustainable practices to ensure reliable vendor sourcing. Thus, implementing a resilient supply chain helps stakeholders to coordinate efficiently between upstream and downstream processes, streamlining the flow of products, information, and resources. Therefore, we can hypothesize that:

H11: Supply Chain Capability has a significant impact on OSP

Technological Capability and Organizational Sustainable Performance

A firm's technological capability is referred to as its aptitude to adopt new technologies, including eco-innovation, which is closely linked to enhancing sustainability performance (Arranz et al., 2020). Investments in green technology and fostering expertise in sustainable innovation enable firms to reduce their environmental footprints through cleaner operations and products.

Technological capability provides the flexibility to implement changes that address pressing environmental issues. Studies show that technology development and adoption strengthen the association between TC and OSP indicators such as energy use, carbon emissions, and green product development (Arranz et al., 2020).

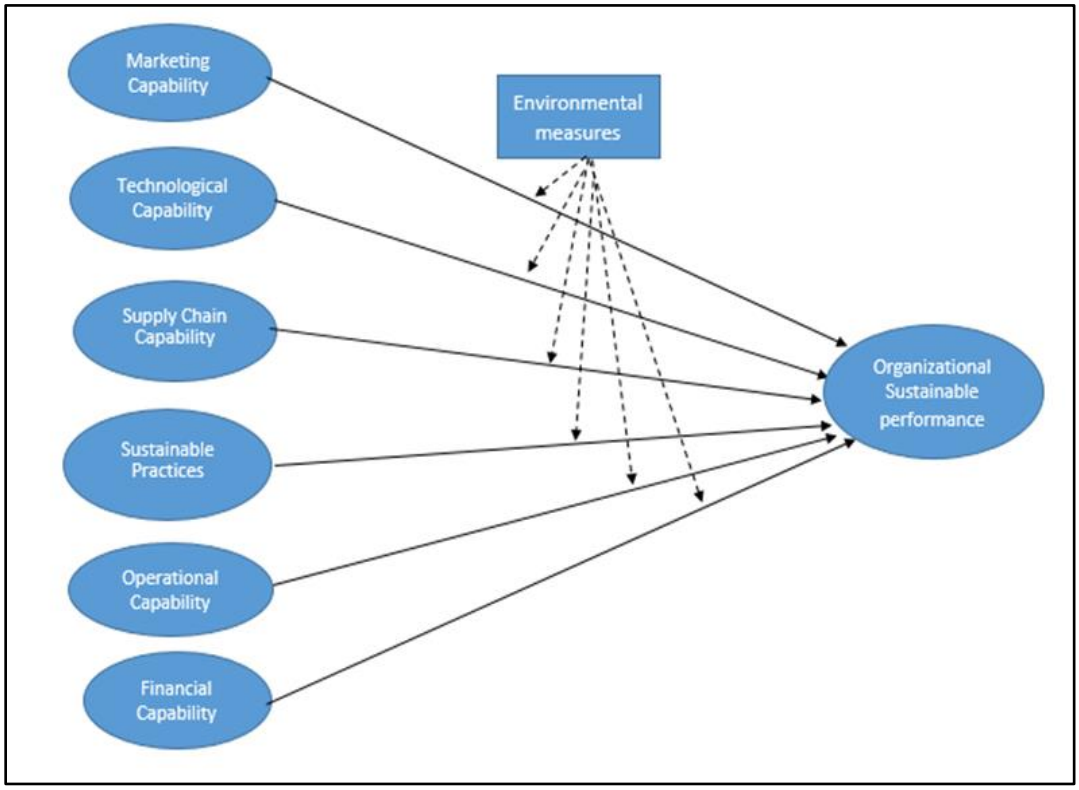
The rise of digital technology opens windows of opportunity for the firm to meet its objectives more efficiently (Heredia et al., 2022). Technologies such as the Internet of Things (IoT) are increasingly used in industries for product tracking. In the Textile sector, warehouses commonly use a barcode system where each item is assigned a barcode sticker that must be scanned before entry and exit from the facility. This helps to maintain a record of all material in a system. However, the barcode system has some drawbacks. It is a time-consuming process to scan each item at the time of arrival, which disturbs production efficiency. Apart from that, there is a risk of human error, such as skipping any item or applying a fake barcode sticker, which can lead to discrepancies in inventory count, resulting in overstocking and understocking issues (Torino et al., 2023).

Another technological innovation is RFID, which significantly improves tracking of supplies, products, and equipment (Bagheri et al., 2023). The primary advantage of RFID is that its scanning process is less time-consuming, as labor does not need to scan each item individually. RFID scanner uses radio waves to transmit signals that activate the tags on items/ materials. Once the tag is read, it transmits the stored information. RFID technology improves supply chain visibility, reduces cost, and increases the competitiveness of a firm (Chanchaichujit et al., 2020). Thereby, we can hypothesize

H12: Technological Capability has a significant impact on OSP

2.8 Theoretical Framework

Figure 1
Theoretical Framework



Data Source and Research Methodology

The prime objective of this study is to identify the effect of organizational capabilities on the sustainable performance of an organization. The population selected for this study consists of business professionals working in supply chains, irrespective of the industry. However, experiences in retail, manufacturing, and textile sectors are a surplus for this research as they are potential users for optimizing the areas to ensure supply chain sustainability and environmental sustainability. Data were collected using a convenience sampling technique through the distribution of an online Google form. The sample size of this study is 163, which is considered adequate by the guidelines of Hair et al. (2017). Moreover, a five-point Likert scale was employed to measure the response to each item.

Table 1

Summary of Questionnaire

	References	Items
Operational Capability	Domenek et al., 2022 and Bhatti et al., 2020	5
Sustainable practices	Xiaoyi et al., 2023	4
Marketing Capability	Zhou et al., 2012 and Xiaoyi et al., 2023	4
Technological Capability	Domenek et al., 2022 and Rajaguru & Matanda, 2019	4
Financial Capability	By & Mukerji, 2008 and Feng & Ye, 2021	3
Supply Chain Capability	Rajaguru & Matanda, 2019	3
Environmental measures	Xiaoyi et al., 2023 and Hsu et al., 2013	3
Organizational Sustainable Performance	Feng & Ye, 2021, and Bhatti et al., 2020	4

Table 2

Theoretical Model Construct with Definition

Constructs	Definition	Source
Operational Capabilities	Operational capabilities refer to an organization's ability to manage its tangible and intangible resources. They define how efficiently a company responds to changes in market demand.	(Rehman et al., 2019); (Hindasah & Nuryakin, 2020)
Marketing Capabilities	Marketing capabilities refer to the firm's capability to collect market information and adjust business accordingly.	(Moi & Cabiddu, 2021)
Financial Capabilities	Financial capability is a blend of features that include financial literacy, financial consumer protection, and financial inclusion that enable a company to make prompt decisions.	(Nomalala, 2019); (Moh, 2023)
Technology Capabilities	It defines a firm's capability to integrate IT skills in its business processes to maximize the efficiency of its operations.	(Nazar et al., 2024)
Supply Chain Capabilities	It reflects the firm's capabilities to organize resources from sourcing to delivery to the end customer.	(Selviaridis & Spring, 2024)
Sustainable Practices	It refers to managing the flow of material, information, and cash while considering sustainable economic, social, and environmental development.	(Danese et al., 2019)
Environmental Measure	It is defined as standard practices and processes used by organizations to	(Ahmed et al., 2023)

	minimize the harmful effects of their activities.	
Organization Sustainable Performance	It refers to all business activities that fulfill the needs of the firm today while sustaining resources needed in the future.	(Yusliza et al., 2020)

Data Analysis

Measurement Assessment Model

Demographic profile

Table 3 demonstrates the demographics of respondents. The information depicts that most respondents are male, belong to the 25-31 age group, hold bachelor's degrees, and earn between 50k and 100k.

Table 3
Demographic Analysis

Demographic Factors	Category	Frequency	Percentage
Gender	Male	145	88.96%
	Female	18	11.04%
Age	18-24 Year	44	26.99%
	25-31 Years	86	52.76%
	32-38 years	33	20.25%
Education	Matriculation/O Levels	0	0.00%
	Intermediate/A Level	2	1.23%
	Diploma	12	7.36%
	Bachelor	107	65.64%
	Master	35	21.47%
	MPhil/ PhD	7	4.29%
Monthly Income	Below 50,000	57	34.97%
	50,001-100,000	62	38.04%
	100,001-150,000	35	21.47%
	150,001-200,000	6	3.68%
	200,001 and above	3	1.84%

Marital Status	Married	65	39.88%
	Unmarried	97	59.51%
	Widow	0	0.00%
	Divorced	1	0.61%
Work Experienced	0-2 Years	50	30.67%
	3-6 Years	81	49.69%
	7-10 Years	31	19.02%
	11-12 Years	1	0.61%

Reliability of the Constructs

In this study, the measurement of the model is assessed through PLS Smart. Reliability and validity analyses were done to test the authenticity of constructs. Table 4 indicates the results, showing that 0.88 is the highest value of Cronbach's alpha for financial capability, and the lowest value is for organizational capabilities, which is 0.74. Since all the Cronbach alpha values exceed the standard of 0.7, therefore proves that the internal consistency of all constructs is reliable. Additionally, the composite reliability values of all constructs are higher than 0.7, showing that items correctly measure the underlying constructs. Moreover, convergent validity values are greater than 0.5, suggesting all constructs satisfy the validity condition. (Hair, J., Hult, G. T. M., Ringle, C. M., & Sarstedt, 2022).

Table 4
Descriptive Analysis

Constructs	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Environmental Measures	0.8599	0.9141	0.7802
Financial capability	0.8814	0.9268	0.8085
Marketing Capabilities	0.7697	0.8669	0.6849
Operational Capability	0.7594	0.8614	0.6748
Organizational Sustainable Performance	0.7444	0.8557	0.6661
Supply Chain capability	0.7789	0.8720	0.6947
Sustainable Practices	0.8014	0.8832	0.7173
Technological capability	0.7698	0.8680	0.6878

Structural Model Assessment

To test the hypothesis, the regression model was run through PLS Smart version 4 to identify the association between OCs and the SP of a firm with the moderating role of environmental measures. The results indicate that from twelve hypotheses, all direct hypotheses are accepted, that is, their p-value less than 0.005 while from six moderating effects, three are rejected, environment measures and marketing capabilities (βeta=-0.064, t=1.266, p>0.206), environment measures and technological capabilities (βeta=0.066, t=1.241, p>0.215) and environment measures and sustainable practices (βeta=-0.023, t=0.513, p>0.608).

The H_1 tested the association between MC and OSP which is supported. According to (Abbas et al., 2019)Companies with high levels of marketing capabilities can understand their customer demands and deliver value that positively impacts the company's sustainable performance. This concept is consistent with another study performed by (Eikelenboom & de Jong (2019) demonstrates that a corporation's marketing ability to address the dynamic change in stakeholders' demands impacts its sustainable growth. The beta coefficient value proves that a one-unit increase in MC, would increase OSP by 0.378 units.

The H_2, which tested the association between OC and OSP, is supported. This hypothesis is consistent with the research. (Junça Silva & Costa, 2024) This shows that organizational management skills shape the firm's sustainability. The beta coefficient value proves that for one-unit increase in OC would increase OSP by 0.157 units. The H_3 tested the association between FC and OSP is supported. Research indicates that environmental screening practices do not need extra costs; therefore, financial businesses should enhance their environmental practices to improve their image.(Nizam et al., 2019). The beta coefficient value proves that for one-unit increase in FC would increase OSP by 0.229 units.

The H_4, H_7, and H_9 indirect moderating hypotheses of MC, SP, and TC are rejected after analysis. These hypotheses show that environmental measures do not strengthen the association between these constructs and OSP. The outcomes of the hypothesis are supported by research indicating that the managerial environment does not moderate the association between technological development and SP (Eikelenboom & de Jong, 2019). Instead of this, the other moderating hypotheses, H_5, H_6, and H_8, show that the environment has strengthened the association between Organizational, financial, and SCC and firm sustainable performance. The outcomes are

consistent with the Malaysian-based study that discusses organizational capabilities strengthening the ecological sustainability of large textile firms. (Performance et al., 2020).

Table 5
Hypothesis Testing

	B	STDEV	T stats	P values	Results
Financial capability -> Organizational Sustainable Performance (H3)	0.229	0.058	3.904	0.000	Accepted
Marketing Capabilities -> Organizational Sustainable Performance (H1)	0.378	0.046	8.272	0.000	Accepted
Operational Capability -> Organizational Sustainable Performance (H2)	-0.157	0.058	2.681	0.007	Accepted
Supply Chain capability -> Organizational Sustainable Performance (H11)	0.112	0.043	2.596	0.009	Accepted
Sustainable Practices -> Organizational Sustainable Performance (H10)	0.200	0.041	4.895	0.000	Accepted
Technological capability -> Organizational Sustainable Performance (H12)	0.248	0.056	4.429	0.000	Accepted
Environmental Measures x Marketing Capabilities -> Organizational Sustainable Performance (H4)	-0.064	0.050	1.266	0.206	Rejected
Environmental Measures x Technological capability -> Organizational Sustainable Performance (H9)	0.066	0.050	1.241	0.215	Rejected
Environmental Measures x Supply Chain capability -> Organizational Sustainable Performance (H8)	0.142	0.043	3.429	0.001	Accepted
Environmental Measures x Sustainable Practices -> Organizational Sustainable Performance (H7)	-0.023	0.047	0.513	0.608	Rejected
Environmental Measures x Operational Capability -> Organizational Sustainable Performance (H5)	-0.306	0.081	3.824	0.000	Accepted
Environmental Measures x Financial capability -> Organizational Sustainable Performance (H6)	0.213	0.072	2.971	0.003	Accepted

Figure 2
Measurement Model

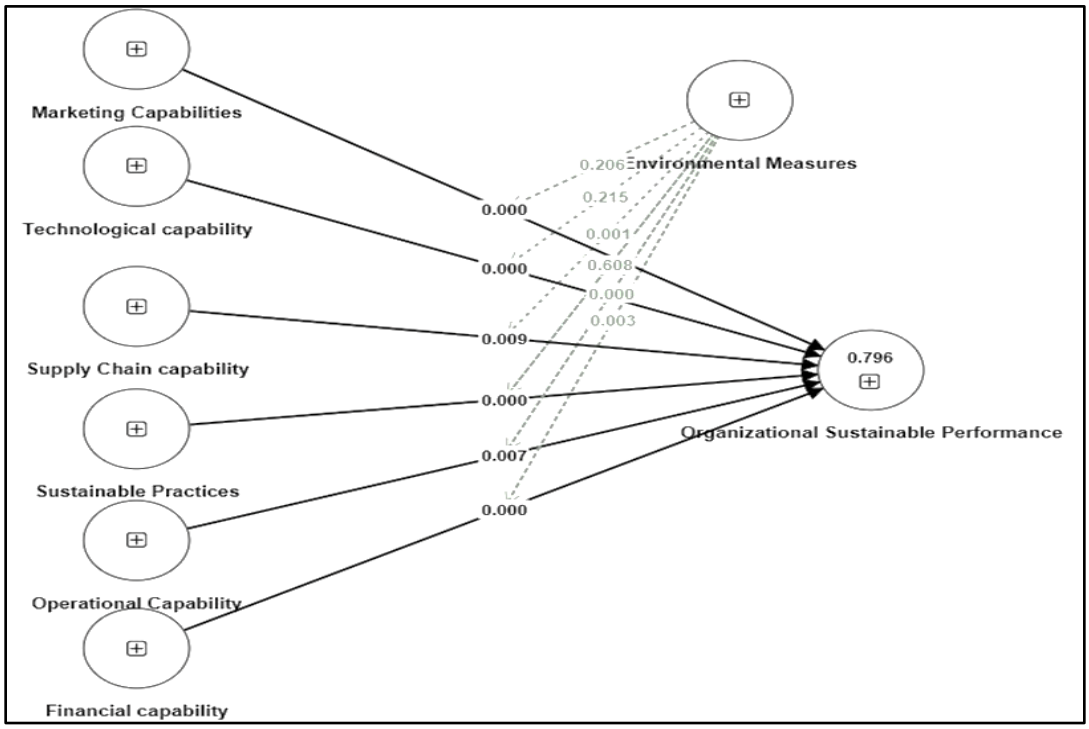
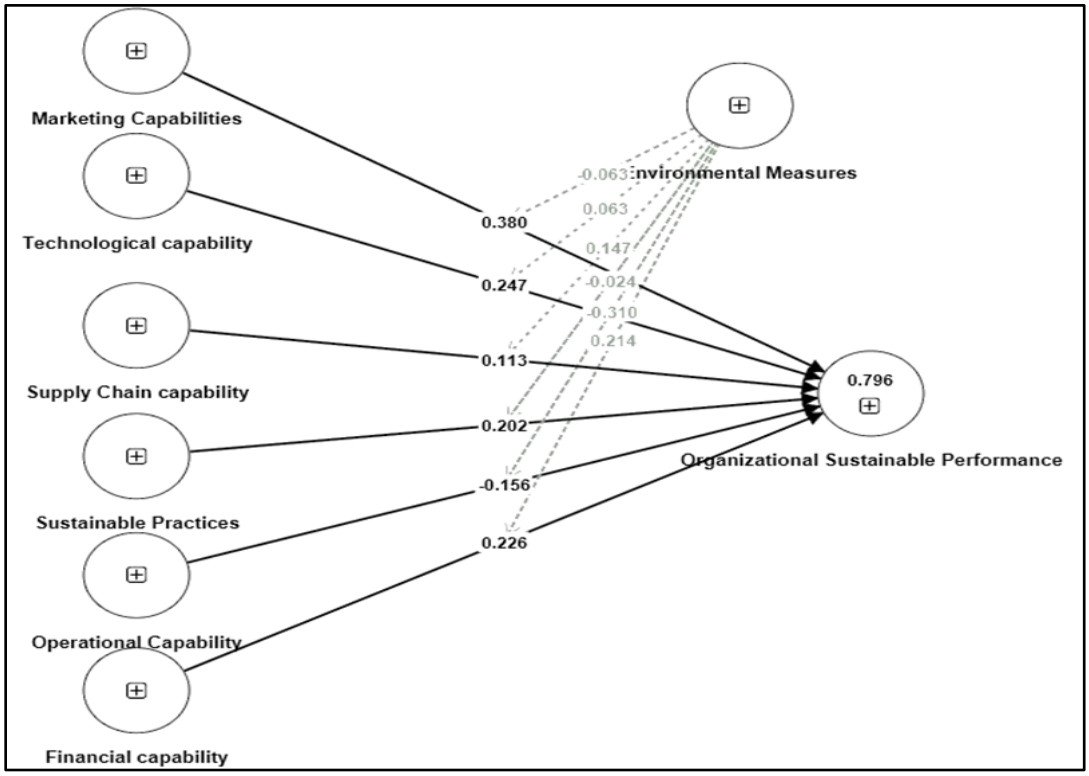


Figure 3
Structural Model



Discussion and Conclusion

This research highlights the effect of marketing, technological, and operational capabilities on organizational sustainable performance. The study based on textile firm warehouse operations, with environmental measures as moderators under the concept of supply chain sustainability. The outcomes of this study provide a meaningful understanding of how companies utilize these constructs to expand their sustainable performance development in a market.

This model has 12 relationships, 6 direct paths, and 6 indirect moderating path relations. Hypothesis results proved the positive relationship between all direct variables. The result shows that organizational sustainable performance depends on technological, sustainable, financial, operational, marketing, and supply chain capability. Environmental measures have a strong moderating effect on the organization's operational and financial sustainability while showing no significant moderating impact of the environment on technology, sustainable products, and supply chain capability.

This study will enhance contribution to industries based on the relationships studied in it. The marketing department, information technology department, and SCM, with all leads, can ensure sustainability in all industry processes. This will play a vital role in boosting the company's organizational sustainability. Moreover, this study depicts how strategic management of all capabilities would help a company advance in fulfilling its sustainability goals in the market.

Limitations and Recommendations for Future Research

The given research provides valuable insights into gaining sustainable organizational performance. However, it also shows some limitations: First, the data collected from a Karachi-based textile company's warehouse operation. Focusing on single-city firms within the textile sector reduces the generalizability of the results. Expanding the sample size by including multiple cities can improve the sector's representation.

Second, this research gathered data at a cross-sectional time, which reduced the generalizability of the results. A longitudinal study tracking sustainability performance over an extended period would give richer insights into capability and practice enhancement.

Third, the use of self-reported survey measures for capturing complex organizational capabilities may be vulnerable to subjectivity and social desirability biases. Incorporating objective

assessments through audits, observations, and secondary data could supplement survey responses.

Fourth, this study used a small sample size of 163 respondents, while a larger sample size is expected to give more accurate results. Fifth, common method variance issue because collecting data from a single SC division increases risk relationships between variables. Future studies could incorporate data from multiple roles like operations, HR, finance, etc., to counter this.

Finally, the focus was limited to a few key capabilities, such as marketing and technology. Many other organizational and managerial capabilities, such as innovation, stakeholder engagement, top management support, etc., could be investigated for their links to sustainability.

In summary, using single city-based, cross-sectional, self-reported data from a small sample limits the conclusiveness of this exploratory study. Despite these constraints, this research offers a foundation to build upon through multi-firm longitudinal designs, larger samples, objective measures, and examining additional predictors of sustainability performance.

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