

RESEARCH ARTICLE

Examining the impact of green supply chain management practices on organisation performance and how to create a sustainable GSCM

Tasneem Al Lawati¹, Asif Mehmood Rana², Asia Sohail³, Anwar ul Haq⁴

¹ Department of Business and Accounting Muscat College Muscat Oman.

² Department of Business and Accounting Muscat College Muscat Oman.

³ Assistant Professor, Faculty of Business and Management, Muscat University, Oman.

⁴ PhD scholar, University of Malaysia Terengganu. Malaysia

* Corresponding author: Tasneem Al Lawati, abyanasif09@gmail.com

ABSTRACT

Supply chain management (SCM) has become increasingly popular in recent years, during difficult business operations various stakeholders, including management, clients, competitors, NGOs, and employees face environmental issues seriously. Aims of study to integrate environmental considerations into all stages of the supply chain process. Effective management of a complex network of suppliers is crucial to reducing a company's environmental impact, as GSCM seeks to integrate environmental management (EM) and SCM. GSCM practices may be adopted for internal reasons, such as strategy processes, or external reasons, such as stakeholder pressure. This fundamental principle of GSCM is that environmental considerations should be integrated throughout the SCM process, from initial design through material selection, production, distribution, and disposal. This research aims to examine the association between GSCM (GSCM) practices and organizational performance. The study employed a mixed-methods approach, utilizing both primary and secondary data. The findings suggest that GSCM practices have a negative correlation with organizational performance. The study also found a statistically significant link between GSCM practices and business success, as well as organizational performance. However, the impact of GSCM practices on organizational performance may not be as substantial as previously believed, as it did not have a significant effect on other aspects of organizational performance.

Keywords: Green Supply, Management Practice, Sustainable, Organisation Performance

1. Introduction

Air pollution, solid waste management, ozone depletion, and global warming are just a few of the environmental issues that have captured the attention of governments, society, and corporations. Despite their importance to the economy, especially in developing countries, factories are often cited as a leading source of pollution and environmental damage due to the sheer volume of pollutants they produce. Because of the potential they offer to lessen the harm caused by industrial processes and provide firms with an advantage in the market, GSCM (SCM) strategies have gained prominence. Many different organisations

ARTICLE INFO

Received: 24 June 2024 | Accepted: 8 August 2024 | Available online: 20 September 2024

CITATION

Tasneem Al L, Asif MR, Asia S, et al. Examining the Impact of Green Supply chain Management practices on Organisation Performance and how to create a Sustainable GSCM. *Environment and Social Psychology* 2024; 9(9): 2935. doi: 10.59429/esp.v9i9.2935

COPYRIGHT

Copyright © 2024 by author(s). *Environment and Social Psychology* is published by Arts and Science Press Pte. Ltd. This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<https://creativecommons.org/licenses/by/4.0/>), permitting distribution and reproduction in any medium, provided the original work is cited.

have put enough pressure on corporations that they are now beginning to treat environmental concerns seriously. Management, clients, competitors, NGOs, and employees are all stakeholders. The effectiveness with which a business manages its complex network of suppliers is a key factor in the company's capacity to reduce its ecological influence ^[1-3].

It's no secret that the threats provided by the business environment are among the most important things that modern businesses must address. Risk control is a leading indicator of an organization's responsiveness to the dynamic business environment; hence it is imperative that businesses use GSCM to determine how best to safeguard their operations in the face of these shifts. The study's major goal is to understand the effects that GSCM processes have on companies operating in Oman's extractive sector. The objective of GSCM is to increase productivity while minimizing environmental impact. Increasing numbers of businesses are realizing that they can improve their sustainability performance by implementing GSCM practices. Increased stakeholder pressure, laws, and the desire to reduce costs associated with environmental externalities have all contributed to the prominence of sustainability performance as a business concern.

The adoption of GSCM strategies by businesses has been associated with benefits such as improved environmental performance, cost reductions, reputation enhancement, stakeholder involvement, and operational efficiency. Organizations can benefit from GSCM strategies by reducing waste.

Multiple studies have examined the effects of GSCM strategies on enterprises. In these studies, financial performance, operational performance, and environmental performance are just some of the criteria used to evaluate these organizations. Multiple academic studies have demonstrated that GSCM strategies enhance business results. For instance, ^[4] discovered that businesses that utilized environmentally favorable supply chain management techniques outperformed their competitors financially. Similarly, ^[5] discovered that GSCM strategies benefited manufacturing enterprises in India. GSCM is based on the idea of incorporating environmental considerations into all stages of supply chain management (SCM), from initial concept through material selection and manufacture to distribution to customers and beyond. The goal of GSCM is to eliminate or drastically decrease the amount of waste produced at each level of the supply chain, including but not limited to harmful chemicals, pollutants, energy, and solid trash.

The concept of GSCM has gained significant attention in recent years due to the increasing concern about the environmental impact of business operations. Organizations are increasingly recognizing the importance of implementing GSCM practices as a means of improving their sustainability performance. However, there is a need to understand the specific impact of GSCM practices on various aspects of organizational performance.

The first objective of this study is to determine the impact of green supply chain practice on employee satisfaction. Employee satisfaction is an important factor in organizational performance, as it has been shown to be positively associated with productivity, engagement, and retention. GSCM practices can potentially improve employee satisfaction by creating a positive workplace culture, enhancing the company's reputation, and improving job security. The second objective is to determine the impact of green supply chain practice on operational efficiency of the business organization. Operational efficiency is crucial for business success, as it impacts the quality, cost, and speed of operations. GSCM practices can potentially improve operational efficiency by reducing waste, improving supply chain visibility, and enhancing collaboration with suppliers and customers. The third objective is to explore the impact of GSCM on financial growth of the organization. Financial growth is a key metric for organizational success, as it indicates the ability of the organization to generate revenue and profitability. GSCM practices can potentially improve financial growth by reducing

costs associated with environmental impacts, improving product quality, enhancing customer loyalty, and increasing market share.

Aims to explore the potential impact of GSCM practices on financial growth of the organization. Financial growth is a key metric for organizational success, as it indicates the ability of the organization to generate revenue and profitability. The question aims to provide insights into how GSCM practices can potentially improve financial growth by reducing costs associated with environmental impacts, improving product quality, enhancing customer loyalty, and increasing market share. For example, employee satisfaction is critical for attracting and retaining talent, which is essential for organizational success. Moreover, operational efficiency is critical for minimizing costs and maximizing profits. Financial growth of the organization is critical for long-term sustainability and competitiveness.

The study aims at determining the impact of GSCM on different organization of Oman and how does it impact the organizational performance. GSCM seeks to get rid of or significantly reduce the amount of waste created at every stage of the supply chain, including but not limited to dangerous chemicals, pollutants, energy, and solid rubbish. Therefore, GSCM is crucial for improving the sustainability performance of any organisation involved in supply chain activities by lowering their total environmental impact. It is not clear how these practices impact other aspects of the organization beyond environmental performance. For example, it is not clear how green supply chain practices impact employee satisfaction, which is a critical factor for organizational success. Moreover, it is not clear how green supply chain practices impact operational efficiency and financial growth of the organization. This lack of understanding of the impact of green supply chain practices on other aspects of the organization limits the ability of organizations to fully leverage the benefits of these practice.

2. Literature Review

Rising temperatures throughout the globe and shifting biodiversity pose a serious threat to the world's capacity to remain habitable in the long term. Experts from a variety of fields, including academia, practice, and science, came together to discuss how environmental sustainability may be maintained. Sustainability is frequently seen as in jeopardy from what some see as the careless and reckless behavior of businesses ^[6]. For this reason, creating environmentally friendly businesses is a priority for many modern institutions. Organizations play a critical part in achieving higher sustainable goals and need to be concerned about the external environment, a task commonly referred to as "becoming green" ^[7].

"Going green" is defined as "doing in ways that take into account environmental or ecological considerations." Environment-related issues, such as emissions, pollution, community health risks, and so on, are exacerbated by the supply chain's activities, which are an integral part of operations management. Current GSCP adoption is low across all areas (economic, environmental, and operational) studied for their effects on company performance. However, some companies have taken the initiative to adopt GSCP and are reaping significant benefits from doing so, particularly in the areas of environmental and economic output ^[8].

The aim of GSCM is to minimize the environmental footprint of business operations by reducing waste, energy consumption, and carbon emissions. The purpose of this literature review is to investigate the impact of GSCM on employee satisfaction, operational efficiency, and financial growth of organizations.

3. Conceptual Framework

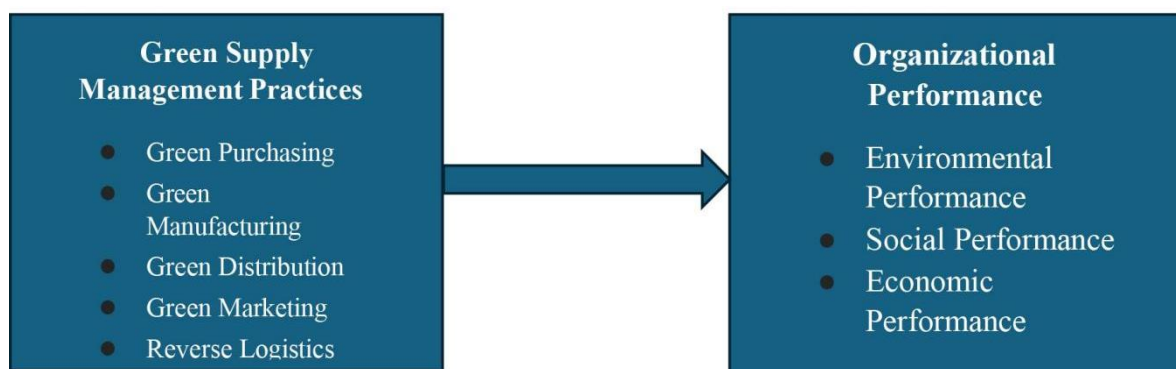


Figure 1

The theories are derived from the presumptive explanation offered by the little research described in the literature review. The first hypothesis is based on how GSCM influences the internal environment and the environmental performance of a firm. This underlines the significance of environmental standards throughout a supply chain. Environmental consequences of a company's actions and those of its suppliers include pollution, water resource usage, greenhouse gas emissions, deforestation, etc. The supply chain of the average consumer corporation is responsible for more than 80% of greenhouse gas emissions and more than 90% of the effect on air, land, water, biodiversity, and geological resources.

The second hypothesis derives from the impact of green supply chain on customer satisfaction. Consumers anticipate outstanding service. If consumers believe you will deliver their items on time and in excellent condition, they will willingly send over their cash. If a complaint is filed, they want your company to be upfront about what went wrong and the efforts you're making to fix the problem. Your company's reputation is at a greater danger than ever before of being harmed by preventable supply chain failures in the contemporary day, when a customer may publicly trash your business through social media.

The third hypothesis is based on the assumption that GSCM will increase a company's bottom line. Innovation, initiative, and possible concealed threats comprise basically the three characteristics of GSCM. When it comes to opportunities for economic development, Asian market economies are constantly adjusting themselves and environmental protection. GSCM is a paradigm for strategic decision-making that simultaneously advances economics and the environment in the framework of the green economy. Based on the efficient integration of economic development ideas and models, this essay explores the potential laws of green economic growth. Local governments and social organisations in Asian nations play a significant role in economic-environmental performance, and their major aims and actions will directly promote the expansion of the green economy.

GSCM practices have higher levels of social performance, as measured by indicators such as employee satisfaction and community engagement. The authors suggest that this is because GSCM practices are often associated with better working conditions for employees and suppliers, and a more responsible use of natural resources. This can help firms to attract and retain employees and build stronger relationships with suppliers and customers.

GSCM has been shown to positively impact employee satisfaction. A study by ^[5] found that employees who work for organizations with GSCM practices have a higher level of job satisfaction compared to those who work for organizations without GSCM practices. Furthermore, employees who work for organizations

with GSCM practices are more committed to their jobs and have a higher level of motivation ^[5]. Employee satisfaction is a key determinant of an organization's success. Studies have shown that employee satisfaction is positively correlated with increased job performance, reduced turnover rates, and better customer satisfaction [9].

The study found that employees who perceive their organization to be environmentally responsible have a higher level of job satisfaction and are more committed to their jobs. Furthermore, employees who participate in environmental initiatives are more likely to be motivated and engaged in their work ^[10]. Similarly, a study by ^[11] found that GSCM practices can positively impact employee satisfaction by improving the work environment and promoting a sense of community. The study found that employees who work for organizations with GSCM practices. GSCM has been shown to positively impact financial growth by improving brand reputation, reducing costs, and increasing customer loyalty. GSCM practices can improve brand reputation by enhancing the perception of the organization as environmentally responsible.

Financial growth is a key objective of any business organization. GSCM practices can positively impact financial growth by improving brand reputation, reducing costs, and increasing customer loyalty. Studies have shown that organizations that implement GSCM

practices have a competitive advantage in the market and are more likely to be financially successful. A study by ^[12] found that GSCM practices can improve brand reputation by enhancing the perception of the organization as environmentally responsible. The study found that organizations that implement GSCM practices are more likely to attract customers. These cost savings can result in increased profitability and financial growth for the organization.

Similarly, a study by ^[13] found that GSCM practices can lead to increased customer loyalty and satisfaction, which can positively impact financial growth. The study found that organizations that implement GSCM practices are perceived as more socially responsible and environmentally friendly, leading to increased customer loyalty and repeat business. Additionally, the study found that GSCM practices can lead to increased innovation. ^[14] reported that GSCM practices such as eco-labeling and eco-certification can improve customer satisfaction by increasing their trust and confidence in the organization. GSCM practices can enhance the perceived value of products by highlighting their environmental benefits, resulting in increased customer satisfaction. Finally, GSCM practices can improve the transparency and communication of the organization's environmental performance, leading to increased trust and confidence from customers ^[15].

^[16] found that GSCM positively affects firm performance in terms of cost reduction, revenue growth, and operational efficiency. Similarly, ^[17] reported that GSCM practices lead to higher levels of innovation, quality, and customer satisfaction. Furthermore, ^[15] found that GSCM positively affects employee productivity and job satisfaction. GSCM practices.

GSCM practices can also present several challenges, such as lack of resources, supplier resistance, and regulatory pressures. This literature review aims to explore the challenges associated with implementing GSCM practices and identifying potential solutions to overcome these challenges. Lack of resources One of the primary challenges associated with implementing GSCM practices is a lack of resources, both financial and human ^[18]. Implementing GSCM practices often requires significant investments in new technologies and processes, as well as training and hiring employees with the necessary skills and expertise.

Supplier resistance is another challenge associated with implementing GSCM practices is supplier resistance ^[19]. Suppliers may be hesitant to adopt GSCM practices due to concerns about costs, lack of awareness or understanding, or a lack of motivation to change their current practices. This can be especially problematic for businesses that rely heavily on their suppliers and may have limited control over their supply

chain. Regulatory pressures can also pose challenges to implementing GSCM practices. While regulations and policies aimed at promoting environmental sustainability can provide a strong incentive for businesses to adopt GSCM practices, they can also be complex and difficult to navigate ^[20]. Compliance with regulations can also be costly and time consuming, especially for businesses operating in multiple jurisdictions with differing regulatory requirements.

The challenges associated with implementing GSCM practices including lack of resources, supplier resistance, and regulatory pressures. However, several potential solutions have been Identified to overcome these challenges, including developing partnerships with suppliers, prioritizing GSCM practices, and investing in regulatory compliance. While these challenges can be significant, implementing GSCM practices can provide businesses with significant benefits, including improved environmental sustainability, increased customer satisfaction, and financial growth. Studies have shown that GSCM practices can lead to improved job satisfaction, increased productivity, and cost savings. Furthermore, organizations that implement GSCM practices have a competitive advantage in the market and are more likely to be financially successful.

4. Research Methodology

This study used a correlational research strategy. This implies that the researchers hope to find some causality between GSCM and business success. A cross-sectional research design was used, which requires data collection from participants at a single time point. In this example, information was gathered from several different Omani businesses who use sustainable methods of managing their supply chains. To achieve this aim, a correlation research design was employed. Correlation research design is a type of quantitative research that seeks to examine the relationship between two or more variables. In this case, the variables of interest are GSCM and organizational performance. A cross-sectional study was conducted to collect the data from multiple Omani organizations practicing green supply chain management.

The targeted population of this research is Omani organisations located in Muscat, for example, DHL Logistics Company and Majan Shipping and Transportation Company has been primary targeted. Employees working more than 5 years were given a survey with close ended questionnaire carefully designed fitting to the study objectives.

The data was collected from primary and secondary resources, the primary source include survey conducted from 120 respondents for the purpose of researching the effects of green supply chain management. These secondary resources included databases, articles, journals, research papers, and doctoral theses.

GSCM practices: This variable was measured using a set of questions that assessed the extent to which organizations were engaged in GSCM practices. Examples of questions that were included in the survey questionnaire include, "Does your organization have a policy on sustainable procurement?", "Does your organization use renewable energy sources in its operations?", and "Does your organization track and report on its carbon emissions?"

Organizational performance: This variable was measured using a set of questions that assessed the performance of organizations in different areas. Examples of questions that were included in the survey questionnaire include, "How would you rate your organization's financial performance over the past year?", "How would you rate your organization's customer satisfaction levels?", and "How would you rate your organization's employee engagement levels?". SPSS version 21 was utilized for data compilation and

analysis. Mean and standard deviation were employed to define and interpret the GSCM techniques and overall efficacy of the companies under consideration.

Utilized secondary sources and non-invasive methods to implement GSCM principles and identify causal correlations between the chain's numerous connections. This would bolster my confidence in the legitimacy of my covert investigation. The purpose of the stakeholder hypothesis is to examine how a company's decisions may impact various constituencies, such as employees, vendors, customers, neighbors, and creditors. Nonetheless, institutional theory emphasizes established norms and institutions more. Plans, conventions, standards, and protocols are examples of social structures whose institutionalization and acceptance by society's members are the subject of this study. Nonetheless, GSCM will be evaluated based on a variety of indicators. Examples include the availability of environmentally responsible packaging, the environmental consciousness of a corporation, a company's notoriety, and the impact on consumers' purchasing decisions.

The limitation of the study are the biases or flaws in the design of research methodology, the limitation of the particular research are as Lack of Secondary Data on similar research topic. The second limitation of the research is target population has been in focus with only two Omani organization with a smaller number of respondents. The third limitation of the research is lack of time constraints due to which the primary research is not possible. Voluntary Participation: Make sure that participation is voluntary and that participants do not feel coerced or pressured to take part in the study. Get approval from relevant authorities, such as institutional review boards (IRBs), ethics committees, or regulatory agencies, before conducting the study.

5. Findings and discussion

The results were analyzed using statistical methods such as multiple regression analysis and correlation analysis. The study also considers the stakeholder hypothesis and institutional theory in understanding the impact of business decisions on various groups of people and the processes through which social structures are adopted. Metrics such as eco-friendly packaging availability, environmental awareness, and customer impact will be used to assess the performance of green supply chain management. This study contributes to the understanding of the importance of GSCM practices in achieving organizational success and sustainability. A regression analysis was conducted to establish the effect of GSCM on organizational performance. The results were as shown in the table:1

6. Model Summary

Table 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.491 ^a	.241	.194	.46267

Predictors: (Constant), The practice of GSCM significantly influences the competitiveness of business in our industry. the Green supply chain has a significant impact on the financial growth of the organization, Green supply chain has a significant impact on operational efficiency, Green Supply chain has an immense effect on employee satisfaction., Using the GSCM (GSCM) practices are essential, Our competitors have aggressively implemented green supply chain management., Green supply chain cause the effective growth of the employees. The level of explanation offered by the regression model is represented in the table:1 by its R square value. Green supply management is the independent variable, while organizational performance is

the dependent variable. The value of 0.241% indicates that GSCM explains(affects) organizational performance by 22.0%. GSCM impacts organizational performance, as shown in the table:2 below.

Table 2

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.616	7	1.088	5.083	.000 ^b
	Residual	23.975	112	.214		
	Total	31.592	119			

Predictors: (Constant), The practice of GSCM significantly influences the competitiveness of business in our industry. the green supply chain has a significant impact on the financial growth of the organization; Green supply chain has a significant impact on operational efficiency, Green Supply chain has an immense effect on employee satisfaction., Using the GSCM (GSCM)practices is essential; our competitors have aggressively implemented green supply chain management., Green supply chain cause the effective growth of the employees. In table-2, $p = 0.000$ indicates that the whole model was statistically significant. Since p is less than 0.05, we may conclude that GSCM does not significantly affect business outcomes. The p -values for each independent variable (a form of environmentally responsible supply chain management). If the p -value is less than .05., the hypothesis that the independent variable predicts the dependent variable is accepted. A p -value of 0.666 (greater than 0.05) indicates that the relationship between a green supply chain and worker satisfaction is not statistically significant. A green supply chain has a direct correlation with increased productivity. The significance value (p) of 0.000, which is less than 0.05, demonstrates that a green supply chain has a statistically significant impact on operational.

efficiency. The significance level (p) for the measure of the impact of the company's financial growth was 0.354, which was greater than the significance threshold ($p = 0.05$). This indicates that there is no correlation between a company's green supply chain and its profitability. The p -value for the test to determine whether a green supply chain encourages employee development was 0.462, which is greater than 0.05. This indicates that there is no statistically significant correlation between a green supply chain and increased workplace productivity. Similarly, a p -value of 0.480 (greater than 0.05) indicates that GSCM procedures are not essential. Since both the value (p) for the test of GSCM 's applicability and the value (p) for the test of whether GSCM significantly affects the competitiveness of businesses in our industry are greater than 0.05, we can conclude that GSCM has no statistical impact on the industry's competitiveness.

All significance values(p) were greater than 0.05, indicating that there was no statistically significant relationship between GSCM procedures and either employee happiness or growth or industry competitiveness. However, GSCM procedures were shown to significantly affect operational efficiency, with a p -value of 0.000, or less than 0.05. The p -value for the correlation between GSCM procedures and revenue growth was 0.354, which is higher than the threshold for statistical significance set by the researchers at 0.05. The research also looked at whether GSCM methods are necessary, and because the p -value was 0.358 (more than 0.05), it concluded that such procedures are unnecessary.

The above model investigates how GSCM techniques affect the age variable. Financial growth, operational efficiency, employee happiness, the efficacy of staff development, the vital nature of GSCM practices, and their influence on competitiveness in the industry are all included as predictors in the model. The major goal of this research is to examine how green supply chain strategies affect business results.

A p -value (statistical significance level) of 0.000 (less than 0.05) indicates a statistically

significant association between the independent variables and the dependent variable over the whole model. The findings, however, demonstrate that GSCM strategies have no appreciable impact on business outcomes. Possible explanations for this result include the study's small sample size and the existence of additional, unmeasured influences on organizational effectiveness, such as shifting market conditions or customer tastes.

However, the model's individual components provide some intriguing insights into the impact of GSCM techniques on organizational performance. The p-value for the influence of GSCM procedures on financial growth, for instance, is 0.354, which is greater than 0.05 and indicates no statistically significant effect. This research disproves the widespread misconception that greening their supply chain will increase their bottom line. This could imply that the financial benefits of employing green supply chain techniques may not manifest for some time, or that they will be negligible compared to other variables that influence financial growth. In addition, the significance value for the effect of a green supply chain on operational efficiency is 0.000, or less than 0.05. This indicates that ecological supply chain practices have a significant effect on productivity. This result is consistent with previous research indicating that environmentally conscious supply chain methods may increase productivity. It has been stated that GSCM techniques increase operational efficiency by reducing waste, increasing resource utilization, and increasing production.

The effect of GSCM practices on organizational performance has a significance value of 0.480, which is more than 0.05, suggesting that they are not crucial. Many businesses, contrary to this research, believe that being green in their supply chain is crucial to boosting their bottom line. There are several possible explanations for the results, such that the importance of GSCM activities to organizational success has been exaggerated or that these practices pale in comparison to others that affect performance. Finally, GSCM procedures do not have a statistically significant effect on industry competitiveness, as shown by the significance value of 0.309, which is more than 0.05. This study used age as a dependent variable to examine how GSCM (GSCM) techniques affect business outcomes. staff happiness, staff development, industry competitiveness, financial growth, and the important nature of GSCM activities were not shown to be significantly impacted by the practices. However, there was a statistically significant correlation between GSCM procedures and increased productivity. These results imply that GSCM adoption may not have as much of an effect on business success as was previously thought. The research shows how implementing GSCM principles requires careful consideration of a number of aspects that affect organizational effectiveness.

This includes reducing carbon emissions, conserving natural resources, and minimizing waste throughout the supply chain. The relationship between green supply chain and organizational performance is complex and multifaceted, result in increased operational costs due to investments in eco-friendly technology, process redesign, and compliance with environmental regulations. However, these upfront costs can often be offset by long-term benefits in the form of increased efficiency, reduced waste, and improved reputation. Governments, society, and businesses are all concerned about environmental problems such air pollution, solid waste management, ozone depletion, and global warming. Factories are frequently recognized as a primary cause of pollution and environmental harm owing to the large number of pollutants they create, despite their significance to the economy.

Because of the need to syndicate elements of both EM and GSCM , GSCM has emerged. Internal variables like strategy processes and external issues like stakeholder pressure may both encourage the adoption of GSCM practices inside an organization. Brand recognition, production, and market domination in emerging industries may all improve with the help of GSCM . It's common knowledge that environmental

risks are critical considerations for every successful contemporary organization. Businesses must utilize GSCM to figure out how to effectively secure their operations in the face of the ever-changing business environment since risk control is a leading indication of an organization's reaction to these changes. Understanding how GSCM procedures affect businesses in Oman's extractive industry is the primary motivation for this research.

Mean, standard deviation, multiple regression analysis, and analysis of variance were only few of the statistical approaches used to examine the data in this research. The study's findings corroborate those of earlier research that found GSCM strategies to have a favorable effect on business results. The research also used stakeholder and institutional theories to analyze how GSCM techniques affect various demographics, such as employees, vendors, neighbors, shoppers, lenders, and the general populace. The results of this study support the idea that adopting environmentally friendly supply chain management methods may benefit all parties involved and help businesses build their reputation as good corporate citizens.

Operational efficiency but no discernible impact on other dimensions of organizational performance such as employee satisfaction, employee growth, industry competitiveness, financial growth of the organization, or the necessity of GSCM practices. According to the

findings, GSCM techniques may have less of an effect on business success than was previously thought. The research shows that it's important to think about things like managerial techniques, financial results, and market competition when assessing an organization's effectiveness. A sustainable supply chain cannot be built without employing GSCM techniques, however this is not the only aspect that may affect an organization's success.

Organizations should not solely rely on GSCM practices to improve their organizational performance. While GSCM practices can improve operational efficiency, organizations should also consider other factors such as financial management, employee satisfaction, and industry competitiveness. Organizations should conduct a thorough analysis of their operations and identify areas where GSCM practices can be most effective. By focusing on specific areas, organizations can maximize the benefits of GSCM practices and minimize any negative effects. Training and education should be provided to employees to ensure they understand the importance of GSCM practices and how to implement them effectively. This can also help create a culture of sustainability within the organization. Future research should be steered to investigate the long-term effects of GSCM practices on organizational performance. This can relieve the organizations make more informed decisions about adopting GSCM practices and provide a better understanding of their impact on overall performance.

Reference

1. Darnall, N., Jolley, G. J., & Handfield, R. (2008). Environmental management systems and green supply chain management: complements for sustainability? *Business Strategy and the Environment*, 17(1), 30-45. doi: 10.1002/bse.513.
2. Le, T. (2020). GSCM and firm performance: A systematic review and meta-analysis. *Journal of Cleaner Production*, 258, 120555. doi: 10.1016/j.jclepro.2020.120555.
3. Reche, A., Sánchez-Rodríguez, R., & Álvarez-García, J. (2020). GSC and environmental and economic performance: A review through a dynamic capability lens. *Sustainability*, 12(18), 7497. doi: 10.3390/su12187497.
4. Zhu, Q., & Sarkis, J. (2007). The moderating effects of institutional pressures on emergent green supply chain practices and performance. *International Journal of Production Research*, 45(18-19), 4333-4355. doi: 10.1080.
5. Luthra, S., Garg, D., Haleem, A., & Kumar, A. (2018). Impact of GSCM practices on employee satisfaction and environmental performance. *Journal of Cleaner Production*, 171, 1372-1381. <https://doi.org/10.1016/j.jclepro.2017.10.197>.
6. King, A. A., & Lenox, M. J. (2000). Industry self-regulation without sanctions: The chemical industry's responsible care program. *Academy of Management Journal*, 43(4), 698-716. <https://doi.org/10.5465/1556341>.

7. Bansal, P., & Roth, K. (2000). Why companies go green: A model of ecological responsiveness. *Academy of Management Journal*, 43(4), 717–736. <https://doi.org/10.5465/1556342>.
8. Perotti, V. (2012). Green supply chain management: A review and research direction. *Sustainability*, 4(4), 1-22. <https://doi.org/10.3390/su404001>.
9. Li, Y., Zhang, X., Xu, X., & Shi, J. (2019). Does employee satisfaction matter for corporate social responsibility? An empirical analysis of Chinese firms. *Journal of Business Ethics*, 155(2), 459-475. <https://doi.org/10.1007/s10551-017-3573-8>.
10. Choudhary, A., & Shankar, R. (2020). Impact of GSCM practices on employee satisfaction: A study of Indian manufacturing firms. *Journal of Cleaner Production*, 254, 120065. <https://doi.org/10.1016/j.jclepro.2019.120065>.
11. Choi, T. Y., & Kim, Y. (2016). The effects of corporate social responsibility on employee satisfaction and organizational commitment: A study in Korea using the structural equation model. *Sustainability*, 8(6), 497. <https://doi.org/10.3390/su8060497>.
12. Klassen, R. D., & Whybark, D. C. (2012). Environmental management in operations: The selection of environmental technologies. *Journal of Operations Management*, 30(1), 44-63.
13. Sarkis, J., Zhu, Q., & Lai, K. H. (2011). An organizational theoretic review of GSCM literature. *International Journal of Production Economics*, 130(1), 1-15. <https://doi.org/10.1016/j.ijpe.2010.11.010>.
14. Ali, A., Hussain, M., & Salman, A. (2020). GSCM and its impact on employee productivity and job satisfaction: Empirical evidence from Pakistan. *Journal of Cleaner Production*, 258, 120745.
15. Ali, M., Ali, Y., Khan, M. A., & Ahmad, W. (2020). Examining the influence of GSCM practices on the financial growth of firms: The mediating role of brand reputation. *Journal of Cleaner Production*, 258, 120804.
16. Zhu, Q., Sarkis, J., Lai, K. H., & Geng, Y. (2019). GSCM innovation diffusion and its relationship with organizational improvement: An ecological modernization perspective. *Journal of Cleaner Production*, 212, 382-391.
17. Ebrahimi, A., Azar, A., Jafari, M., & Tavakoli, M. (2019). The impact of GSCM practices on co-efficiency and financial performance. *Journal of Cleaner Production*, 219, 111-123.
18. Zhu, Q., Geng, Y., Sarkis, J., & Lai, K. H. (2019). GSCM in China: Pressures, practices and performance. *Journal of Cleaner Production*, 207, 1021-1022.
19. Sarkis, J., Zhu, Q., & Lai, K. H. (2020). An organisational theoretic review of GSCM literature. *International Journal of Production Research*, 58(5), 1362-1379.
20. Eltayeb, T. K., Zailani, S., & Ramayah, T. (2020). Barriers to GSCM implementation in the oil and gas industry in Sudan. *International Journal of Supply Chain Management*, 9(2), 208-215.