



## **The Dimensions of Green Supply Chain Management and its Effect in enhancing Entrepreneurial Success**

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### **Abstract**

The main purpose of the research was to explore the effect of green supply chain management (GSCM) in entrepreneurial success (ES) of Noor Al-Kafeel Company - Holy Karbala Governorate. In implementation of this purpose, the questionnaire was distributed by the researcher to a sample of the company's employees, numbering (120) employees, and she retrieved (114) questionnaires, of which (109) were valid for statistical analysis, which were adopted as a sample for the study. The obtained data were analyzed using the (SPSS v.22) program. The researcher concluded that Noor Al-Kafeel Company - Holy Karbala Governorate is interested in employing the dimensions of green supply chain management for enhancing its entrepreneurial success (ES).

**Keywords:** Green Supply Chain Management (GSCM), Entrepreneurial Success (ES) .

### **1. Introduction**

Millions of organizations are created every year around the world. However, more than a quarter of these organizations die within their first year, while only a small subset of organizations grow rapidly and continue to operate. This continuity and survival that these organizations achieve does not come from a vacuum, but rather as a result of the success that is present in all of their procedures, operations and strategies, and through the provision of new,



advanced and innovative products or services, and this success is often known as entrepreneurial success (ES) (McKenzie & Sansone, 2019: 1).

Entrepreneurial success (ES) comes from running a profitable company that conducts its business operations with honesty and integrity, makes meaningful contributions to the communities it serves and nurtures a balanced, high-quality life for its employees. An efficient and effective way to achieve (ES) for business organizations can be to create a strategy for how to achieve success and then identify the goals it need to achieve along the way (Dankwa, 2018: 45). For organizations to continue their (ES), they must pay attention to social and environmental aspects. This is because some organizations pollute the environment through the manufacture of their products, and what may result from that production process of gases, heat and other emissions, that would harm individuals. As a result, recent emphasis has been placed on some of the environmentally friendly practices that industrial organizations should work with, including (GSCM).

GSCM involves incorporating environmental considerations into the management of the supply chain, and it is crucial for reducing the overall environmental impact of organizations involved in supply chain operations. Significantly, implementing (GSCM) practices can enhance sustainable performance (Chin et al., 2015: 695). As a result of the above, managing this green supply chain can lead to enhancing the (ES) of business organizations and working on their continuity by eliminating non-environmental activities and relying on environmentally friendly activities such as (green purchasing, designing environmentally friendly products, green packaging, ... etc. ).

## **2. Theoretical Framework**

### **2.1 (GSCM) Concept**

The world is facing an urgent sustainability crisis due to the adverse effects of global warming and biodiversity loss. As a result, experts from different fields, including scientists academics, researchers, and, are working together to devise ways of maintaining environmental sustainability. There is a growing consensus that industries' unregulated and careless actions pose a significant threat to sustainability. Hence, modern organizations prioritize the creation



of sustainable industries as one of their primary goals. To achieve greater sustainability goals, organizations must play an active role and focus on the "going green" mission by paying attention to the external environment (Tseng et al., 2019: 145).

The term 'green' denotes the practice of taking actions that prioritize environmental concerns. Supply chain management is a vital component of operations management with a substantial environmental impact, including health risks to society, pollution, emissions, and more. To mitigate these effects, organizations are now integrating environmental considerations into their supply chain operations. This integration of environmental concerns into supply chain management practices is commonly referred to as (GSCM). GSCM is a separate branch of sustainability and an important discipline in academia. While research on GSCM has expanded over the past two decades, there is still a need for more ideas to inform future studies (Sarkis, 2012: 2).

De Giovanni (2012, 3) argues that green supply chain management is more than just a tool for reducing the environmental impact of products and processes. In addition, a distinct strategy can promote social wellness and generate economic advantages. Furthermore, current empirical evidence demonstrates that environmentally friendly practices usually yield positive social outcomes, such as greater customer loyalty and a better company reputation.

In the same context, (Gaussin et al., 2013: 513) defines (GSCM) as “Green Procurement + Green Manufacturing + Green Distribution + Reverse Logistics”.

## **2.2 Benefits of (GSCM)**

Many researchers state that (GSCM) has many benefits, whether for individuals, societies or organizations. We will list below some of the benefits that were explained by (Sahar et al., 2020: 3) in ten points, which are as follows:

- Increase revenue.
- Increase customer trust.
- Reduce waste handling costs.
- Increased use of assets.
- Minimizing the quantity of generated waste..



- Increase energy efficiency.
- Reduce air pollution.
- Reduce water pollution.
- Reducing the consumption of non-environmentally friendly fuel.

### **2.3 Dimensions of (GSCM)**

The measurement of (GSCM) has occupied quite a few researchers and writers, and thus the dimensions through which this variable is measured have varied. In this research, we will rely on the scale developed by (Abdallah & Al-Ghwayeen, 2019: 500) because it is consistent with the nature of the current research, which consists of the following dimensions:

- **Eco-design:** is “the systematic integration of key environmental aspects of a product in the early stages of design and development” (Hankammer & Steiner, 2015: 505).
- **Cooperation with customers:** is defined as “customer collaboration with an organization's green supply chain management initiatives” (Sánchez-González & Herrera, 2014: 299).
- **Green purchasing:** is “a purchasing practice undertaken by an organization that considers the environment, minimizes waste sources and encourages recycling and reclamation of purchased materials without adversely affecting the performance requirements of these materials” (Awan, 2017: 4).
- **Internal Environmental Management:** is “the practice of developing green supply chain management as a strategic organizational imperative through the commitment and support of upper and middle level managers” (Wongthongchai & Saenchaiyathon, 2019: 435).
- **Environmental performance:** is viewed as “the practice of organizations to select reasonable measures to conserve and develop environmentally friendly green activities” (Gilal et al., 2019: 1580).

### **2.4 The Concept of (ES)**

Failure to keep up with the pace of progress may result in the demise of organizations in today's rapidly evolving economy. Many large companies have abandoned their original



entrepreneurial drive as they have expanded. Their scale and success may have stifled their ability to be agile and innovative. To succeed in the unpredictable and dynamic industry environments, many scholars suggest that these companies should adopt entrepreneurial behavior in their own operations (Bird & Schjoedt, 2017: 380).

Encouraging entrepreneurial behavior within an established organization, also known as internal entrepreneurship, can drive innovation and increase profits. Essentially, internal entrepreneurship entails empowering employees to think like entrepreneurs and pursue their own projects with the flexibility and autonomy needed to overcome bureaucratic obstacles.

Because of the foregoing, it is the organizations that remain for a longer period of time and continue to operate, which have achieved and are continuing to achieve (ES) and work to strengthen it. At the level of organizations, researchers have often envisioned (ES) as growth of the organization (monetary success criteria), using measures such as increase in revenue, profitability, or workforce size to assess performance. Dzogbenuku and Keelson (2019: 172) defines (ES) as a distinct quality of work in an organization's decision-making for profit.

### **2.5 Indicators of (ES)**

There exist numerous indicators that measure the environmental sustainability accomplished by business organizations, and among these common indicators are what was explained by (Gorgievski et al., 2011: 212), and they are as follows:

- Organization survival / continuity.
- Organization profitability.
- Organization growth.
- Organization image.
- Customer loyalty and satisfaction.
- Organization social responsibility.
- Organizational innovation.
- Employee.

### **2.6 Dimensions of (ES)**

To measure the (ES), the scale (Rasmus & Laguna, 2018: 8) was relied upon, which is one of the most recent existing scales, as well as its dimensions to the topic of the current research. This scale includes the following dimensions:

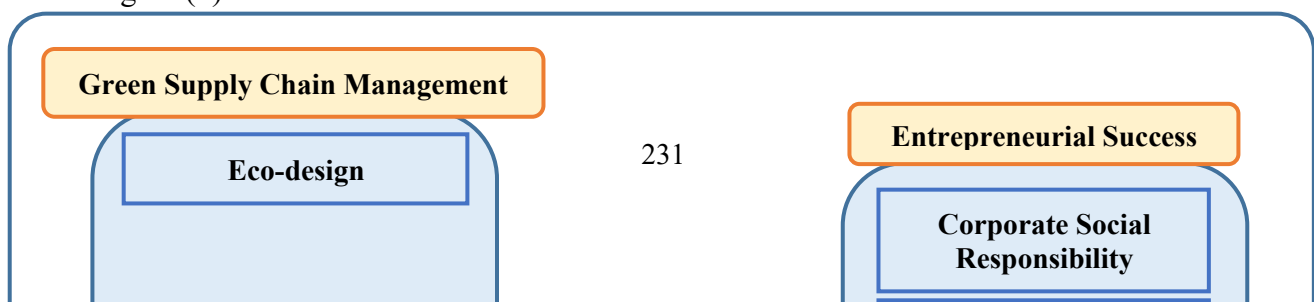
- **Corporate Social Responsibility:** is “the ongoing commitment by companies to act ethically and contribute to economic development while improving the quality of life for the workforce and their families as well as the local community and global community” (Solihin, 2021: 1286).
- **Corporate reputation:** is “the outcome of the relationship between companies and stakeholders, closely linked to activities and business operations” (Gonzalez Sanchez & Morales de Vega, 2018: 1231).
- **Job satisfaction:** is “a set of feelings that an individual has towards his job in the organization” (Navas & Vijayakumar, 2018: 3).
- **Customer Satisfaction:** is defined “as the agreement between the expectations of customers before the purchasing activity and all that is obtained after the purchasing activity” (Çetinkaya & Durukan, 2020: 127).

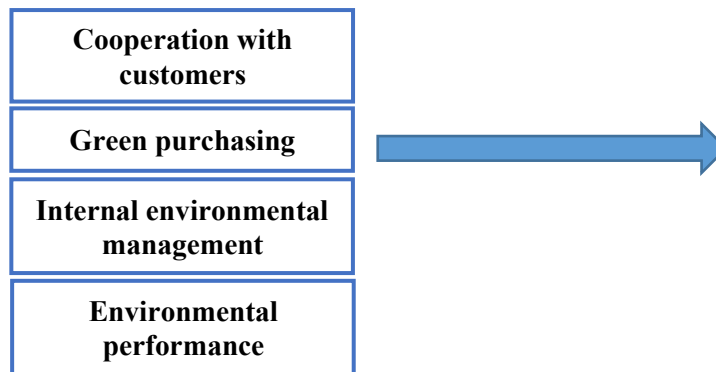
### **3. Research Methodology**

In this research, the subsequent questions will be tackled:

- a. Does eco-design have an effect in promoting entrepreneurial success?
- b. Does cooperation with customers have an effect in promoting entrepreneurial success?
- c. Does green purchasing have an effect in promoting entrepreneurial success?
- d. Does internal environmental management have an effect in promoting entrepreneurial success?
- e. Does environmental performance have an effect in promoting entrepreneurial success?

Depend on the research questions and objectives; a research model was reached, as shown in Figure (1) below.





**Figure (1) Research model**

**Source:** Prepared by the researchers.

The hypothesis for this study was formulated according to the research model as follows:

**The main hypothesis:** There is a significant effect of green supply chain management (GSCM) in enhancing entrepreneurial success (ES). The following sub-hypotheses were formulated based on this hypothesis:

- a. There is a significant effect of eco-design dimension in enhancing entrepreneurial success.
- b. There is a significant effect of cooperation with customers dimension in enhancing entrepreneurial success.
- c. There is a significant effect of green purchasing dimension in enhancing entrepreneurial success.
- d. There is a significant effect of the internal environmental management dimension in enhancing entrepreneurial success.
- e. There is a significant effect of environmental performance dimension in enhancing entrepreneurial success.



A total of (109) employee from diverse departments of Noor Al-Kafeel Company in Holy Karbala Governorate were included in the study sample.

It is also worth noting that the research was based on positivist philosophy, which begins with the assumption that organizational and social phenomena can be studied objectively through observation, quantitative measurement, and hypothesis testing. Accordingly, we adopted the quantitative method in our research due to its suitability for measuring the research variables and analyzing the relationships between them using appropriate statistical methods. This approach allows for a more accurate and comprehensive understanding of the causal and correlational relationships between the studied variables, thus contributing to achieving the study's objectives and scientifically testing its hypotheses

#### **4. The Applied Aspect of the Research:**

The following section of the study outlines the steps taken by the researchers to accomplish and evaluate the research aims. This encompasses a depiction of the study population, the relevant statistical techniques employed for data examination, and the forthcoming review of these measures.

##### **4.1 Descriptive Analysis**

##### **4.1.1 Descriptive Analysis of (GSCM) Variable**

The mean, standard deviations, and relative importance of the dimensions of green supply chain management (GSCM) are presented in Table (1), which shows the descriptive analysis of this variable, as follows:

**Table (1) Descriptive analysis of (GSCM) variable**

Dimensions	Sample	Mean	Std. dev.	Relative importance	Seq.
Eco-design	109	4.13	.711	%83	2
Cooperation with customers	109	3.66	.862	%73	5
Green purchasing	109	3.87	.921	%77	4
Internal environmental management	109	4.21	.732	%84	1
Environmental performance	109	4.03	.798	%81	3
Total Green supply chain management	109	3.98	.805	%80	

**Source:** The results of (Spss v.22).



Based on the analysis of the questionnaire responses from the research sample on the (GSCM) variable (as presented in Table 1), the following results were obtained:

- The mean of the (GSCM) was (3.98), surpassing the hypothetical mean of (3) used to evaluate the response levels of the research sample. The standard deviation was (0.805), and the relative importance was (80%).
- With a mean value of (4.21) and a standard deviation of (.732), the internal environmental management evaluation dimension had the highest relative importance of (84%) among all other dimensions.
- With a relative importance of (83%), the eco-design dimension was ranked second, with a mean of (4.13) and a standard deviation of (.711).
- With a mean of (4.03) and a standard deviation of (0.798), the environmental performance dimension ranked third in terms of relative importance, at (81%).
- With a mean of (3.87) and a standard deviation of (0.921), the green purchasing dimension was ranked fourth in terms of relative importance at (77%).
- The cooperation with customers dimension was ranked as the least important, with a relative importance of (73%). It had an arithmetic mean of (3.66) and a standard deviation of (.862).

Based on the results above, it is clear that the employees of Noor Al-Kafeel Company possess a strong comprehension of the (GSCM) variable, its dimensions, and the impact of its availability or application on organizational capabilities. Their responses to the questionnaire demonstrate their agreement with the questionnaire's contents that measure the (GSCM) variable. This result can be explained by the fact that adopting green supply chain management practices contributes to improving operational efficiency, reducing waste, and enhancing the organization's environmental reputation, which positively impacts its ability to capitalize on entrepreneurial opportunities and achieve entrepreneurial success. This result is consistent with previous studies that have confirmed the strategic role of environmental practices in supporting organizational performance and innovation.

#### **4.1.2 Descriptive Analysis of (ES) Variable**

The mean, standard deviations, and relative importance of the dimensions of entrepreneurial success (ES) are presented in Table (2), which shows the descriptive analysis of this variable, as follows:

**Table (2) Descriptive analysis of (ES) variable**

Dimensions	Sample	Mean	Std. dev.	Relative importance	Seq.
Corporate social responsibility	109	3.62	.574	%72	1
Corporate reputation	109	3.13	.672	%63	3
Job satisfaction	109	3.09	.715	%62	4
Customer satisfaction	109	3.39	.597	%68	2
Total Entrepreneurial success	109	3.31	.644	%66	

**Source:** The results of (Spss v.22).

Based on the analysis of the questionnaire responses from the research sample on the (ES) variable (as presented in Table 2), the following results were obtained:

- The mean of the (ES) was (3.31), surpassing the hypothetical mean of (3) used to evaluate the response levels of the research sample. The standard deviation was (0.644), and the relative importance was (66%).
- With a mean value of (3.62) and a standard deviation of (.574), the corporate social responsibility evaluation dimension had the highest relative importance of (72%) among all other dimensions.
- With a relative importance of (68%), the customer satisfaction dimension was ranked second, with a mean of (3.39) and a standard deviation of (.597).
- With a mean of (3.13) and a standard deviation of (0. 672), the corporate reputation dimension ranked third in terms of relative importance, at (63%).
- The job satisfaction dimension was ranked as the least important, with a relative importance of (62%). It had an arithmetic mean of (3.09) and a standard deviation of (.715).

Based on the responses of the research sample to the questionnaire measuring the variable of (ES), it is evident that the employees of Noor Al-Kafeel Company have a good understanding of this variable and its different dimensions. The results showed that they

recognized the impact of entrepreneurial success on the company's reputation, development, as well as the incentives and rewards that they could receive as a result of it. These findings were reflected in their high level of agreement and response to the questionnaire's items related to the measurement of (ES).

## 4.2 Hypotheses Testing

### 4.2.1 Testing the Main Effect Hypothesis

The main hypothesis of this research suggests, “There is a significant effect of green supply chain management in enhancing entrepreneurial success. Sub-hypotheses related to this main hypothesis will be tested sequentially. The results of the effect measurement are shown in Table (3) as follows:

**Table (3) Testing the effect of (GSCM) in enhancing (ES)**

Dependent variable	Entrepreneurial success					
Independent variable	$\beta$	T. value	R <sup>2</sup>	F. value	Sig.	Result
Green Supply Chain Management	.736	10.472	.601	12.103	.000	Accepted

**Source:** The results of (Spss v.22).

Based on Table (3) presented above, the hypothesis stating that green supply chain management (GSCM) has a significant effect in enhancing entrepreneurial success (ES) is supported. The regression slope coefficient of (.736) is significant with an achieved significance level of (.000), which is lower than the significance level assumed by the researchers (0.05). In addition, the coefficient of determination (R<sup>2</sup>) is (.601), indicating that the (GSCM) accounts for (.601) of the variation in the dependent variable, (ES). The calculated (F) value of (12.103) is also higher than its tabular value (4.00), making the results acceptable. Therefore, this hypothesis is accepted.

### 4.2.2 Testing the Effect Sub-hypothesis

The hypothesis of this study suggests, “The various dimensions of green supply chain management (eco-design, cooperation with customers, green purchasing, internal environmental management, and environmental performance) have a significant effect in

enhancing entrepreneurial success. In other words, changes in the independent variable of green supply chain management (GSCM) will lead to corresponding changes in the dependent variable of entrepreneurial success (ES). The results of testing the sub-hypotheses are presented in Table (4), which is shown below.

**Table (4) Testing the effect of (GSCM) dimensions in enhancing (ES)**

Dependent variable Green Supply Chain Management Dimensions	Entrepreneurial success					
	$\beta$	T. value	R <sup>2</sup>	F. value	Sig.	Result
Eco-design	.710	15.09	.693	24.76	.000	Accepted
Cooperation with customers	.617	10.77	.607	17.34	.000	Accepted
Green purchasing	.632	12.98	.662	20.86	.000	Accepted
Internal environmental management	.683	13.78	.651	22.58	.000	Accepted
Environmental performance	.703	14.63	.642	24.01	.000	Accepted
Main hypothesis	.736	10.472	.601	12.103	.000	Accepted

**Source:** Prepared by the researchers based on Spss V.22.

Table (4) presents the outcomes of the analysis as stated below:

- **The first sub-hypothesis:** The statistical analysis of Table (4) confirms the hypothesis that there is a significant effect of the eco-design dimension in enhancing entrepreneurial success. This is evidenced by the regression slope coefficient value of (.710), which is statistically significant with an achieved significance level of (.000), lower than the significance level assumed by the researchers (0.05). Therefore, based on these results, the hypothesis is accepted.
- **The second sub-hypothesis:** The statistical analysis of Table (4) confirms the hypothesis that there is a significant effect of the cooperation with customers dimension in enhancing entrepreneurial success. This is evidenced by the regression slope coefficient value of (.617), which is statistically significant with an achieved significance level of (.000), lower than the significance level assumed by the researchers (0.05). Therefore, based on these results, the hypothesis is accepted.
- **The third sub-hypothesis:** The statistical analysis of Table (4) confirms the hypothesis that there is a significant effect of the green purchasing dimension in enhancing entrepreneurial success. This is evidenced by the regression slope coefficient value of



(.632), which is statistically significant with an achieved significance level of (.000), lower than the significance level assumed by the researchers (0.05). Therefore, based on these results, the hypothesis is accepted.

- **Fourth sub-hypothesis:** The statistical analysis of Table (4) confirms the hypothesis that there is a significant effect of the internal environmental management dimension in enhancing entrepreneurial success. This is evidenced by the regression slope coefficient value of (.683), which is statistically significant with an achieved significance level of (.000), lower than the significance level assumed by the researchers (0.05). Therefore, based on these results, the hypothesis is accepted.
- **The fifth sub-hypothesis:** The statistical analysis of Table (4) confirms the hypothesis that there is a significant effect of the environmental performance dimension in enhancing entrepreneurial success. This is evidenced by the regression slope coefficient value of (.703), which is statistically significant with a achieved significance level of (.000), lower than the significance level assumed by the researchers (0.05). Therefore, based on these results, the hypothesis is accepted.

## **5. Conclusions and Recommendations**

### **5.1 Conclusions**

The research results and previous studies have led to some significant conclusions, which are as follows:

- Currently, green supply chain management is widely adopted as a strategy by many businesses, and its positive dimensions that mitigate the negative environmental impact play a significant role in bolstering the sustainability and longevity of these organizations.
- Entrepreneurship as a subject in general and entrepreneurial success in particular is one of the contemporary and modern topics, which began to appear at the end of the twentieth century, and which occupied organizations and researchers, because all profit organizations seek success, growth and survival in the market.



- The supply chain management variable and its dimensions achieved a relatively average level of availability in Noor Al-Kafeel Company for General Trading and Animal Products under consideration, and this indicates its interest in working with the dimensions of supply chain management for reducing potential environmental impacts.
- The entrepreneurial success variable and its dimensions achieved a relatively average level of availability in Noor Al-Kafeel Company for General Trading and Animal Products under consideration, and this indicates that it is interested in promoting and benefiting from entrepreneurial success.
- The results indicate a statistically significant impact of Green Supply Chain Management (GSCM) on Entrepreneurial Success (ES). Therefore, Noor Al-Kafeel Company for General Trading and Animal Products should place greater emphasis on developing and supporting environmentally responsible organizational practices and values, given their role in reinforcing entrepreneurial success and sustaining competitive performance.

## **5.2 Recommendations**

Based on the conclusions that have been reached, the researchers developed a set of recommendations, which are as follows:

- We recommend that Noor Al-Kafeel General Trading and
- Animal Products Company, which is under investigation, keep up with all developments in its local and global environment and work to develop its supply chain and increase reliance on green supply chain dimensions by adopting environmental standards when selecting suppliers.
- Fostering a work culture that encourages and supports environmentally sustainable practices among the leaders and staff of Noor Al-Kafeel General Trading and Animal Products Company under consideration, and working on training employees to enable them to work based on the approach that supports the environment.
- To improve its market share and reputation, Noor Al-Kafeel General Trading and Livestock Products Company should adopt green supply chain practices and activities.



- It is crucial for Noor Al-Kafeel General Trading and Livestock Products Company to implement strategies to enhance entrepreneurial success in both theory and practice. These strategies should be incorporated into the company's training programs for senior leaders and employees to ensure that a large number of them are familiar with its underlying principles.
- To enhance its entrepreneurial success, Noor Al-Kafeel Company for General Trading and Animal Products must prioritize the adoption of green supply chain management practices as the most significant and primary driver within its operating environment.

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