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Examining the Key Elements of Green Supply Chain Management and its effects on the Organizational Performance: A Textile Industry Case Study

Komal Batool[1], Muhammad Akbar[2]

[1] PhD Scholar, College of Management Shenzhen University, China, Email: Komalbatool198@gmail.com
[2] Deputy Secretary, Punjab Higher Education Department, Pakistan, Email: m.akbarpms@gmail.com

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ABSTRACT

The upgraded idea for the growth of management of supply chains is called green supply chain management (GSCM). Customers are being well aware of environmental aspects that used in the manufacturing process in every industry so to be eco-friendly along with maintaining economic growth and comparative advantage and end the influences of all this at organizational performance, GSCM plays a vital role. So, the objective of this study is to examine that how GSCM influences firm performance in the textile industry. The Textile sector is being most prominent because it has much concern with GSCM so in this perspective it takes attention to conduct research on it. Accordingly, a conceptual model has been residential in distinction to previous studies and data composed by applying a Likert scale and multiple linear regressions from textile industries implementing GSCM practices using a sample size of 200 respondents from enterprises producing textiles in Multan, Lahore, Faisalabad and Multan, among other locations. The analysis described the effect on organizational performance by the aspect of customer involvement, environmental involvement, competitiveness, and economic performance. The final conclusion is that both customer involvement and economic performance are more significant and positively affect organizational performance while the other competitive advantage and environmental involvement have the least influence on organizational performance.

Corresponding Author's Email: m.akbarpms@gmail.com

1. Introduction

Raise in greenhouse radiation has a bad consequence on substantial reliability as environmental contamination is expanding pressure globally (Wang & Song, 2017). Industrialization over the world is growing which is becoming a reason for harmful conditions. In the period of 2016, pollution is rising considerably and Pakistan ranks among 30 countries that are influenced by air pollution. Moreover, two cities in Pakistan are in the midst of the preeminent 10 mainly contaminated metropolis on the earth (Vidal, 2016). On the other hand, Pakistan is one a developing nation, hence modernization is a significant concern for the development of the economy of the nation. Corresponding financial and ecological performance the decision-making approach of GSCM is becoming advanced (Felice, Petrillo, & Cooper, 2013). Combining environmental thoughts into supply chain management is the purpose of GSCM as recommended by many scholars (Chang, Wang, & Shieh, 2018).

All firms across the world are using GCSM techniques to raise awareness of the issues with environment injustice, with the majority of urbanized nation's most likely taking into account. It is a famous theory and is being applied effectively. Applications are limited since the concept of green supply chain management is relatively new in Pakistan. In the meantime,

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apart from industries are establishing this perception into practice due to community force as pollution has turned into an increasing fear in Pakistan. Other than the identical example, there is a universal alarm regarding by virtue of what aspects enhance the financial output (Mumtaz, Ali, & Petrillo, 2018).

As before mentioned reasoning, it is significant to extend the continual growth of the manufacturing division to recognize GSCM strategies when highlighted by several writers which are commendable towards understanding (Markley & Davis, 2007; Nidumolu, Prahalad, & Rangaswami, 2009). Ecological attributes support in observing innovative methods that put ahead to competing gain (Choi & Hwang, 2015). Other approaches being reprocessed desecrate recycling of stuff, disinfectant manufacturing, and dissipate management can support attaining ecological targets. It has been proven; GSCM preserves an imperative constituent in the competence of the common routine of a firm for being additional benefited to compete in market rivalry (Chan, He, Chan, & Wang, 2012).

By practicing green supply chain management and amalgamation inner aspects (e.g. managerial hold-up) by means of outside aspects (e.g. merchant facilitation and partnership) is incredibly inventive for worldwide practices of the developed group (Cheng, Yeh, & Tu, 2008). Specifically, the execution of GSCM has together financial and non-financial profits (Geffen & Rothenberg, 2000; Seuring & Müller, 2008). Many researchers paying attention to studying possible methods for the implementation of GSCM as being implemented in Thailand. (Seman, Zakuan, Jusoh, Arif, & Saman, 2012). China is also frequently explained in the literature amongst authors who have considered the categorization of these practices and focused on the aspects put towards the execution of these practices in the mechanized industry (Xuezhong, Linlin, & Chengbo, 2011; Zhu & Sarkis, 2006).

GSCM at present is contributing, well-liked, and particularly businesses in the textile industry paying concentration on the probable ways of civilizing their supply chain clarity, competence, and price that affect the organizations' performance. Imprecision in the supply chain constitutes pollution and threatens the existence of life on earth. Customers are more concerned about trading goods and aware of environmental and global warming risks. Companies in the textile manufacturing are launching several initiatives aimed at increasing the success of green supply chain management, notably in the process of sourcing, handling, distributing, and recycle (Touzi, Mabrouki, & Farchi, 2015).

Only a small percentage of the organizations in Pakistan are using these procedures, which is due to the absence of research on green supply chain management and how it interacts with organisational performance. As a result, the purpose of this study is to examine an organization's effectiveness after employing green supply chain management techniques. Due to this, the effectiveness of green supply chain management as used by Pakistani clothing producers will be ranked in the current study in order to evaluate its influence on firm performance.

Green Supply chain management is a collection of supply chain planning tactics and business practices made in reaction to considerations about the concept, production, distribution, usage, and repurposing of a company's products in a casual context (Zsidisin & Siferd, 2001). GSCM protects all phases of the goods creation sequences of developing for circulation, incorporating distributing and all other obligatory phases for consumers use of the commodity, and finally, its eradication by the part of the commodities existent sequence's completion (Zhu & Sarkis, 2006). When compared to supply chain management, green supply chain management adds a "environment" component throughout each level, involving ecological sustainability, ecological manufacturing, ecological management, and ecological administration (Srivastava, 2007). The term "Green Supply chain management" refers to a thoughtful approach that aims at minimizing products in the market both sustainably and in connection to social impacts (Rettab & Ben Brik, 2008). GSCM is a technique for refining the presentation of the methods and green rendering to the necessities of the ecological rules (Hsu & Hu, 2008). GSCM is a confirmed method to decrease a firm's influence on the atmosphere while enlightening business performance (Torelli, Chiu, Tam, Au, & Keh, 2011). Specifically, four proportions will analyze, i.e. customer satisfaction, competitive advantage, economic performance, and environmental involvement. The result of these proportions will be based on

the functioning of the organization within the paradigm of green supply chain management within the textile industry of Pakistan. The incentive after this research is owing to responsiveness that customer bear and organizations being more conscious about their performance due to tough competition in the market

The literature assessment determines that many researchers have surveyed the bond between the implementation of dissimilar sets of GSCM practices and diverse magnitudes of a firm's performance. A considerable aggregate of study has been devoted to measuring the GSC in means of rapports of financial deliberations and since the opinion of interpretation of reprocessing (Rao & Holt, 2005). Though, an inclusive viewpoint of GSC best performs execution with high opinion to organizational output is missing and it is absent within the hypothetical and practical and practical theory. Furthermore, no research has measured the influence of executing the four foremost collectively GSCM internal and external practices (customer involvement, competitive advantage, economic performance, and environmental involvement) on organizational performance and found the important one. In addition, none of the previous research has examined the execution of these practices on textile performance in Pakistan. As a consequence, this research contributes to the textile sector by accumulating our consideration of which magnitudes of GSCM practices have an optimistic influence on performance as comprehensive as in what way those optimistic effects can superlative be proficient within a firm. The study approaches working likewise deliver a richer, more all-inclusive view of where the speculation might finest be understood. From an academic stance, the study has likewise established the internal and external atmosphere alongside with organizational philosophy and the native background. The study's research goals were to determine to research the essential green supply chain management components in the clothing industry and to examine how GSCM influences firm performance in the textile industry.

2. Literature Review

The study by Nikabadi and Shahrokhnia (2019) shows that product development companies want a culture of innovation and sharing of knowledge. The best way to help new products get better is to have the right infrastructure for innovation. It is also found that there is a positive and important link between culture and how well new products are made, and that innovation and product performance vary between technology firms. In a similar way, the study by Shafique and Saeed (2020) shows that firms can use differences in innovative and environmentally friendly practises to gain a competitive edge. There are different ways that a company can use green practises that help the environment and people (Khan et al., 2022).

Masudin, Wastono, and Zulfikarijah (2018) collected data from 91 purposive by using the quantitative technique SPSS and smart PLS for concluded the effect of actions and acceptations of firms to accept GSCM and its effect on firm's performance and inference of trust inter-organization in Indonesia's manufacturing companies. At last, the outcome was that initiative influences considerably had a positive effect on GSCM embracing while intention has no effect on GSCM embracing and more probably they concluded that GSCM has a low significant relationship with organizational performance; although, trust is able to rational the influence of GSCM acceptance to organizational performance.

Chavez, Yu, Feng, and Wiengarten (2016) researched the links between executing customer-focused GSCM with its forerunner aspects (i.e. customer demands) and performance results (i.e. operational recital and customer fulfillment). Information was composed by an assessment of 126 auto producers in China and consequences measured with the purpose of stress by stakeholders have optimistic results on the execution of GSCM and numerous operational improvements. This paper also provided strategies to managers on the practical front to apply GSCM in reply to customer pressure and improve customer satisfaction.

Geng, Zhang, Ranjitkar, Huai, and Wang (2016) elaborated that in Asian emerging economies there was an association between GSCM and organizations' output with experiential indication. Within the literature review, they recognized 50 types of research that studied 11, 127 firms in the Asian emerging economy flanked by 1996 and 2005. The result exposed that GSCM lead to improved performance of organization particularly in four factors: financial, ecological, equipped, and societal act. Additionally, the consequences indicated the aim of industry category, industry size, ISO certification, and sending overseas directions to some of

the GSCM performance associations. Furthermore, this study guided administrators and decision-makers need more assurance in the execution of green supply chain management performance for the progress of firm output. This type of result helped investigators to be improved their hard work to examine the GSCM practices in Asian emerging economies.

Diab, Al-Bourini, and Abu-Rumman (2015) conducted research to prove the collision of GSCM on the firm's performance in the food industry within Jordanian. The data was obtained by a questionnaire; the validity rate was 85%; and the overall tool's Cranach's alpha is (0.89). Means standard deviation, simple and multiple linear regressions, as well as the interaction between the independent and dependent variables were used to evaluate the study's premises. The model and hypothesis that the researcher established is convinced in the applicability of eco - design practices. They preferred six firms, particularly in the food segment and the organizations that practice the notion of green industrialized. This study demonstrated that there was an impact of GSCM and its essentials on a firm's performance. The applications of this research were; educational applications, and executive indications. The investigators comprised all the GSCM basics on the firm's output which are; ecological act, monetary act, and equipped routine. The result of the research played a significant function for managers and companies for sympathetic to the GSCM and growing the sales and benefits.

Chin, Tat, and Sulaiman (2015) focused on dual-fold: (i) assessment of the obtainable literature on the connection involving GSCM, ecological cooperation, and stable output and (ii) suggest a feasible theoretical model explain the association among these three parables in the circumstances of Malaysian manufacturing companies. Corresponding contemplation depended ahead on more inclusive experiential research by means of difficult structural equation modeling approaches. This study was principally significant for manufacturing firms in the budding ecological group to attempt with their suppliers in a sort to accomplish sustainability performance.

Nema, Soni, Talankar, and Nougriaya (2013) came to the conclusion that, although India is a developing nation, the clothing sector was especially significant to the banking systems of those nations. In this research, they discussed the significance of GSCM in the textile industry as there was the use of injurious chemicals, and consumes an incredible amount of energy for steam and hot water used in dyeing and printing. GSCM was the development and consideration of research and practitioner so they contrast the before and new situation.

Lai, Hsu, and Chen (2012) concluded that people were very aware of environmental safety so many textiles companies compulsory to be relevant close notice of environmental policies. Subsequent to this context, textile companies were in requirement to apply GSCM and in this research they discussed a case study of the textile industry in Taiwan and found that GSCM creates external factors counting the encouragement of company goodwill, boosting stakeholder's worth and devotion, a decrease of stakeholder’s accusation and manufactured goods conventionality to worldwide principles. It also generated interior effects with the boost of sales income, procurement competence, and competitiveness.

Bhetja and Babbar (2011) studied different actions of supply chain management relevant to small and large manufacturing industries in India. They designed the GSCM index by using 17 indicators and 33 sub-indicators with the assistance of a questionnaire that is filled out by a range of manufacturers. They excavate the effect made by manufacturing companies on the environment. The resulted is that precise methodology was applied throughout the research to make sure the impact of the environment on manufacturing companies.

Rao and Holt (2005) classified possible linkages connecting GSCM, like an inventiveness for green improvement, financial practices, and competition within samples of firms in South East Asia. For this reason, a theoretical framework was developed using research from the research and evidence collected via a questionnaire method sent via emails to a group of major South East Asian organizations that have incorporated the ISO 14001 standard. The results indicated that including sustainability practices into the numerous supply chain stages result in a more competitively and economically powerful production process. This study also

presented the first experimental assessment of the relationship between GSCM methods and better competition and increase financial output between samples of firms in South East Asia.

3. Empirical methodology

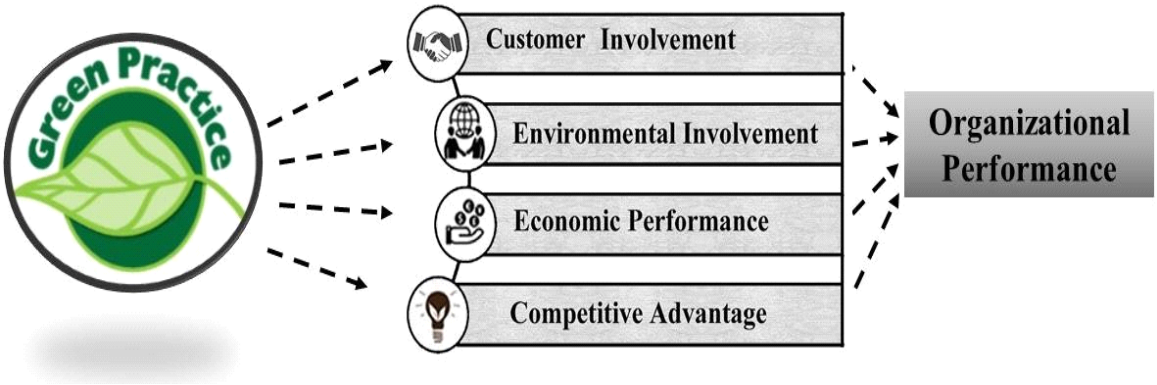
Specified the logical nature of the research which recommends a structure with a fundamental association within GSCM rehearses and organizational performance that involves authentication by means of experimental statistics, a quantifiable method is implemented in this study by means of data collected concluded a questionnaire survey from the related mangers of different textiles of Faisalabad, Lahore, Karachi, and Multan. This is done to gain definite information required for statistical analysis.

3.1. Sampling procedure and data collection

The set of objectives or individuals having collective observable attributes establish the population. The cities Faisalabad, Lahore, Karachi, and Multan created a population for this research because major businesses related to textiles are located in these cities and it would have been expected that the study of these cities helps in simplifying the results. These cities were selected for the collection of data randomly through respondents. Moreover, these cities had a wide range of textiles including weaving, spinning, and printing, dyeing, and stitching. Therefore, these industries generate a huge number of resources for our country. So, we have studied the trends of green supply chain management in relation to business performance in textile companies. The investigation problem nature deserves more coverage such as the whole of Pakistan's textile industries but due to limitations of research resources and a time limit of a student researcher, this research was restricted to only some areas. It had been decided to direct the assessment of textiles that have processing at a big level and the others with a small level of production mostly excluded. The study response has been the rate of response calculated by what means the focused size of the sample attained. It was represented using the fractions technique as a percentage of the actual total number of interviews used in the analysis. The entire sample population was 250, however only 200 of the about 234 responses from whom data were gathered were real. 200 valid documents that also fit the data analysis size of the sample were researched.

The convenience sampling method was used for the selection of respondents containing supply chain managers, machine operators, processing and operations HOD, and purchase managers directly involved in the implementation of GSCM practices. Figure 1 portrays the study's analytical foundations.

Figure 1: Structure of Critical Success Factor of GSCM



A survey self-administration questionnaire was spread between the respondents. The information was gathered through respondents that found primary data. Furthermore, responses were investigated on the basis of successive discussions. The quantitative data was studied on the basis of a Likert - type scale with 1 being strongly disagree, 2 being disagree, 3 being neutral, 4 being agree, and 5 being strongly agree.

3.2. Regression Evaluation

The evaluation of data is the procedure of editing collected information, cleaning the data, transforming the data, and also modeling the data by highlighting the goal of valuable information, problems, research suggestions, study conclusion, and support in decision-making (Molla & Licker, 2005). The numerical data had been added, edited, and data coding and

processing the information by using SPSS. To analyze the data descriptive statistics was used to analyze the data and give promotion to the researcher to provide the related important interpretations and also research discussions. Additionally, regression evaluation is used to determine the connection between self -governing and reliant (independent & dependent) components in using line regression model (Gujarati & Porter, 2008). Given is the connection between dependent and self-governing variables. Where ε_0 represents the error term while OP, CI, EI, EP and CA represent the organizational performance, environmental involvement, economic performance and competitive advantage respectively.

4. Results and Discussion

4.1 Reliability Analysis

Determinants factors and organizational performance overall variables reliability check with Cronbach Alpha. Table 1 shows that the Cronbach Alpha of all variables items are 39 which creates much reliability and is different from other scale employed in this research. All variable item results are .886 and show the significant longing of questions between each other and cascade in classes of questionable acceptable.

Table 1: Statistics of Reliability (All components)

The Cronbach's Alpha	Number of Items
.886	39

Table 2 specifies the questionnaire scale of customer involvement also has significant reliability according to the results of the questionnaire tool. Customer involvement Cronbach Alpha is 0.881 significantly and positively suitable results. Competitive advantage Cronbach Alpha is 0.703 significant and positively suitable results as stated by the level of acceptance. The questionnaire scale of economic performance also has significant reliability according to the results of questionnaire tools. Economic performance Cronbach Alpha 0.759 significant and positively suitable results.

Table 2: Analysis of Reliability

Parameters	Number of Items	The Cronbach's Alpha
Client Participation	6	.881
Competitive Advantage	6	.703
Economic Performance	8	.759
Environmental participation	10	.746
Organizational Performance	9	0.906

The questionnaire scale of environmental involvement also has significant reliability according to results of questionnaire tools. Environmental involvement Cronbach Alpha 0.746 significant and positively suitable results. The questionnaire scale of organizational performance also has significant reliability according to the results of questionnaire tools. Environmental involvement Cronbach Alpha .906 significant and positively suitable results.

4.2. Descriptive Analysis

Table 3 shows that the statement "there is a close cooperation with customers to achieve environmentally friendly goals" (mean= 3.61, standard deviation= .656) was ranked 5th. Then, "there is a close cooperation with customers to use green packing" (mean= 3.60, standard deviation= .702) was ranked 6th, "there is close cooperation with customers to use environmentally friendly handling procedures" (mean= 3.84, standard deviation= .645) was ranked 3rd, "it is important that environmentally friendly practices are followed by companies for the satisfaction of our customers" (mean= 3.94, standard deviation= .706) was ranked 1st, "for the sake of satisfaction of our customers, firms are avoiding or reducing the usage of hazardous products" (mean= 3.84, standard deviation= .843) was ranked 4th and "recycling the wastage is highly appreciated by customers" (mean= 3.90, standard deviation= .870) was ranked 2nd.

Table 3: Mean, Standard Deviation and Rank Order of Customer Involvement

Descriptive Statistics	Mean	SD	Rank
To attain environmental requirements, there is significant customer collaboration.	3.61	0.656	5
There is a close cooperation with customers to use green packing.	3.60	0.702	6
There is close cooperation with customers to use environmentally friendly handling procedures.	3.84	0.645	3
It is important that environmentally friendly practices are followed by us for the satisfaction of our customers.	3.94	0.706	1
For the sake of satisfaction of our customers, we are avoiding or reducing the usage of hazardous products.	3.84	0.843	4
Our consumers like how we recycle the waste.	3.90	0.870	2

Table 4: Mean, Standard Deviation and Rank Order of Competitive Advantage

Descriptive Statistics	Mean	SD	Rank
There is an environmental management system in our firm.	3.56	0.713	6
Our top managerssupport environmentally friendly practices.	3.69	0.804	5
There is a regular internal environmentally friendly practices evaluation.	3.78	0.676	4
There is a compliance and oversight procedure for the internal factor.	3.80	0.802	3
To advance efficient and environmentally methods, there is close internal inter cooperation.	3.99	0.830	2
GSCM is considered a vital part of corporate strategy by top managers.	3.99	0.737	1

Table 4 shows that the statement "there is an environmental management system in firm" (mean= 3.56, standard deviation= .713) was ranked 6th. Then, "top managers support environmentally friendly practices" (mean= 3.69, standard deviation= .804) was ranked 5th, "there is a regular internal environmentally friendly practices evaluation" (mean= 3.78, standard deviation= .676) was ranked 4th, "there exists an internal environment compliance and audit program" (mean= 3.80, standard deviation= .802) was ranked 3rd, "there is a close internal cross-functional cooperation to improve environmentally friendly practices" (mean= 3.99, standard deviation= .830) was ranked 2nd and "GSCM is considered a vital part of corporate strategy by top managers." (mean= 3.99, standard deviation= .737) was ranked 1st.

Table 5: Mean, Standard Deviation and Rank Order of Economic Performance

Descriptive Statistics	Mean	SD	Rank
GSCM has decreased the cost of purchasing material.	3.25	1.092	8
GSCM practices have decreased fee for wastes treatments.	3.68	0.656	7
GSCM has decreased the cost of consumption.	3.87	0.829	5
GSCM amplified our company's overall performance.	4.01	0.669	3
GSCM decreased fine for environmental violations or accidents.	4.07	0.757	1
GSCM techniques have decreased overall costs while raising product quality.	4.07	0.777	2
GSCM has improved the delivery timetable of products.	3.86	0.886	6
GSCM helps in decreased the level of inventory.	3.99	0.786	4

Table 5 shows that the statement "GSCM has decreased the cost of purchasing material" (mean= 3.25, standard deviation= .092) was ranked 8th. Then, "GSCM practices have decreased fee for wastes treatments" (mean= 3.68, standard deviation= .656) was ranked 7th, "GSCM has decreased the cost of consumption" (mean= 3.87, standard deviation= .829) was ranked 5th, "GSCM improved the overall efficiency of our firm" (mean= 4.01, standard deviation= .669) was ranked 3rd, "GSCM decreased fine for environmental violations or accidents" (mean= 4.07, standard deviation= .757) was ranked 1st, "GSCM practices have increased the quality of products by reducing overall costing " (mean= 4.07, standard

deviation= .777) was ranked 2nd, "GSCM has improved the delivery timetable of products" (mean= 3.86, standard deviation= .886) was ranked 6th and "GSCM helps in decreased the level of inventory" (mean= 3.99, standard deviation= .786) was ranked 4th

Table 6: Mean, Standard Deviation and Rank Order of Environmental Involvement

Descriptive Statistics	Mean	SD	Rank
In order to lower its use of gas, electricity, and water all throughout manufacture and disposing processes, GSCM has implemented measures.	3.62	0.964	10
GSCM aids in the reuse, recycle, and reprocessing of component or supplies.	3.74	0.682	9
To increase sustainability performance, GSCM has changed the way that production and operating activities are done.	3.99	0.760	7
Collaboration with consumers in green building?	4.09	0.755	4
The utilization of toxic, dangerous, and poisonous products has decreased because to GSCM.	4.11	0.773	3
GSCM also in applying religion environmental regulation.	4.00	0.851	6
ISO 14001 certification	4.51	1.116	1
ISO 9000 certification	4.51	1.116	1
Using green innovation packaging and products design for less components usage	3.82	0.912	8
Use of chemicals to avoid hazardous products & sales of scrap and used materials	4.05	0.700	5

Table 6 shows that the statement "GSCM has taken measure to lower consumption of water, electricity and gas during the production or disposal processes" (mean= 3.62, standard deviation= .964) was ranked 10th. Then, "GSCM helps in recycling, reusing and remanufacturing materials or parts" (mean= 3.74, standard deviation= .682) was ranked 9th, "GSCM has redesigned production and operational processes to improve environmental efficiency" (mean= 3.99, standard deviation= .760) was ranked 7th, "cooperation with customers for eco-design" (mean= 4.09, standard deviation= .755) was ranked 4th, "GSCM has decreased the consumption of toxic materials" (mean= 4.11, standard deviation= .773) was ranked 3rd, "GSCM also in applying religion environmental regulation" (mean= 4.00, standard deviation= .851) was ranked 6th, "ISO 14001 certification" (mean= 4.51, standard deviation= 1.116) was ranked 1st, "ISO 9000 certification" (mean= 4.51, standard deviation= 1.116) was ranked 1st, "by applying green packing of product and design of products for reduced consumption of materials" (mean= 3.82, standard deviation= .912) was ranked 8th and "use of chemicals to avoid hazardous products & sales of scrap and used materials" (mean= 4.05, standard deviation= .700) was ranked 5th.

4.3. Hypothesis Analysis

4.3.1 1st Hypothesis

H_0**:** Customer participation has no impact on organizational performance in clothing industry

H_1**:** Customer participation has impact on organizational performance in clothing industry.

The relationship bivariate test was used and applied on two-hundred sample size. The table 8 indicates that the significant level of the test is .000 which is less than 0.05. It indicates that the null hypothesis, for example, in the textile industry, consumer participation has no discernible impact on organizational effectiveness has been rejected and the other alternative hypothesis customer involvement significantly influences organizational performance in the textile sector has been accepted.

Table 7: Correlation (Customer Involvement)

Variable	Mean	Standard Deviation	N
Customer Involvement	3.79	0.461	200
Organizational Performance	3.81	0.739	200

Pearson correlation 0.351 describes believe there is a strong, positive relation between customer involvement & organizational performance. Furthermore, the earlier Table 7 indicate that the means value of customer involvement is 3.79 out of five and 3.81 for organizational performance out of five measured by responses. Standard deviation for customer involvement is 0.461 and 0.739 for organizational performance.

Table 8

Statement		Organizational Performance	Customer Involvement
Organizational Performance	Correlation by Pearson (Sig. 2, tailed) N	1	0.351 000** 200
Customer Involvement	Correlation by Pearson (Sig. 2, tailed) N	0.351 000** 200	1

Correlation significant at 0.05 levels "(2-tailed)"

4.3.2 Hypothesis 2

H_0**:** Competitive advantage has not significantly influence organizational performance in textile sector.

H_1**:** Competitive advantage has significantly influence organizational performance in textile sector.

The table 10 indicate that the significant level of test is 0.000 that is less than 0.05. It indicates that the null hypothesis for example competitive advantage has no significantly influence organizational performance in textile sector has been rejected and the other alternative hypothesis competitive advantage significantly influence organizational performance in textile sector has been accepted.

Table 9: Correlation (Competitive Advantage)

Variable	Mean	Standard Deviation	N
Competitive Advantage	3.80	0.484	200
Organizational Performance	3.81	0.739	200

Pearson correlation 0.259 describes believe there is a positive correlation between competitive advantage and organizational performance. Furthermore, the table 9 indicates that the means value of competitive advantage is 3.80 out of five and 3.81 for organizational performance out of five measured by responses. Standard deviation for competitive advantage is 0.484 and 0.739 for organizational performance.

Table 10

Statement		Firm Productivity	Competitor Benefit
Firm productivity	Correlation by Pearson (Sig. 2- tailed) N	1	0.259 000** 200
Competitor Benefit	Pearson Correlation (Sig. 2- tailed) N	0.259 000** 200	1

Significant correlation at 0.05 levels "(2-tailed)"

4.3.3 Hypothesis 3

H_0**:** Economic performance has not significantly influence organizational performance in textile sector.

H_1**:** Economic performance has significantly influence organizational performance in textile sector.

The table 12 indicates that the significant level of test is 0.000 that is less than 0.05. It indicates that the null Hypothesis for example economic performance has no significantly influence organizational performance in textile sector has been rejected and the other alternative hypothesis economic performance significantly influence organizational performance in textile sector has been accepted.

Table 11: Correlation (Economic Performance)

Variable	Mean	Standard Deviation	N
Economic Performance	3.85	0.498	200
Organizational Performance	3.81	0.739	200

Pearson correlation 0.304 describes that there is a positive correlation between Economic Performance & organizational performance. Furthermore, table 11 indicates that the means value of Economic Performance is 3.85 out of five and 3.81 for organizational performance out of five measured by responses. Standard deviation for Economic Performance is 0.498 and 0.739 for organizational performance.

Table 12

Statement		Organizational Performance	Economic Performance
Organizational Performance	Pearson Correlation (Sig. 2- tailed) N	1	0.304 000** 200
Economic Performance	Pearson Correlation (Sig. 2-tailed) N	0.304 000** 200	1

Correlation significant at 0.05 levels "(2-tailed)"

4.3.4 Hypothesis 4

H_0**:** Environmental involvement has not significantly influence organizational performance in textile sector.

H_1**:** Environmental involvement has significantly influence organizational performance in textile sector.

The table 14 indicates that the significant level of the test is 0.000 which is less than 0.05. It indicates that the null hypothesis, for example, environmental in the clothing industry, engagement has had little impact on organizational effectiveness has been rejected & the other alternative hypothesis environmental involvement significantly influences organizational performance in the textile sector has been accepted.

Table 13: Correlation (Environmental Involvement)

Variable	Mean	Standard Deviation	N
Environmental Involvement	3.85	0.498	200
Organizational Performance	3.81	0.739	200

Pearson correlation i.e. 0.266 describes that there is a positive correlation between environmental involvement and organizational performance. Furthermore, table 13 indicates that the means value of environmental involvement is 3.85 out of five and 3.81 for organizational performance out of five measured by responses. Standard deviation for environmental involvement is 0.498 and 0.739 for organizational performance.

Table 14

Statement		Organizational Performance	Environmental Involvement
Organizational Performance	Pearson Correlation (Sig. 2-tailed) N	1	0.266 000** 200
Environmental Involvement	Pearson Correlation (Sig. 2- tailed) N	0.266 000** 200	1

Correlation significant at 0.05 levels "(2-tailed)"

4.4. Regression Analysis

Multiple regression analysis was used in this study to draw conclusions about the findings. The research's findings showed that the revised R square, along with customer participation, competitive advantage, economic success, and employee involvement, is a predictor of organizational performance (after Green supply chain management adoption)

(environmental involvement). According to recent research by Liu et al. (2019), who computed the R^2 value nearly to the value discovered that during research, the corrected "R^2" is 17.9% of the variance in OP (Green supply chain management) can be represented by CI, CA, EP, and EI, with 82.1 remaining attributable to other components that are excluded in this study. Moreover, at P=0.000, the model explains the overall considerable and advantageous association between consumer engagement, comparative advantage, economic performance, and environment involvement.

Table 15: Model Summary

Model	R	R Square	Adjusted R Square	Estimate's Standard Error
1	0.423[a]	0.179	0.162	.67677

Note: Predictors: (Constant), EP Economic Performance, CA Competitive Advantage, EI Environmental Involvement, CI Customer Involvement, OP is a dependent variable. Performance in the Workplace

The "ANOVA" table, which combines the "RSS (the regression sum of squares), residual amount of squares, and TSS (total sum of squares together) with their D "(degree of freedoms), is the second level in the correlation process. The general fitness of the model is quite good, as seen by the ANOVA's F=4.8 and significance level P=0.000.

Table 16: ANOVA[a]

Model	Sum of Squares	Df	Average Square	F	Sig.
1 Regression	19.491	4	4.873		
Residual	89.312	195	0.458	10.638	0.000[b]
Total	108.802	199			

Note: Dependent Variable: OP Organizational Performance, Predictors: (Constant), EP Economic Performance, CA Competitive Advantage, EI Environmental Involvement, CI Customer Involvement

4.6 Regression Coefficients

The values of outcome that produce the in parameter per unit value changes were justified by the correlation model's () standardized coefficients of determination. The other research was able to assess the relevance of numerous outcomes thanks to this calculation.

The table 17 indicates the coefficient of different variables. This model's total R square is 0.179, resulting that 17.9% changes in the dependent variable is represented by all the variables in this research that were studied. The remaining change in this scenario is an outcome of other, eliminated factors. The variable i.e. Customer Involvement has p-value as 0.003 that is less than 0.1, which is strongly connected with performance of the organization, and it demonstrates that customer engagement has a considerable influence on the organizational performance adoption.

Table 17: Coefficients

Model	Unreliable Coefficient		t-Value	P-Value
	B	Std. Error		
(Constant)	.366	.545	.672	.502
Customer Involvement	.375	.124	3.032	.003
Competitive Advantage	.104	.116	.895	.372
Environmental Involvement	.175	.112	1.564	.119
Economic Performance	.239	.110	2.175	.031

The p-value for Competitive Advantage is 0.372 that is not considerable value and higher than 0.1 showing that the comparative advantage does not seriously impact organizational effectiveness implementation. Organizational culture is unaffected by comparative strategy. The p-value of Environmental Involvement is 0.119 that is not significant value and higher than 0.1 shows that Environmental Involvement has no connection with organizational performance in the model. Moreover, the results demonstrate that Economic performance has a considerable influence on organizational effectiveness adoption as shown by 0.031 as probability value that is less than 0.1. It proposes that it is deeply linked with organizational effectiveness. Each unit increase in Economic performance results in a 0.239 unit improved organizational performance, with the influence of the explanatory variables remaining constant.

5. Conclusion and policy implications

The study aimed at investigated the effect of Green Supply Chain Management on Organizational performance in the textile industry of Pakistan. The Textile sector is being most prominent because it has much concern with GSCM so in this perspective it takes attention to conduct research on it. Most of textiles consist of all type of processing, in this survey 84.5% companies consist of all type of processing and 63.5% companies have more than 1000 employees working with them. Supply chain functions exist in 60.5% of companies considered during survey. Managers with more experience and older in age were found during survey approx. 37% more than 14 years' experience and 30% more than 44 years in age. In the customer involvement, most of respondents 62.0% agree that there should be close cooperation with customer to use environmentally friendly handling procedures. In the competitive advantage, most of respondents 63.0% agree GSCM is considered as a vital part of corporate strategy by top managers for being competitive. In the economic performance, most of respondents 55.5% agree GSCM improved overall efficiency of firm. In the environmental involvement, most of respondents 54.0% agree that GSCM helps in recycling, reusing and remanufacturing materials or parts and 83.5% textiles are certified of ISO 14001 and ISO 9000. The third consists of organizational performance measurements and most respondents 49.5% agree GSCM has improved the environmental efficiency of the company.

Accordingly, a conceptual model has been residential in distinction to previous studies and data composed by applying a Likert scale and multiple linear regressions from textile industries implementing GSCM practices using a sample size of 200 respondents from enterprises producing textiles in Multan, Lahore, Faisalabad and Multan, among other locations. For reliability analysis, Cronbach's Alpha method has been applied which confirms that acceptability of questionnaire. Mean and standard deviations along with ranks have been measured with respect to various questions. Analysing the results of Pearson Correlation, it is concluded that Customer participation, Competitive Advantage, Economic performance and Environmental Involvement have influence on organizational performance in textile sector of Pakistan. The regression analysis described the effect on organizational performance by the aspect of customer involvement, environmental involvement, competitiveness, and economic performance. The final conclusion is that both customer involvement and economic performance are more significant and positively affect organizational performance while the other competitive advantage and environmental involvement have the least influence on organizational performance.

This research provides a guideline to managers and decision makers in the textile sector about their approach toward GSCM implementation. By focusing on factors identified in this research GSCM can be implemented more effectively. There are some limitations as discussed below;

- Present research focused only on textile but in future research can be conducted on comprising of local and international textiles for better understanding of scope of GSCM implementation at local level.
- A larger sample size can be considering which can't possible in this research due to short time duration.
- Scope of GSCM can be compared at large and medium level firms of textile sector.

For future research, there are some suggestions to conduct study on GSCM.

- To check GSCM implementation effect on organizational performance PLS-SEM method can applied to conclude research's results.
- Comparison within developed and under developed countries regarding importance of GSCM can be conducted.
- Comparison within different manufacturing sectors like automobiles, pharmaceuticals, and telecommunication and construction sector importance of GSCM for them can be studied.

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