Exploring Mediating Role of Green Supply Chain Management between Political Support by Government, Green Knowledge Management Capability and Sustainable Competitive advantage

Chontina Siahaan[1#], Osbin Samosir[2#], Hapzi Ali[3#]

[#1]*Communication Science Study Program, Faculty of Social and Political Science, Universitas Kristen Indonesia, Jakarta,*
[#2]*Political Science Study Program, Faculty of Social and Political Science, Universitas Kristen Indonesia, Jakarta,*
[#3]*Department of Doctoral Program, Universitas Mercu Buana, Jakarta Indonesia.*
Corresponding author: E-mail: chontina.siahaan@uki.ac.id
[2]osamosir@gmail.com
[3]hapzi.ali@mercubuana.ac.id

Abstract- **The main purpose of this study is to examine the relationship between green knowledge management capability, top management support, Political Support by the government, green entrepreneurial orientation, green supply chain management and sustainable competitive advantage. Moreover, the present research also examined the mediating role of green supply chain management as well. The data of the present study were gathered in the form of survey questionnaires from the employees of the textile sector of Indonesia through convenience sampling. From the distributed questionnaires, 560 usable questionnaires were received back. Thus, the response rate of the present study was 62.5%. The researcher employed PLS-SEM technique for the analysis of the data. It's been revealed from the findings of the study that all proposed direct hypothesis was supported significantly. Moreover, the mediating role of green supply chain management between green knowledge management capability, top management support, Political Support by the government, green entrepreneurial orientation and sustainable competitive advantage was also supported statistically. The findings of the study fill the gap of limited studies conducted regarding government policy in the context of the supply chain. Moreover, the results of the present study are helpful for the policymakers of the textile sector to enhance their profit by minimizing the impact on the environment.**

Keywords; *Green knowledge management capability, Green supply chain management, Political support by the government, Sustainable competitive advantage, Supply Chain*

1. Introduction

This is the era of globalization in which organization that belongs to both the service and manufacturing sector are driven towards green supply chain activities to gain sustainable competitive advantage. A number of organizations are competing with each other at the level of supply chains to gain the advantage over the others. It is very important for the organization to gain a sustainable competitive advantage to provide value-added services to the customers. One of the important ways to gain an advantage over the competitor is through going green in the activities of the supply chain [1].

The concept of green supply chain management (GSCM) is key for the survival of organizations in the current competitive market. In the concept of supply chain management (SCM), the component of green is added for the GSCM. The concept of GSCM is key to minimize the pollution and hazardous waste, solid waste, energy, emissions and chemicals around the supply chain. Moreover, GSCM is the initiative important for the process improvement and performance of the products. Researchers pointed out that GSCM is a competitive and innovative tool for the sustainability of the organization. It is also key to minimize the risks to the environment. Moreover, it is also critical for the achievement of environmental and financial benefits as well (Van Hoek). The concept of GSCM is very important to guide the organizations the way by which they can become environmentally friendly. It also promotes the strategy of the business by which organizations can gain a high rate of profits [2].

For the success of supply chain management of the organization, management of the knowledge by the organization is key. Basically, knowledge management activity management which includes the creation of knowledge, transfer of knowledge and usage of knowledge which can be used by the organization in its supply chain activity to gain competitive advantage. On the other hand, knowledge management capability of the organization is the ability of the organization to be engaged in the process of knowledge generation through different functions of the business to gain a competitive advantage over the rivals [3]. Knowledge management capability is becoming very important for organizations. A number of studies have reported that knowledge

management capability plays a significant role to achieve competitive advantage. As this is the era of knowledge sharing, therefore, researchers have played a lot of stress for the sharing of knowledge between organizations and their stakeholders for the success of the organization [4].

To achieve a sustainable competitive advantage for the success of the business, one of the major factors is the support of the top management. The people working in any organization will fail without the support of the top management (Meredith & Mantel, 2010). To achieve long term success in the market, organizational support is the key for the organization (Lin, 2010). Moreover, top management support is considered as one of the important factors for the success of the organization. It is because top management takes initiatives to implement different rules and procedures within an organization to achieve its goals [5]. In fact, top management is involved in taking strategic decisions that are important for the long-term success of the organization [6].

Another important factor for the success of the organization is the political support of the government. Support of the government plays a very important role in order to take initiatives regarding the implementation of certain strategies regarding the business. Organizations are not able to take initiatives regarding macro-economic factors without the support of the government. Government political support is required for the firm for the implementation of projects that are only socially important. There are a number of macro-economic factors that play important role success or failure of a business. Without the support of the government, the firm cannot control these macro-economic factors to be successful in the business [7].

On the other hand, green entrepreneurial orientation (GEO) is referred to as a tendency to achieve certain goals which are important to achieve eco-friendly services and products. A number of studies have given importance to the green entrepreneurship in past studies. They have also highlighted the benefits of green entrepreneurship that are key for the green supply chain management. GEO is based on three processes of the organization, namely vulnerability, openness to risk and proactiveness of the employees working in an organization. Therefore, GEO is associated with a number of dynamic capabilities of the organization [8].

Indonesia is the important country of the ASEAN region. The economy of Indonesia is very much dependent upon the exports of textile products like government. In the year 2019, this industry contributed around 11% of the overall exports of manufacturing products of Indonesia. More than 5.2 million workers are employed in this industry. This industry involves a lot of processes that can impact the environment of the country. Therefore, the purpose of current research is to examine the relationship of top management support, political support by government, GKMC and Green Entrepreneurial Orientation with Green supply chain management. Also, this study intends to study GSCM as the mediator between Top management support, Government support, Green Entrepreneurial Orientation, GKMC and Competitive advantage.

2. Literature Review

Competitive Advantage

Researchers suggested that resource which is not easily available are very valuable for the organization. These resources play a very important role to create competitive advantage by the firm. If the competitive organizations find it difficult to duplicate these resources, the organizations having these resources will be able to sustain these resources on the long run bases. Organizations gain a competitive advantage when organizations develop or acquire any attribute by which they can outperform their competitors. These attributes can be natural resources, inexpensive power, high-quality ores, highly skilled or trained labours and low-cost supply chain. From the above argument, it is evident that competitive advantage is the ability of the organization to remain ahead of the other competitors. The organizations which will reach the competitive advantage because of their superior performance will ensure their market leadership [11].

Green Supply Chain Management (GSCM)

GSCM is a strategic decision which is taken by the firms to develop a competitive advantage in the market. This approach is emerged as a new innovative approach important to achieve both environmental and financial goals simultaneously. Both these goals are achieved through the reduction of environmental impact and risk. In the context of the supply chain, GSCM is defined as incorporation of environmental thoughts in the management of supply chain including the delivery of the product, manufacturing processes, material selection, material sourcing and product design. In the recent past, stakeholders around the globe are more concern regarding the environment because of toxic waste in the environment. These environmental issues are important to be addressed by the organizations as these issues are a very important part of the supply chain [9].

The researcher pointed out that it is not surprising that the definition of GSCM has lied under the SCM. It is important to add the component of green in the supply chain management, which involves addressing of relationship and influence of SCM to the environment. The organizations which are concern by the environmental issues are more motivated towards the GSCM [10].

GSCM is the new innovative approach which is important to gain the environmental and financial benefit at the same time minimizing the impact and risk of the

environment. The GSCM of the organization is the key to gain a sustainable competitive advantage. A number of researchers have mentioned that there exists a positive relationship between GSCM and competitive advantage of the organization [10]. In this regard, another empirical study has found that GSCM plays a very important role to gain a sustainable competitive advantage [16].

H1: GSCM and Competitive advantage are significantly associated with each other.

Green Knowledge Management Capability (GKMC) and GSCM

Knowledge management (KM) is the organizational capability to apply, share, integrate, create and acquire knowledge on the basis of activities and resources into the external and internal environment of the organization for the generation of new knowledge. For the development, growth and survival of the organization, knowledge management is a key and powerful resource. Basically, knowledge management is the capability of the organization to develop and sustain a competitive advantage [12].

In the recent past, a number of studies are conducted to emphasize the impact of GKMC on the supply chain management capability of the firm. A number of studies are conducted in the past to show that organizations can gain a competitive advantage through GSCM. Through the proper implementation of SCM, practices, organizations can gain sustainable competitive advantage. Therefore, effective supply chain management is important to gain a competitive advantage over other firms. A number of studies are also conducted in the past to assess the impact of knowledge management capability and supply chain management. In this context, studies have found that knowledge management capability has a positive relationship with each other. A number of other studies asserted that knowledge management capability plays a significant role in the development of supply chain management of the firm [13].

H2: GKMC and GSCM are significantly associated with each other.

H3: GSCM is significant mediator between GKMC and Competitive advantage.

Top Management Support

A number of researchers have ranked high to the factor of top management support in a number of studies conducted across the industries**.** The outcome of the project is directly related to the support of top management. The working environment in every country and organization is different. In a few organizations, there is a huge gap and formal layers between different management levels. If the proper massage is not conveyed from the top management to the functional level, it will lead to the failure of the project. There should be direct access to the different level of managers to senior management. It is very important for the probability of the success of the project [14].

Top management plays a very important role to organize, structure and build the resources of the organization to provide a maximum advantage. The efforts of the top management are very important because organizations face a number of challenges in order to adopt the practices of the green supply chain. These challenges may include competition, environment and technology. Because of these challenges, ' organizations are encouraged to hire the employees having skills to manage the organizational resources in terms of green practices [17]. Protection of the environment has become very important in the process of the supply chain. Organizations in the present era are more concern regarding their environment as it is the basic necessity of a number of external and internal stakeholders. The decisions by the top management play a very important role in terms of their influence on the development of resources to impact environmental practices [19]. Big pressure is being faced by the organizations by the customers and internal stakeholders in terms of green practices. In this situation, decisions by top managers play a very important role to include GSCM in the process of the organization. Whereas, if top management of the organization does not make the proper decisions, the organization will face pressure and higher conflict [18].

H4: Top management support and GSCM are significantly associated with each other.

H5: GSCM is significant mediator between Top management support and Competitive advantage.

Political Support by the Government and GSCM

For the success of the projects, it is very important for the organization to have support from the government at the macro environment level. Most of the projects and organizations have ignored the importance of government support for the success of the project because they only focused on financial support from other organizations and stakeholders. A number of organizations do not give importance to strengthen ties with political and government bodies for organizational success. In this scenario, these firms are unable to survive on the long run basis. In a number of economies, the market conditions are not favourable for some organizations. In this scenario, these organizations need proper support from the government for their survival and to mitigate the chances of failure. Therefore, a number of organizations prefer to opt for external support to avoid failure and business survival. Therefore, government rational to support the business is key to empower the firm. Development of relationships with political as well as government bodies is as important for the newly established organization as for the already well-settled firms. This relationship is key

to acquire key resources available for the business which are essential to gain a sustainable competitive advantage over the other firms. Researchers argued that it is important for the organization to have both advisory and hard support by the government for their success in the current competitive market [15].

The number of organizations has limited resources due to which they cannot take part in social and environmental practices [21]. A number of researchers favored this argument because a number of organizations have reported a lack of practices related to GSCM. It is important for the government to make the procedures regarding natural resources usage by the firms because these resources are limited in nature [20].

One of the basic reasons for the need for such policy is the lack of natural resources. Especially in Asian countries, the government have a number of valuable resources. But without proper permission of the government, these organizations cannot access these resources without the permission of the government. Therefore, organizations play a very important role in the development and sustainability of green activities [22]. In this context, researchers argued that government policies and legislation are key drivers to adopt GSCM strategy within a country. Because of such policies and legislation, organizations are pushed for the implementation of GSCM practices. Therefore, in the present era, government institutes put pressure on organizations to adopt environmental initiatives [23].

It is important for organizations to obey the roles of the government and nations regarding the adoption of green activities and practices. Government plays a very important role in the adoption of social and environmentally friendly activities by the firms. In the end, support of the government plays a very important role to implement the GSCM practices within the country [24].

H6: Political support by Govt and GSCM are significantly associated with each other.

H7: GSCM is significant mediator between Political support by Govt. and Competitive advantage.

Green Entrepreneurial Orientation and GSCM

In recent literature, one of the most important and youngest researched topics is green entrepreneurial orientation. It is important for the organization to explore new areas to survive in the current business environment. Strategically it is very important for the organization to regularly identify the needs of the customers and develop new ways to fulfil these needs [25]. A number of studies have given different names to green entrepreneurship like sustainable entrepreneurship, environmental entrepreneurship, entrepreneurship and many others. Many studies have given importance to the entrepreneurial actions of the organization to assess its impact on profits. Researchers in their studies pointed out that green entrepreneurship is also providing profit to entrepreneurs and help them in findings new ways to gain new opportunities from the environment [26].

Several other studies have mentioned that green entrepreneurship is key for the identification of key opportunities which may create ecological and economic welfare through the initiation of green activities. Most of the time, decisions regarding entrepreneurship are taken at the strategic level of the organization in which the top managers make decisions regarding the growth of the organization [27].

There are three intrinsic characteristics of GEO, namely risk-bearing, proactiv

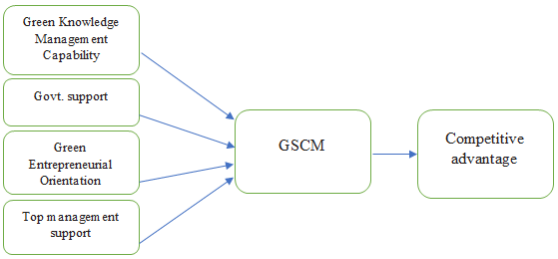

Figure 1. Theoretical framework

H9: GSCM is significant mediator between Green Entrepreneurial Orientation and Competitive advantage.

3. Methodology

For evaluating how Top management support, Green Entrepreneurial Orientation, Green knowledge management capability and Government support effect on Green Supply Chain management and ultimately influences competitive advantage. The present research has adopted the quantitative method in which a questionnaire is designed and presented as the basic tool for the research study. Questionnaire data collection method is the time saving, cheap and most accessible data collection method as it allows to quantify the research data and gain the required results. The questionnaire in the current study is adapted from several previous studies. The population of this study is the textile industry of Indonesia. The unit of analysis is the managerial level working employees of the industry. The method used for the sampling is convenience sampling as it is a type of non-probability sampling method. Thus, the questionnaires were distributed among those employees. In this research, the association of variables of hypotheses is investigated with the help of desired collected data. For the data collection, the 7-point Likert scale is used in which the agreements start from strongly dis-agree for “1” to strongly agree for “7”. The statistical analysis of the current study is conducted using Statistical Package for

Social Science (SPSS), version 25 and PLS-3.2.9. The preliminary descriptive analysis was done by the SPSS, while PLS-SEM was used for further direct and mediation analysis. The descriptive analysis discusses the demographics of research respondents. Evaluation of measurement of inner and structural model was done by PLS.

Research Framework

Following framework is developed from the above literature review

4. Results and Analysis

Measurement Model

The analysis of this study is divided into two major phases through PLS. The initial phase, known as the measurement model

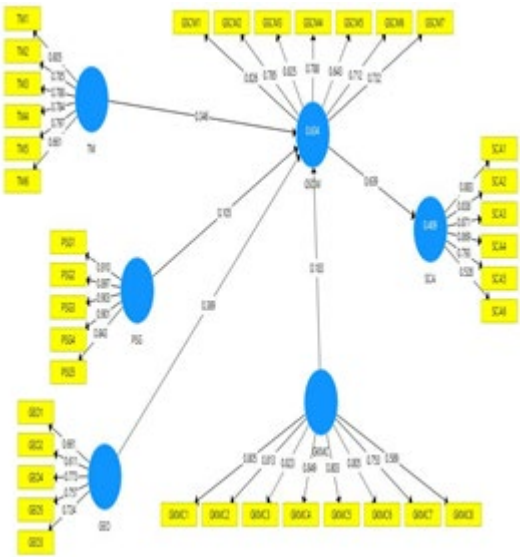

Figure 2. Measurement Model

eness and green innovation. All of these have an important relationship with the practices of GSCM. GEO plays an important role to sense the capability to find out suitable opportunity in the market. Therefore, they take actions that are proactive for the adoption of green practices with the purpose to fulfil the future and present environmental challenges [29]. With the purpose to retain customers, GEO organizations innovate the products that are environmentally friendly and deliver them to the customers. GSCM practices are stressed by GEO to gain and sustain competitive advantage by the service providers. Through GEO, organizations can adopt resources like green manufacturing, and green technologies which help in the improvement of efficiency of production and minimizing the consumption of the energy. Thus, pollution is prevented from spreading [28].

H8: Green Entrepreneurial *Orientation and GSCM are significantly associated with each other.*

This step is necessary to examine the validity and reliability of the model. The second phase is known as the structural model. For this step, the bootstrapping procedure is adopted to test the proposed hypothesis of the study [30]. Assessment of measurement model is important before proceeding towards the structural model

For the assessment of the measurement model, there are two parts. First one is known as convergent validity. Convergent validity items are established through factor loading, Composite reliability, Cronbach alpha and average variance extracted (AVE). According to the recommendations of [32], the items of the variable having factor loading more than 0.40 should be retained. And those having loaded less than 0.40 should be dropped. Therefore, one item of having loading less than 0.40 was dropped. The table below shows the factor loading of the items of the present study.

'Table 1. Factor Loading of the items

	GEO	GKMC	GSCM	PSG	SCA	TM
GEO1	0.661					
GEO2	0.611					
GEO3	0.724					
GEO4	0.773					
GEO5	0.757					
GKMC1		0.805				
GKMC2		0.813				
GKMC3		0.823				
GKMC4		0.849				
GKMC5		0.803				
GKMC6		0.805				
GKMC7		0.753				
GKMC8		0.589				
GSCM1			0.826			
GSCM2			0.785			
GSCM3			0.825			

GSCM 4			0.788			
GSCM 5			0.643			
GSCM 6			0.712			
GSCM 7			0.732			
PSG1				0.910		
PSG2				0.897		
PSG3				0.903		
PSG4				0.901		
PSG5				0.843		
SCA1					0.883	
SCA2					0.838	
SCA3					0.871	
SCA4					0.869	
SCA5					0.793	
SCA6					0.528	
TM1						0.805
TM2						0.785
TM3						0.788
TM4						0.784
TM5						0.797
TM6						0.661

The next stage is to examine the reliability of the items. The reliability is measured through average variance extracted, composite reliability and Cronbach alpha. All these three tests are used to test the internal consistency of the items [31]. According to researchers, the minimum cut off value of AVE should be more than 0.50. moreover, the value of composite reliability and Cronbach alpha should be more than 0.70. it is evident from the table below that all these three criteria are fulfilled.

Table 2. Composite Reliability

	Cronbach's Alpha	**rho_A**	**Composite Reliability**	**(AVE)**
GEO	0.755	0.778	0.833	0.501
GKMC	0.908	0.917	0.926	0.614
GSCM	0.877	0.881	0.906	0.580
PSG	0.935	0.936	0.951	0.794
SCA	0.885	0.893	0.916	0.650
TM	0.871	0.907	0.898	0.595

Discriminant validity shows the extent to which a certain variable has a difference from another variable [33]. There are several methods to assess the discriminant validity of the study. This study employed [31] criteria for the assessment of discriminant validity. The values of AVE are used to predict the discriminant validity. In order to identify the discriminant validity, the value of square root AVE should be more than the value of other constructs. The table below shows this criterion is fulfilled as well.

Table 3. Discriminant Validity

	GEO	**GKMC**	**GSCM**	**PSG**	**SCA**	**TM**
GEO	0.708					
GKMC	0.458	0.784				
GSCM	0.712	0.478	0.761			
PSG	0.710	0.288	0.549	0.891		
SCA	0.510	0.422	0.639	0.339	0.807	
TM	0.476	0.251	0.612	0.333	0.586	0.772

After the assessment of the measurement model, the next phase is to assess the structural model [34]. Bootstrapping procedure is used to assess the direct and indirect results of the study. The hypothesis proposed in the above section is two-tailed. Therefore, the cut-off t-value for the acceptance of a hypothesis is 1.967. the table below shows the results of the direct hypothesis proposed in the present. According to the values obtained. All of the proposed direct hypothesis is statistically supported.

Table 4. Direct Results

	Original Sample (O)	Stand. Dev. (STDEV)	T Stats (|O/STDEV|)	P Values
GSCM -> SCA	0.639	0.040	16.175	0.000
GKMC -> GSCM	0.183	0.052	3.515	0.000
TM -> GSCM	0.346	0.041	8.514	0.000
PSG -> GSCM	0.105	0.048	2.209	0.014
GEO -> GSCM	0.389	0.055	7.090	0.000

The study also proposed the indirect hypothesis in the present study. The structural model also assessed the indirect hypothesis of the present study. The results of the study revealed that all of the mediation hypothesis is supported statistically.

Figure 3: Structural Model

Table 5. Indirect Effect

	Original Sample (O)	Stand. Dev. (STDEV)	T Statistics (|O/STDEV|)	P Values
GKMC -> GSCM -> SCA	0.117	0.034	3.416	0.000
TM -> GSCM -> SCA	0.221	0.031	7.114	0.000
PSG -> GSCM -> SCA	0.067	0.030	2.253	0.012
GEO -> GSCM -> SCA	0.249	0.042	5.894	0.000

The next phase in the structural model is to assess the value of R square. This test is important and significant to assess the relevance of all proposed relationships. The value of R square is used to show the variation in the model, which can be caused because of one independent variable. [35] mentioned that the minimum value of R square should be more than 0.10. [36] mentioned that the R square value of 0.02 is considered as weak, 0.13 as moderate and 0.27 as substantial. According to the table below, the value of R square is substantial.

Table 6. R-Square

	Original Sample (O)
GSCM	0.634
SCA	0.409

In the end, it is important to assess the predictive relevance of the proposed model. Blindfolding procedure of the PLS is used to assess the predictive relevance, also known as Q-square. Predictive relevance of the model is established of the value of Q square is non-zero. The table below shows the predictive relevance is established in the present study.

Table 7. Blindfolding

	Q^2 (=1-SSE/SSO)
GSCM	0.359
SCA	0.257

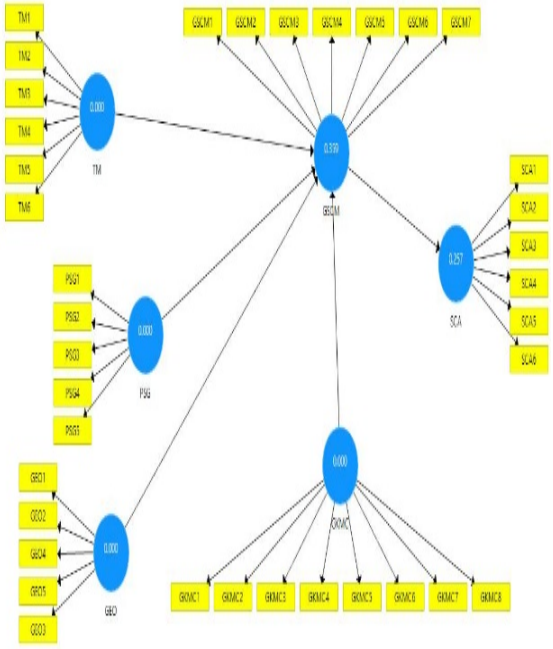

Figure 4. Blindfolding

5. Conclusion

In the current intense era of competition, it is important for the firms operating in the textile sector to develop capabilities that are difficult to duplicate by the competitors so they can develop a sustainable competitive advantage. One of the important aspects of developing sustainable competitive advantage is to through green supply chain management. The findings of the study pointed out that policies and legislation of the government play a very important role in the adaption of environmentally friendly policies by the organizations. It is because the government have a number of natural resources which may lead to the middle and small organization toward the adoption of GSCM. In this regard, support of top management also plays an important role because top managers take decisions in terms of policy and strategies of the organization.

On the other hand, it is also important for organizations to develop the environment in which they can share the information internally and with external stakeholders. This is the key for the appropriate adoption of supply chain activities which do not impact the environment in which textile firms are operating. In the end, organizations should proactively adopt strategies by which they can take measures to mitigate the impact of operations on the environment. This study also has a few limitations. Future studies should assess the impact of GSCM on organizational performance as well. The findings of the present study are helpful for the policymakers to develop strategy by which they can develop environment-friendly supply chain system and gain competitive advantage.

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