

Does Greening of Supply Chain, Corporate Sustainability and Efficiency of Social and Economic Corporate Strategies Matter for Corporate Financial Performance?

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Abstract-The main purpose of the study is to examine the impact of greening of supply chain, corporate sustainability and efficiency of social and economic corporate strategies on the corporate financial performance of Thai manufacturing firms. Firstly, the study has examined the direct impact of the social and economic efficiency strategies on the corporate financial performance, secondly, the mediating role of corporate social performance, corporate environmental performance and the green supply chain in the relationship between corporate efficacy strategies and the corporate financial performance is examined. The study has surveyed the 435 Thai managers and used the SEM-PLS to analyze the data. The findings of the study indicate the fact that the company incorporates environmental and social issues voluntarily in its business operations. Therefore, it is difficult to adopt sustainable business strategies. Sustainable strategies implementation is different in the organization in contrast to other business strategies. There is a clear relation between the profit and products for achieve operational goals. The focus in sustainability is to achieve financial, environmental, and social performance respectively. Managers are supported with the achievement of environmental, social and financial goals altogether.

Keywords: Green supply chain, Sustainability, Thailand

1. Background

The issue of corporate responsibility has been debated by the scholars, managers, environmental organizations, and corporate sectors [1]. Sustainability activities have been implemented by a number of companies to achieve rewards and benefits through the development of corporate strategy [2-4]. There has been increase in the number of organizations working on sustainability as a corporate strategy. It has become important to determine the performance of sustainability. Scholars and researchers have developed performance and corporate sustainability measurements over a period of twenty years [2, 5]. It is important to determine the influence of

corporate sustainability on the performance of a firm. Sustainability has been defined by the WCED (World Commission on Environmental and Development) that it is a development, which fulfills the needs of current generation without sacrificing the need of future generation (WCED, 1987, p. 37). As per the definition, the focus of the sustainable development aspects is on the present and future needs of generation.

It is a traditional definition of sustainability development. The significance of this idea has several reservations. Awareness has been increased for environmental and social responsibility with the shift of focus from sustainable development to business strategies. This is because of the focus of sustainable development on the environmental protection and providing social justice. In research academics, a new concept has emerged about the sustainable development with reference to business, which is termed as corporate sustainability. Corporate sustainability can be referred as the use of business strategies, which fulfill the need of stakeholders and company's interest along with the protection of natural and human resources required for future generation [6].

The influence of environmental and social issues on the financial performance of a company is known by the managers. Considering this, managers have to incorporate these issues while formulating business strategies. This may reduce the profits of the company initially but it will add sustainability to the business [7]. The company incorporates environmental and social issues voluntarily in its business operations. Therefore, it is difficult to adopt sustainable business strategies. Sustainable strategies implementation is different in the organization in contrast to other business strategies. There is a clear relation between the profit and products for achieve operational goals. The focus in sustainability is to achieve financial, environmental, and social performance respectively. Managers are supported with the achievement of environmental, social and financial goals altogether.

When cost improvements are required significantly, decision-making can become difficult for the managers [8].

2. Literature Review

2.1 Corporate Financial Performance (CFP)

In business sector, financial performance is the important aspect of business irrespective of the type of industry. The achievement of a company is evaluated based on its performance in financial terms irrespective of the other factors. According to Goksel, Caz [9], the ability of an organization to achieve its objectives through use of effective resources is referred as corporate performance. It also involves the outcome of operational strategy of management and implementation resulting in performance measurement. The performance of a company is defined as the measure of its financial state as compared to the previous time. Moreover, it is the outcome of decisions taken by management and implementation of these decisions by the organizational members [9, 10]. The focus on profit gains is the basic reason behind the financial performance, which is an important aspect in the strategic management filed. Serious considerations are required for standard financial performance of the role of for-profit entity and its nature. It is difficult to determine the performance of a company as it is based on the purpose of the company that is not considered as a consistent measure of reliability. It was mentioned by author that the concept of performance is linked with the process under study. It was pointed by McKenny, Short [10] that there are four important challenges involved in the determination of performance of a company. These include value creation and its situational nature, performance of company based on multiple dimensions, performance based on the perspective of observer and forecasting the influence of performance on the current values understanding.

The selection of existing measures of performance has minimum justification in the current strategy literature. Multiple variables have been used for studying the performance of company and some of these have no correlation over time [10]. The financial performance of a company is indicated by two types of measures. These include the marketing performance of a firm or accounting performance of a firm. A study was carried out by Shin and Thai [11], which used market measures to determine the performance of firm. Similarly, accounting measures were used by Zhao and Murrell [12] to measure performance in their work. Moreover, both the financial and accounting measures have been explored by very limited number of studies [13]. Accounting measures were characterized by Kang, Germann [13] as a tool to determine the performance of a firm from historical

perspective. These measures are considered biased towards the competencies of management such as exploitation of financial performance based on accounting i.e. ROI and ROA. The market performance measures are considered futuristic. The market measures are not dependent on the procedures of management accounting of a firm. Rather, it is based on the perception of investors for the ability of firm to given profits in future [13].

2.2 Corporate environmental performance (CEP)

Environmental state has received great attention over the last decade by the policy makers, government, and non-governmental organizations, public and private companies across the world. Business practices and strategies are influenced to avoid regulation, intervention, and costly delay of project to prevent the occurrence of environmental problems. It has been accepted by the innovative companies that the environmental concerns are related to business and need to be integration in the policies, strategies, and practices of business [5]. It is believed by most of the executives that attention is required by environmental predicament even if the company has to lose some of its profits.

It has been concluded by Wang and Xie [14] that executives have high concern for the community relations and humanitarian activities. It was said by Qian, Lu [15] that the promise of an organization towards the reduce of negative environmental influence by its business activities is reflected by CEP. It aims at protecting the natural environment. During the process of sourcing, manufacturing, distribution, and utilization of products/services, environmental problems can arise. The strategy of a firm should integrate environmental issues as CEP aims at improving the protection of environment and reducing the negative influence on the external environment. The previously discussed the significance of environmental issues in the strategy of firm is involved in the above stated definitions. The firm may come across environment issues at different levels. According to Kusmantini, Haryono [16], there are four levels of the management process including business strategy, corporate strategy, enterprise strategy, and functional strategy. It has been stated by Kusmantini, Haryono [16] that the role of social operations of a firm is determined by the significance of enterprise strategy. The enterprise strategy addresses the functions and corporate governance. It is determined by the corporate strategy that what type of business should be undertaken by a firm to achieve enterprise strategy.

2.3 Relations between CFP and CSP

Under corporate social responsibility, the association between financial and CSP is under debate for several years. However, the debate has no conclusive result regarding a negative, positive, or no association between

the two performance measures [17]. The influence of CSP on the financial performance has two sides in the previous research studies. The theoretical studies focused on explaining the association between environmental and social issues along with the financial performance. The second group of studies was the empirical studies, which aimed at testing the hypotheses and determining the best practices of corporate sustainability theoretically.

Three types of associations have been suggested by scholars about the relation of FP, SCP, and CEP. The relation may be positive, negative, or neutral. It has been suggested by neoclassical theory that the company is not responsible for excluding the increased profits to the owners and shareholders. This means that cost increases with the increase in environmental and social responsibility costs, which in turn reduces the profitability. It has been claimed by most of the researchers that there is negative relation among the variables based on this theory. The Friedman's theory was empirically supported by Lipiec [18]. The behavior of managers toward the social and environmental performance was examined. It was found that social and environmental performance reduces with high financial performance.

In order to increase the compensation, the managers have reduced the organizational contributions to the society and environment. This has been empirically supported by Shin, Sung [19]. The two groups of companies were compared listed in two difference indices. It was found that there are negative influences on FP by application of sustainable practices in short term. It was recommended, who used the demand and supply theory that there is no relation between the financial, environmental, and social performance.

Moreover, the association between CSP and multinationalism was examined by hypothesizing a u shape relation among them. The study found that there is need for the multinational enterprises to show commitment towards sustainable social performance for recovering the cost of investment in CSP. Low level of multinationalism was achieved by the companies, who were engaged in the CSP intermediate levels as compared with the firms working within CSP continuum. Strong environmental performance was perceived by significant positive stock returns, which were recorded abnormal encouraging the activities toward environment. It was show that there is need for the Jordanian company to incorporate activities aiming at high CSP to grow or become multinational. This provides a positive repute for growing across the countries.

2.4 CFP and Corporate Efficiency Strategy

The management of control processes for reducing the environmental dependent and increasing the environmental and social performance are referred as efficiency strategies. These lead to reduction in cost. The

existence of eco-efficient strategy has been supported by a number of previous studies, which improve the competitive by increasing company's value [20, 21]. It was posited that when eco-efficiency strategy is applied by firms, shareholders are giving value by reducing the risk profile. The efficiency strategy has been examined by accounting the reduction in emissions, preventing pollution, and end of efficiency pipe as strategies linked with efficiency [22, 23].

The use of environmental and social values in the strategic planning of a company, the direct relation between the environmental goals and profitability can be determined by management [24]. A significant positive influence of efficiency strategy on the financial performance of a company has been found by most of the research studies. The effects of GSCM can be explained through stakeholder theory. The focus of businesses is on activities related to profit since the industrial revolution. The increase in significance of quality products, competition, and damages to the environment result in gain of social responsibility. Companies have to do their activities considering the corporate social responsibility in mind. With the increase in the importance of social responsibility, the concept of stakeholder theory has become clear. It is defined as any individual or group, who influences the achievement of business goals and affected by the achievement of goals. Stakeholders groups were divided into two. One group is the internal stakeholders such as owners, managers, and employers and the second group is the external stakeholder including customers, suppliers, government, society, competitors, etc [6]. It is easy to achieve mutual goals when there are strong relations established with these social groups. Generally, it has been argued by the stakeholder theory that the needs and expectations of stakeholders should be managed by the businesses in the best possible way.

There exist a positive and significant relation between the ROA (return on assets) and eco-efficiency and ROE (return on equity) [25]. It has been discovered by Lee, Cin [22] that the performance of a company increases with the prevention of pollution and managing level of emission control efficiently. The effects of pollution degrees on the security rates of companies have been examined. It was concluded that the level of pollution produced is associated with the marketability of the companies in negative way. It was stated that the CFP of the company increases by using eco-efficient strategy. Therefore, the above discussion results in the formulation of following research hypotheses:

socio -Efficiency strategy (SCES)

H1: There eco-Efficiency strategy (ESES) is in positive association between eco and CFP.

H2: There Socio-Efficiency strategy (SCES is in positive association between eco and CFP.

2.5 Corporate CSP and Corporate Efficiency strategy

The Eco- and Socio-efficiency are the dimensions of efficiency strategy. This is focused on the protection of environment and society by improving the level of economic development. The sustainability goals can be achieved by the eco-efficiency strategy in general and environmental can be protected. Potential cost savings were seen by some companies during the last few decades in the practices of environmental management. These practices are considered as eco-efficiency and crucial for dealing with the ecological challenges across the globe [26].

The environmental protection using few resources and reduction of waste in the production of high quality products/services is referred as eco-efficiency. This fulfils the stakeholders' needs through offering products at competitive prices [6]. The CSP cycle is completed through socio-efficiency, which considers the economic development and social influence. It was said by author that negative effects can be reduced, and economic value creation can increase the positive social and ecological performance.

It has been suggested by the previous empirical studies that environmental and social issues can be resolved by taking the significance of efficiency strategies seriously by the managers. This can reduce the pollution and environmental influences as well. Stakeholder theory has emphasized on the need of efficiency strategy theoretically when it aims at getting benefits for stakeholders through environmental protection and social equity [6]. It was empirically reported that positive feedback is shown by stakeholders towards green strategy. Companies can be supported in the selection of environmentally safe and cost effective processes by eco and socio-efficiency, which are strategic tools [24]. Based on the theoretical and empirical evidences, it has been hypothesized in the study that efficiency strategy is a crucial element in the sustainable performance.

H3: There is positive association between ESES and CEP.

H4: There is positive association between ECES and CSP

H5: There is positive association between SCES and CEP.

H6: There is positive association between SCES and CSP

2.6 CFP and corporate CSP

The integration of social and environmental issues in the operational strategy to protect the environment and society is referred as corporate CSP. This includes the environment and social practices in the strategies of a company along with sustainable economic growth [6]. The concept of CSP can be easily examined and understand by dividing it into two dimensions i.e. CSP (corporate CSP) and CEP (CEP). CSP is regarded as the company's social responsibility towards its stakeholders.

It has been examined by most of the empirical studies that there are mixed results for the influence of CSP on CFP.

Empirical studies have tried to find the positive association between CSP and CFP. However, several studies have found a negative influence or neutral between the financial and social performance of a company [8]. The reason for mixed results in literature studies is difference in the methods of data collection and sampling. Inconsistent results arise in the association of the corporate financial and CSP because of the mismatch between these two.

The second concept linked with the sustainable performance is CEP. It is referred as the contribution and commitment of a company to reduce its negative influence on the society and environment. In other words, it adds to the environmental protection [15]. Mixed results have been found in the previous research studies conducted on CEP. According to scholar, there is a positive influence of environmental performance on product innovation and processes, which result in better financial and competitive performance of the company.

H7: There is positive association between CFP and CSP

H8: There is positive association between CFP and CEP.

2.7 CSP, CFP, and GSCM

The influence of GSCM on the performance of firm has been explained by the resource-based view several times. According to the RBV, internal capabilities and resources, which are valuable, rare, indispensable, and non-substitutable, result in competitive advantage for the firm. These capabilities and resources include intangible and tangible assets including market agility, leadership, human resources, and positive social reputation [6, 27]. A temporary competitive advantage is provided by tangible resources, which can be copied by the competing firms however, it is difficult to copy intangible resources. Intangible resources are acquired through experience and expertise.

It was noted that limitations created by the nature environment include ecosystem degradation and depletion of resources. These constraints are a threat for the current capabilities and resources of a firm. The scope of RBV has been expanded by the researcher by including the inherent limitations and opportunities in the natural environment. It is stated by the typology of Hart that competitive advantage can be gained by firms through execution of strategies including sustainable development, pollution prevention, and product stewardship. The performance of a firm can be improved through environmental applications i.e. GSCM as per the NRBV [1]. It is difficult to imitate GSCM practices by the competing firms as they are formed through expertise and knowledge. The competitors cannot easily imitate the positive reputation gained by GSCM. Therefore, companies working on GSCM can achieve competitive advantage for long term. Companies can differentiate

themselves from rivals through green practice-oriented enterprises. Moreover, it can increase the sales for the company and improved market legitimacy. The influence of green practices can be positive on corporate sustainability can be through advantages of cost, increased capabilities and competitiveness, development of new capabilities, reduction of waste, quality improvements of products and processes [3].

H9: There is positive association between ECES and GSCM

H10: There is positive association between SCES and GSCM

H11: GSCM positively linked with the CFP.

3. Mediating Hypothesis

The good management theory and stakeholder theory are the underpinning theories of this research. Both of these benefit the interests of stakeholder other than focusing on the company's financial performance. The competitive advantage of a company is increased by being good to the environment and society. This improves the financial performance of the company [28]. It was proposed by Polhill [29] that the model of sustainability requiring the study of sustainable business performance is incorporated as a mediator between the relation of sustainability and financial performance. The effectiveness of sustainability can be identified by observing the CSP. The normative nature is coupled with several sustainable strategies. The number of strategies can be determined without any standard guideline [30]. The division of corporate efficiency strategy has been done into two groups, which include eco-efficiency and socio-efficiency. Both these dimensions aim at improving the environmental and social performance. The purpose is to improve the financial performance through enhancing CSP. Mixed results have been found empirically by previous researchers.

A positive effect is generated on the financial performance by being good to the environment and society. However, some studies have found negative effect, and some have found no relation at all. The mixed results in literature are because of the different in methodologies and samples of the study [31]. Most of the studies have found direct relation without incorporating the role of moderator or mediator among the hypothesized relations. Social and environmental performance is improved by the positive effect between CFP and efficiency strategies. These are the conditions for achieving success by the implementation of efficiency strategy by the managers. These arguments result in the following hypotheses:

H12: CEP mediates the relationship between ECES and the CFP.

H13: CEP mediates the relationship between SCES and the CFP.

H14: CSP mediates the relationship between ECES and the CFP.

H15: CSP mediates the relationship between SCES and the CFP.

H16: GSCM mediates the relationship between ECES and the CFP.

H17: GSCM mediates the relationship between SCES and the CFP.

4. Methodology

The study has surveyed the 435 Thai managers and used the SEM-PLS to analyze the data for the analysis this study has use the Structural Equation Modelling (SEM) due to the many reasons. For the linear and multiple regression analysis the SEM have equal capabilities. Which assumes that all the variables assessed without any error. Although multiple regression and factor analysis are involved in SEM but it more effective ways of estimation of instruments having many separate equations of multiple regression and evaluates them parallel [32].

For the collection of samples adopted the cluster sampling technique. Ullah [33], was present the five-technique approach is used for the calculation of sample size in our study. Estimation of population is the first step. We have followed the table of [34] for estimation sample size of the population. Total population size is 435 SEM can test many relationships at a time, so it is known most powerful and commonly used tool [35]. Though in the past many scholars had much emphasis on AMOS which is a co-variance-based approach. But for the CB-SEM approach PLS-SEM is good alternate which have exclusive methodological features. SEM is the most suitable methodology due to the many reasons as among the existing techniques it is the finest one. Rather it provides the advanced and robust solutions for the problems of researchers which we may not get from multiple regression. According to Hair, Hult [35] when the only purpose for using structural modelling is obtaining the prediction and explanation of constructs then PLS approach is more beneficial. PLS technique is in terms of sample size is demand less and assumes to be the more flexible. It can handle multiple structural modeling.

5. Results

There are the two steps of SEM outer model assessment which is also known as structural model and inner model assessment known as measurement model. Different criteria are followed for measuring the model variance, validity and reliability in structural models. By nature, items are dynamic so there is strong correlation is expected among the variables combined for the formation of constructs.

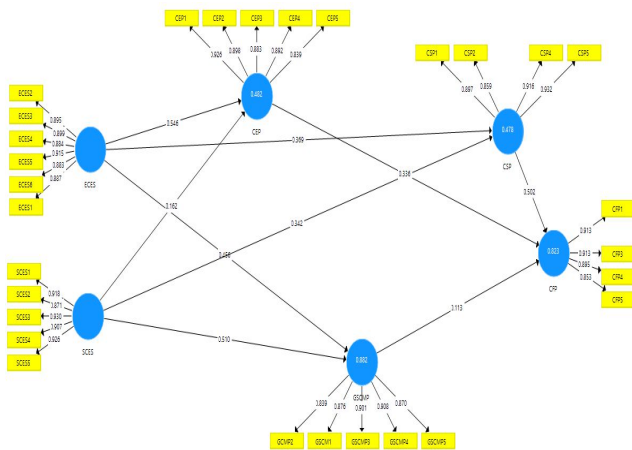


Figure 1: Measurement Model

This study used the confirmatory factor analysis for confirming the validity of the measurement model such as variables of models are observed finely. Many researchers have suggested reliability of individual items can be measured with the determination of loadings for each item [32, 35]. As per the recommendation of Hair, Sarstedt [32] threshold is 0.70 and the values below that level are omitted.

Table 1. Outer loadings

| | CEP | CFP | CSP | ECES | GSCMP | SCES |
|--------|-------|-------|-------|-------|-------|-------|
| CEP1 | 0.926 | | | | | |
| CEP2 | 0.898 | | | | | |
| CEP3 | 0.883 | | | | | |
| CEP4 | 0.892 | | | | | |
| CEP5 | 0.839 | | | | | |
| CFP1 | | 0.913 | | | | |
| CFP3 | | 0.913 | | | | |
| CFP4 | | 0.895 | | | | |
| CFP5 | | 0.853 | | | | |
| CSP1 | | | 0.897 | | | |
| CSP2 | | | 0.859 | | | |
| CSP4 | | | 0.916 | | | |
| CSP5 | | | 0.932 | | | |
| ECES2 | | | | 0.895 | | |
| ECES3 | | | | 0.899 | | |
| ECES4 | | | | 0.884 | | |
| ECES5 | | | | 0.915 | | |
| ECES6 | | | | 0.883 | | |
| GSCMP2 | | | | | 0.839 | |
| GSCM1 | | | | | 0.876 | |
| GSCMP3 | | | | | 0.901 | |
| GSCMP4 | | | | | 0.908 | |
| GSCMP5 | | | | | 0.870 | |
| SCES1 | | | | | | 0.918 |
| SCES2 | | | | | | 0.871 |
| SCES3 | | | | | | 0.930 |

| | | | | | | |
|-------|--|--|--|-------|--|-------|
| SCES4 | | | | | | 0.907 |
| SCES5 | | | | | | 0.926 |
| ECES1 | | | | 0.887 | | |

The suitable way for the assessment of internal consistency reliability is composite reliability in PLS path model [36]. We may interpret as Cronbach 's α . The value of composite reliability must be greater than 0.7. The information about composite reliability for each variable is presented in Table 2 Which shows that value of composite reliability of all the variables ranges from 0.844 to 0.985 which is greater than the benchmark of 0.70. the results show acceptable internal consistent reliability for the measures used in current study.

Table 2: Reliability

| | Cronbach's Alpha | rho_A | CR | (AVE) |
|-------|------------------|-------|-------|-------|
| CEP | 0.933 | 0.934 | 0.949 | 0.789 |
| CFP | 0.916 | 0.920 | 0.941 | 0.799 |
| CSP | 0.923 | 0.927 | 0.945 | 0.813 |
| ECES | 0.950 | 0.950 | 0.960 | 0.799 |
| GSCMP | 0.926 | 0.927 | 0.944 | 0.773 |
| SCES | 0.948 | 0.950 | 0.960 | 0.829 |

We have use the Fornell-Larcker criterion of discriminant validity, for the determination of validity. It is an influential measure and used in many researches. discriminant validity, which is a influential measure and has been widely used by the researchers in studies. Discriminant validity measures the relationship among the constructs of reflective variables. In general, the variables involved in the model it operationalizes them. So, this study incorporating this as a threshold for assessment of discriminant validity. Expected value for the reliability index is 0.70 or above. In current study the value for cross loading and outer loading evicted to be the same. the presence of correlation between the constructs analyzed by the cross loadings so this study has examined the discriminant validity among variables and their constructs.

Table 3. Validity

| | CEP | CFP | CSP | ECES | GSCMP | SCES |
|-------|-------|-------|-------|-------|-------|-------|
| CEP | 0.888 | | | | | |
| CFP | 0.876 | 0.894 | | | | |
| CSP | 0.720 | 0.893 | 0.901 | | | |
| ECES | 0.790 | 0.769 | 0.774 | 0.894 | | |
| GSCMP | 0.795 | 0.710 | 0.724 | 0.811 | 0.879 | |
| SCES | 0.749 | 0.790 | 0.771 | 0.892 | 0.816 | 0.911 |

The valuation of Validity and reliability are included in measurement model, and the current study also examine structural model by getting into the structural paths among moderating, dependent and independent variables. The exclusive nature of SEM-PLS is different from the other

techniques because of its unique nature. So, it examines all the constructed variables simultaneously. It analyzes the indirect and direct impact of variables in case of structural model. Structural model is shown below.

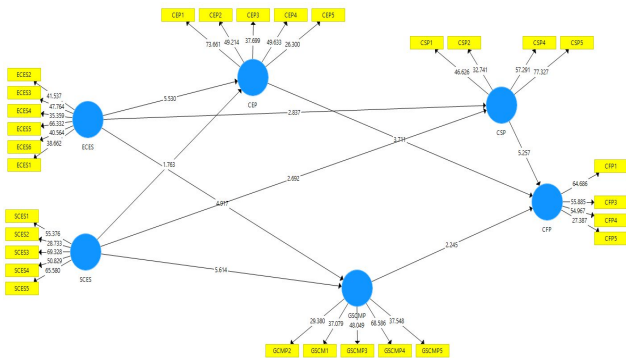


Figure 2. Structural Model

Moderation level is assessed for the investigation of indirect effect of variables on moderator. Furthermore, bootstrap analysis is used for specifying the significance of association on sample of 1000 observations. The level of significance for p-value is less than 0.05. All the hypothesis having p-value less than 0.05 which indicates the acceptance of hypothesis.

For the both hypotheses the significant values of p and t shows the moderation results. P values are less than 0.05 whereas t-test values are also more than 1.96 which indicates the acceptance of all hypotheses.

Table 4. Direct results

| | (O) | (M) | (STDEV) | T Statistics | P Values |
|--------------|-------|-------|---------|--------------|----------|
| CEP → CFP | 0.336 | 0.332 | 0.090 | 3.711 | 0.000 |
| CSP → CFP | 0.502 | 0.498 | 0.095 | 5.257 | 0.000 |
| ECES → CEP | 0.546 | 0.539 | 0.099 | 5.530 | 0.000 |
| ECES → CFP | 0.420 | 0.408 | 0.102 | 4.135 | 0.000 |
| ECES → CSP | 0.369 | 0.359 | 0.130 | 2.837 | 0.002 |
| ECES → GSCMP | 0.456 | 0.450 | 0.093 | 4.917 | 0.000 |
| GSCMP → CFP | 0.113 | 0.120 | 0.051 | 2.245 | 0.012 |
| SCES → CEP | 0.162 | 0.171 | 0.092 | 1.763 | 0.039 |
| SCES → CFP | 0.284 | 0.298 | 0.100 | 2.851 | 0.002 |
| SCES → CSP | 0.342 | 0.355 | 0.127 | 2.692 | 0.004 |
| SCES → GSCMP | 0.510 | 0.516 | 0.091 | 5.614 | 0.000 |

Table 5. Mediations

| | (O) | (M) | (STDEV) | T Statistics | P Values |
|--------------------|-------|-------|---------|--------------|----------|
| ECES → CEP → CFP | 0.183 | 0.177 | 0.053 | 3.467 | 0.000 |
| SCES → CEP → CFP | 0.054 | 0.057 | 0.037 | 1.471 | 0.071 |
| ECES → CSP → CFP | 0.185 | 0.177 | 0.070 | 2.631 | 0.004 |
| SCES → CSP → CFP | 0.171 | 0.178 | 0.075 | 2.293 | 0.011 |
| ECES → GSCMP → CFP | 0.052 | 0.054 | 0.024 | 2.118 | 0.017 |
| SCES → GSCMP → CFP | 0.058 | 0.063 | 0.030 | 1.937 | 0.026 |

The value of R² describes the predictive power for endogenous variables in structural modelling. The insignificant of coefficients for the path coefficients

indicate the values close to 0. In current study the value of R² lies from 0-1 values close to 1 indicate greater predictive accuracy and so on. The value of 0.25 indicates weak predictive power, 0.50 indicates moderate predictive power while the value of 0.75 indicates substantial predictive power.

Table 6. R-Square

| | R Square |
|-------|----------|
| CEP | 0.482 |
| CFP | 0.823 |
| CSP | 0.478 |
| GSCMP | 0.882 |

Hair, Hult [35] suggested that for using the PLS-SEM for the evaluation of model's quality researchers must apply measures for the indication of model's predictive relevance. This study using blindfolding procedures Carrión, Henseler [37] rely on Stone-Geisser's test of predictive relevance. In PLS-SEM for the assessment of goodness of fit usually use this test modeling [38].

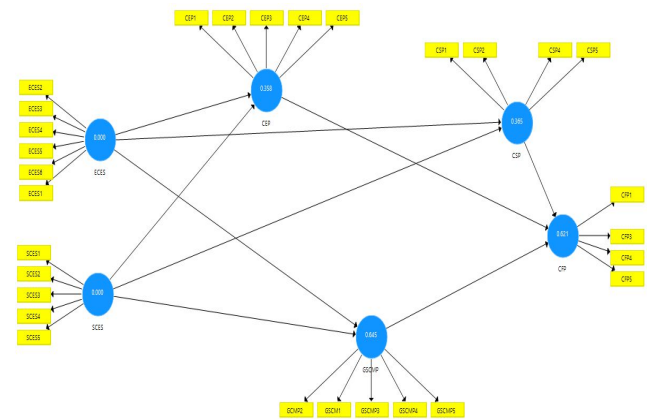


Figure 3. Q-square

For the assessment of blindfolding procedure to endogenous latent variables which have reflecting model of measurement [39].

Table 7. Q-square

| | SSO | SSE | Q ² (=1-SSE/SSO) |
|-------|-----------|-----------|-----------------------------|
| CEP | 1,085.000 | 696.804 | 0.358 |
| CFP | 868.000 | 329.098 | 0.621 |
| CSP | 868.000 | 551.462 | 0.365 |
| ECES | 1,302.000 | 1,302.000 | |
| GSCMP | 1,085.000 | 385.497 | 0.645 |
| SCES | 1,085.000 | 1,085.000 | |

6. Conclusion

The focus on profit gains is the basic reason behind the financial performance, which is an important aspect in the strategic management field. Serious considerations are required for standard financial performance of the role of for-profit entity and its nature. It is difficult to determine

the performance of a company as it is based on the purpose of the company that is not considered as a consistent measure of reliability. The main reason behind the carrying out the current study is to examine the impact of greening of supply chain, corporate sustainability and efficiency of social and economic corporate strategies on the CFP of Thai manufacturing firms. Firstly, the study has examined the direct impact of the social and economic efficiency strategies on the CFP, secondly, the mediating role of CSP, CEP and the green supply chain in the relationship between corporate efficacy strategies and the CFP is examined. The study has surveyed the 435 Thai managers and used the SEM-PLS to analyze the data. The findings of the study indicate the fact that the company incorporates environmental and social issues voluntarily in its business operations. Therefore, it is difficult to adopt sustainable business strategies. Sustainable strategies implementation is different in the organization in contrast to other business strategies. There is a clear relation between the profit and products for achieve operational goals. The focus in sustainability is to achieve financial, environmental, and social performance respectively. Managers are supported with the achievement of environmental, social and financial goals altogether. During the process of sourcing, manufacturing, distribution, and utilization of products/services, environmental problems can arise. The strategy of a firm should integrate environmental issues as CEP aims at improving the protection of environment and reducing the negative influence on the external environment. The previously discussed the significance of environmental issues in the strategy of firm is involved in the above stated definitions.

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