

Environmental Supply Chain Performance as Predictor of Organizational Performance: Examining Moderating Role of Social Media

Narintorn Somthong^{#1}, Poonsak Sangsunt^{#2}, Pipat Pichetsiraprapa^{#3}, Mano Prachayapipat^{*4}

^{#1,2} Faculty of Business Administration, Ramkhamhaeng University, Thailand

^{#3} Faculty of Management Science, Rajabhat Rajanagarindra University, Thailand

^{*4} College of Logistics and Supply Chain, Suan Sunandha Rajabhat University, Thailand

¹narinsom@hotmail.com

²Poonsak.Sangsunt@gmail.com

³pichetsiraprapa_nui@hotmail.com

Corresponding author: ⁴Mano.pr@ssru.ac.th

Abstract-The basic purpose of the present study is to examine the impact of CSR activities of organization and organizational culture on organizational performance. Moreover, the mediating role of environmental supply chain performance along with moderating role of social media is examined as well. The data is collected from the customers of Fishery industry of Indonesia. In the form of survey questionnaires. The response rate of the current study is 47.3 percent. For analysis, PLS-SEM is employed. The findings of the study revealed that there exists significant relationship among all proposed independent variables and dependent variable. All of the proposed hypothesis was accepted except the relationship of social media on organizational performance was not accepted. The findings of the present study are important for the practitioners of supply chain and policy makers of fishery industry to derive the policy by which they can implement environmentally friendly supply chain performance through which the organizational performance can be improved

Keywords; Environmental Supply Chain Performance, CSR, Social Media, Organizational performance, Indonesia

1. Introduction and Background

In last few years the concept of performance has gained a lot of concern [37-39]. This concept has become pervasive in all angles of the activities of human. Researchers have conceptualized performance as perception of reality through which shows the critical reflection's multitude on the concepts and instruments for measurement. In last few decades there occurs financial crisis due to which the global economy is badly impacted. Therefore, it is very important to measure the performance of organizations at the regular level. Various authors have used the concept in several different studies. But this concept is defined by the authors very rarely. There exists confusion while defining the concept of performance. It's been defined in terms of competitiveness, profitability, earning capacity, economy, effectiveness, efficiency and

productivity [1].

In last two to three decades the performance human has polluted the environment a lot. The industries are now taking a number of different steps under the pressure of the governments to use the materials under their manufacturing and supply chains by which they do not impact the environment. This concept is known as environment supply chain management or performance. By measuring the performance of the supply chain of companies, organizations can easily compare their performance related to environment with competitors. Such measurement of supply chain performance is also important so the organizations can more steps in terms of their environment. They can develop perception among customers that the organizations are environmentally friendly due to which the sales and profit of the organization can be positively influenced [2].

Culture of organization is also known as personality of the organization. Basically, culture is the set of distinct relationships, work styles, values and beliefs which distinguish the firm from its competitors. Every organization have unique culture, rules and regulations by which they deal with all its stakeholders. Inside an organization, there can be different cultures known as sub-cultures based on education, religion, occupation and social class. Every subculture within the organization have common type of attributes. Whereas, researchers also mentioned that culture within the organization plays very important role to enhance the effectiveness of the organization and is the major factor of organizational success [3].

On the other hand, the voluntarily activities also play very important to develop perception in the mind of the customer and impact the organizational performance. The organization can conduct volunteer activities in terms of environment, society, legal and economy basis. The base of CSR is on the concept regarding interdependence among society and organization. the variables of CSR

have impacts on other variables. The concept of CSR is very broad and have no clear boundaries and definition. The CSR definition is dependent upon the business environment and economics [4].

Since last few years, organizations have shown interest towards the CSR to gain more sustainable benefits on the long run basis. Researchers have defined the concept of CSR as the philosophy of management which is defined as the integration of environmental and social issues in the operations of company. It is the continuance interaction among stakeholders and organization on the volunteer basis [5]. The activities of CSR should be aligned in the culture of organization from the perspective of social practices. On the basis of organizational benefits, the CSR activities have impact on the financial outcomes of the organization. There are many other reasons for organization to use and implement CSR activities like improving the performance of the organization, making the reputation of the customers better and to minimize the chance of legal sanction [6].

The social media is the new emerging concept of the management science. This is the important concept which is used for communication and interaction. This is the decade of information system in which social media plays very important role for communication and transforming the business. Social media is considered as important mean to improve the performance of the business and improve the perception of the organization among the customers. If the organization is involved in environmentally friendly activities including the environmentally friendly supply chain activities, the performance of the organization can get better [7].

Fishery sector of Indonesia is the important sector which has the major contribution in the environment and GDP of the country. This sector is contributing more than 2% of the Indonesian GDP since last five years [8]. Therefore, it is very important for the organizations to be environmentally friendly in their supply chain activity to improve their performance. So, the objective of this study is to examine the impact of CSR activities and organizational culture to on the organizational performance. Additionally, mediating impact of environmental supply chain and moderating role of social media is examined as well.

2. Literature Review

2.1. Corporate Social Responsibility

When companies cooperate with their stakeholders on environmental and social issues voluntarily is known as corporate social responsibilities. A new concept was introduced by EU in October 2011. According to EU, CSR refers to the effect that companies leave on the society which is their responsibility. Generally, CSR is defined as the social and moral obligation of the companies on the society in relation with their

stakeholders. Much researchers worked on CSR and many definitions and viewpoints exists [36]. It is sated that there are four responsibilities of the companies, named as economic responsibility such as generation of profits, provision of jobs, creating products that costumer needs, legal legal responsibilities such as meeting local, federal and national and international laws, ethical responsibilities such as meeting social expectations like to avoid injuries and other harms, respecting moral rights and discretionary responsibilities such as meeting behaviours that are socially desirable and acceptable like provisions of benefits to the employees, their bonuses and increments. The organizations that practice CSR not only contributing for welfare of society but also increasing their own profits and improving their performances. CSR is defined as the social and ethical friendly strategies on which companies are working. CSR includes many activities like having partnership with local communities, having relationships with companies' employees, the customers and their families and involvement in environmental conservational activities [9].

2.2. Organizational Culture

Studies have argued that role of culture is very important for the success of the business. It is the source of sense of identification for its members, it is source of commitment with the firm's goals and objectives. It also determines expected behaviours of the members of organization, so the actions are accepted are shared by other individuals of the company. Likewise, studies argue that culture is the source of development of capabilities and skills that are effective, it guides them with their future, it gives them creativity and develop the attitudes for other things around them. So, culture is the main ingredient that polish the capabilities of the members of the organization and improve their performances [10].

2.3. Environmental Supply chain performance

It is very important for the organizations to implement the environmentally friendly strategies throughout their supply chain and business activities, this term in literature is also termed as green supply chain management. According to macroeconomists, stakeholders are more interests on environmental performance of supply chain of the organisations and make their decisions about the investments accordingly. According to macroeconomists viewpoint, the capability of the country to produce environmentally friendly good for its public is the environmental performance of the country. So, each country is accountable for the environment friendly conditions for its citizens, government should make policies regarding this issue and make sure to implement

them and should inform their performances to other counties [11].

There are many definitions exist in the literature of environmental performance in relation with business conditions. As it is argued that environmental performance is the preservation and protection of natural resources and natural environment, for instance quality maintenance of air, water and soil. Environmental performance refers to the impact of any business and its products on natural resources like consumptions of resources and garbage generation. According to Epstein, there are few constituents that environmental performance has like conservation of resources, conservation of energy, to minimize the pollutants and reporting of high risks [12].

2.4. Organizational performance

Organizational performance is an important concept to study in management sciences. Every organization emphasize on their continuous performance, so improvement of the performance causes the organization to expand itself and grow. Organizational performance indicates the performance of an organization regarding its goal achievement. Moreover, to evaluate the organizational performance is impossible without focusing organizational goals into account like cost of the product, profit generation and to set proper strategies to reach the goals. There are some tools to measure the organizational performance, achievement of their goals and objectives and improvement in organizational performance [13].

The organizational performance can be improved by focusing strong market base development like highlighting the needs and demands of customers. So, researchers worked out to find the impact of market base on supply chain performance and relationship among them [14].

2.5. Hypotheses development of research

2.5.1. Environmental Supply chain performance and Organizational performance

Researchers have mentioned that performance of the organization is largely impacted by the activities of the organization for the betterment of environment. When all supply chain activities of the organization are in favour of organization, such activities create positive perception in the mind of the customer. Researchers argued that there exists positive relationship among the environmental concerns of organization in supply chain. Researchers revealed that if the performance of organization improves, the innovation of the organization will be improved as well [15].

The aim of the present study is to examine the impact of environmental supply chain performance on the organizational performance of the organization. The

organization which have better environmental supply chain performance have better technology and physical assets. These companies focus on the delivery process of the products in environmentally friendly ways. Organizations are paying more attention towards their environmental performance by focusing on organizational culture and human resource [16].

If the reputation of the organization is good, it will also impact the supply chain environmental performance which will have the impact on the overall performance of the organization. Better performance in terms of supply chain will portray better image and reputation in the mind of the customer. As a result, the overall performance of the organization will improve. It is better that focus of organization must be to improve the performance rather than just compliance with the issues of environment by using manpower and technology. Organizations must adopt technology by which they can have impact on the supply chain in environmentally friendly way and improve the performance of organization as well [17].

H1: Supply chain environmental performance show significant impact on Organizational performance.

2.6. CSR; Relationship with Environmental performance and Organizational performance

Commitment of organization towards the environment and society and the way an organization can be benefitted to the society or other stakeholder of the society is the base of the CSR concept. It is the authority of the organization to focus on the activities related to the society rather than focusing on the profit. By using Policies of CSR, firm can protect the environment and implement all environmentally friendly policies at different level of supply chain. By this way organization can solve multiple issues related to environment. It's been revealed in a number of past studies that positive perception is developed in the mind of the customer because of the use of CSR activities which in turn impacts the financial performance of the organization. By this way organizations can get the competitive advantage as well [23].

The implementation of CSR is viewed as the policy and strategy by which the organizations can get the sustainable competitive advantage over the competitors in terms of social expectations of the stakeholders over the stakeholders. The focus of the organizations is to improve the reputation, sales, and financial rewards due to which they opt for CSR activities [24].

By using the CSR activities, organizations can fulfil the stakeholder's obligation. Researchers have discussed in the past literature that the organizations can get financial benefits by using the CSR activities throughout the business activities including the supply chain activities.

Scholars found positive relationship among the CSR activities of the organization and organizational performance. Moreover, organizations can get competitive advantage as well by using CSR activities [25].

H2: CSR have significant impact on environmental supply chain performance.

H3: Environmental chain performance act as a mediator between CSR and organizational performance.

2.7. Organizational Culture; Relationship with Environmental performance and Organizational performance

Several studies have examined the impact of organizational culture and performance. Researchers highlighted the role of employees in supply chain performance and environmental performance. Moreover, there exist positive impact of OC on the performance measurement system of the organization. The employees and culture of the organization is also very important for the organizations to make their supply chain activities environmentally friendly [26].

On the other hand, it is important for the organization to implement environmental management system throughout their supply chain. The organizations which wants to adopt the environmentally friendly performance measures in their supply chains should have the environment in which every employee can learn from each other. In order to acquire such culture, the top management of the organization plays very important role [27]. Thus, it is hypothesized that

H4: Organizational Culture have significant impact on environmental supply chain performance.

H5: Environmental performance act as a mediator between organizational Culture and organizational performance.

2.9. Social media and Organizational performance relationship

In past literature, researchers mentioned that social media is the important tool of communication by which message can be delivered to the customer in less cost and effort. Organization can get dramatic impact using social media. The brand reputation, brand equity, relationship and value will be increased as well. By using social media, organizations can build the customer relations, mine the innovative ideas, and handle the issues related to customer in a better way. Especially, customer services and customer relationships can be improved by using social media by the organization [18]. Additionally, researchers mentioned that the performance of the organization will have positive impact by using the technology and social media to communicate with the customer [20]. On the other hand, researchers also mentioned that processes of customer orientation are

positively impacted by the use of social media which impacts the performance as well [19].

2.10. Social media as moderator between Environmental performance and Organizational performance

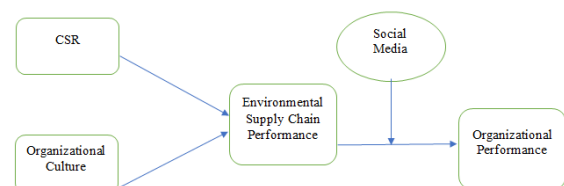
Researchers found in their empirical studies that environmental supply chain performance have positive impact on the organizational performance of the organization. On the other hand, few studies also reported mixed relationship due to which the results seem to be inconclusive. It's been revealed empirically that the organizations spending capital on their supply chains to be environmentally friendly. Despite that there are few studies in past which depict positive relationship among the performance of organization and supply chain environmentally friendly performance. On the other hand, the focus of few studies is on the single sector as well in which the supply chain environmental performance is measured in terms of supply chain compliance with regulations of the environment and performance in terms of pollution as well [20]. Therefore, there is need of moderator among performance of supply chain in terms of environment and organizational performance. In the present study, social media is proposed as moderator among the organizational performance and supply chain environmental performance [21].

Researchers reported that the it is need of human to show belongingness and wants to be social. For this reason, the people around us wants to use social media on regular basis. Therefore, important part of human life is the social media. The purchase power and decision making are impacted by the use of social media which overall impacts the performance of organization [22].

H6: Social media act as a significant moderator between environmental performance and organizational performance.

2.11. Research Framework

Following framework is developed from literature survey



3. Methodology

The present study used Smart PLS path modelling for establishing the structural and measurement models. In measurement model, the constructs' validity and reliability are assessed followed by the estimation of structural model, which was used for carrying out

simultaneous regression analyses and bivariate correlation analysis to determine the relationship effects and correlations between the model's constructs. The current study also applied bootstrapping and PLS algorithm mechanisms.

According to [28], the new data analysis techniques work comparatively well amongst SEM models, which involves a series of cause-and-effect relationships and latent variables. [29] suggested SEM approach as flexible and a good tool for developing statistical models and predictions. Unlike regression, the PLS technique was particularly used in current research because SEM models are proved to be superior and powerful in terms of estimation to determine intervening variables [32]. [31] mentioned that PLS-SEM accurately estimates the moderating and mediating effects and explains the measurement errors. Application of PLS path modeling is ideal in case of real-world situations and is advantageous for complex models. In PLS, the soft modeling assumption, i.e. the ability of flexibly validating and developing complex models helps in evaluating complex and large models [30].

In the field of social sciences, data abnormality problem occurs in majority of the studies, however, no such data normality assumption is required in PLS path modeling [31] since PLS is capable of efficiently handling non-normal data. Basically, this technique was chosen to avoid facing any such data normality issues during the data analysis process. The data is collected from the customers Fishery sector of Indonesia. The response rate of the current study is 47.3 percent which is considerably higher than the minimum or threshold level of 30 percent [33].

4. Results

A two-step process was employed in this research to evaluate and report results that are obtained from PLS-SEM path [29]. These steps consist of measurement model assessment and the structural model assessment.

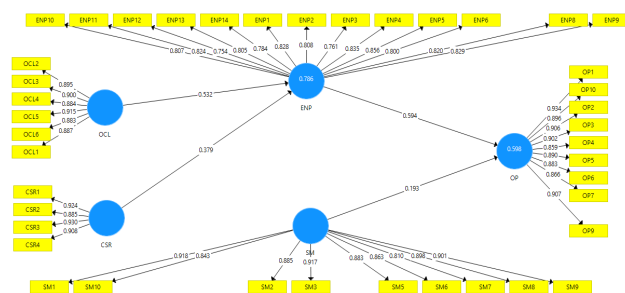


Figure 2. Measurement Model

A measurement model assessment implies the calculation of content validity, convergent validity, individual item reliability, discriminant validity, and internal consistency reliability [34]. The indicator loadings and cross-loadings are compared to determine the discriminant validity [31]. In this regard, all the indicator

loadings must turn out to be greater as compared to the cross-loadings, for establishing enough discriminant validity.

Table 1. Outer Loadings

	CSR	ENP	OCL	OP	SM
CSR1	0.924				
CSR2	0.885				
CSR3	0.930				
CSR4	0.908				
ENP1		0.828			
ENP10		0.807			
ENP11		0.824			
ENP12		0.754			
ENP13		0.805			
ENP14		0.784			
ENP2		0.808			
ENP3		0.761			
ENP4		0.835			
ENP5		0.856			
ENP6		0.800			
ENP8		0.820			
ENP9		0.829			
OCL2			0.895		
OCL3			0.900		
OCL4			0.884		
OCL5			0.915		
OCL6			0.883		
OP1				0.934	
OP10				0.896	
OP2				0.906	
OP3				0.902	
OP4				0.859	
OP5				0.890	
OP6				0.883	
OP7				0.866	
OP9				0.907	
SM1					0.918
SM10					0.843
SM2					0.885
SM3					0.917
SM5					0.883
SM6					0.863
SM7					0.810
SM8					0.898
SM9					0.901
OCL1			0.887		

Construct validity is sub-categorized into discriminant and convergent validity. [25] states that convergent

validity tends to develop conformity among a particular instrument and theoretical concept. In particular, the convergent validity examines whether measurement scales are in accordance with their attributes. Therefore, [26] have suggested to obtain average variance extracted, composite reliability and factor loadings for examining the convergent validity. When all the measures which are intended to explain a particular construct are in fact related, convergent validity is achieved. Thus, in order to establish convergent validity and to detect any issue regarding any item, the cross loadings and individual loadings must be examined.

Table 2. Reliability Analysis

	Cronbach's Alpha	rho_A	CR	(AVE)
CSR	0.933	0.935	0.952	0.832
ENP	0.956	0.958	0.961	0.655
OCL	0.950	0.950	0.960	0.799
OP	0.969	0.969	0.973	0.799
SM	0.963	0.965	0.969	0.775

The discriminant validity indicates measures which are not supposed to be related are actually non-correlated. For each construct, the square root of average variance extracted (AVE) must be examined for further validation of the discriminant validity [35]. In a correlation matrix, the AVE square roots were then placed along the diagonal. Moreover, for adequate discriminant validity, the square root AVE's must exceed the squared correlation estimates [33]. In addition, the diagonal elements are expected to exceed the off-diagonal elements or coefficients in parallel columns and rows for achieving adequate discriminant validity.

Table 3. Validity Analysis

	CSR	ENP	OCL	OP	SM
CSR	0.912				
ENP	0.853	0.899			
OCL	0.891	0.870	0.894		
OP	0.698	0.769	0.688	0.894	
SM	0.692	0.703	0.696	0.730	0.880

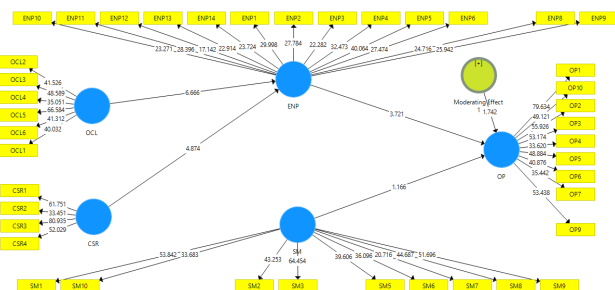


Figure 3. Structural Model

After measurement model estimation, the structural model was also assessed in the current research. While evaluating the structural model, a benchmarked bootstrapping procedure, with 5000 sub-samples was carried out for assessing the path-coefficients' significance [26]. The structural model estimates including the moderating variable are presented in Table 4 and 5 and Figure 2.

Table 4. Direct and moderating effect

	(O)	(M)	(STDEV)	T (O/STDEV)	P Values
CSR -> ENP	0.379	0.386	0.078	4.874	0.000
CSR -> OP	0.234	0.237	0.084	2.800	0.003
ENP -> OP	0.618	0.611	0.166	3.721	0.000
Moderating Effect 1 -> OP	0.049	0.049	0.028	1.742	0.041
OCL -> ENP	0.532	0.526	0.080	6.666	0.000
OCL -> OP	0.329	0.321	0.100	3.293	0.000
SM -> OP	0.201	0.210	0.172	1.166	0.122

The mediating role of the ENP in the relationship between the CSR and OP and in the relationship between OCL and OP as presented by the paths CSR -> ENP -> OP, and OCL -> ENP -> OP respectively is significant.

Table 5. Mediating effect

	(O)	(M)	(STDEV)	T (O/STDEV)	P Values
CSR -> ENP -> OP	0.234	0.237	0.084	2.800	0.003
OCL -> ENP -> OP	0.329	0.321	0.100	3.293	0.000

R-squared value is a significant yardstick to assess the structural model in PLS-SEM [34]. Coefficient of determination or R-squared value represents how much variation in dependent variable is explained by one or more predicting variables [33].

Table 6. R-square

	R Square
ENP	0.786
OP	0.598

5. Conclusion

The present study has provided the empirical evidence that CSR activities and culture of the organization are important for the organizational performance. Moreover, mediating role of green supply chain performance and moderating role of social media is empirically examined as well. The findings of the study show that organizations should give more attention to the organizational culture so the employees can implement environmentally friendly supply chain activity. Same is the role of CSR activities by the organization which plays very important role to build the reputation and perception in the mind of the customers. As a result, the organizations can improve their sales, revenues and profits which shows improvement is organizational performance. For the present study, the data is collected from the customers of fishery industry of Indonesia and PLS-SEM is employed for data analysis. All of the proposed hypothesis is accepted accept the relationship of social media and organizational performance. The moderating role of social media to enhance the performance have proved to be significant which shows that organizations can improve their organizational performance by using technology. Using technology is a better and cost-effective way. Moreover, environmentally friendly supply chain is also an important factor to maximize the organizational profit. The findings of the study are important for the practitioners of supply chain and fishery industry to derive the policy by which the organizational performance can be enhanced.

REFERENCES

- [1] I. Elena-Iuliana and C. Maria, "Organizational performance-a concept that self-seeks to find ITSELF. *Annals of Constantin Brancusi University of Targu-Jiu*," Economy Series, No. 4, 2016.
- [2] W. Schultze and R. Trommer, "The concept of environmental performance and its measurement in empirical studies," *Journal of Management Control*, Vol. 22, No. 4, pp. 375-412, 2012.
- [3] W. El Leithy, "Organizational culture and organizational life cycle," 2017.
- [4] A. B. Carroll and K. M. Shabana, "The business case for corporate social responsibility: A review of concepts, research and practice," *International Journal of Management Reviews*, Vol. 12, No. 1, pp. 85-105, 2010.
- [5] K. Basu and G. Palazzo, "Corporate social responsibility: A process model of sensemaking," *Academy of Management Review*, Vol. 33, No. 1, pp. 122-136, 2008.
- [6] L. Mory, B. W. Wirtz, and V. Göttel, "Factors of internal corporate social responsibility and the effect on organizational commitment," *The International Journal of Human Resource Management*, Vol. 27, No. 13, pp. 1393-1425, 2016.
- [7] S. Edosomwan, S. K. Prakasan, D. Kouame, J. Watson, and T. Seymour, "The history of social media and its impact on business," *Journal of Applied Management and Entrepreneurship*, Vol. 16, No. 3, pp. 79-91, 2011.
- [8] S. Oktavilia, R. H. Yusfi, and F. X. Sugiyanto, "The Relation of Environmental Quality and Fishery Sector in Indonesia," In IOP Conference Series: Earth and Environmental Science (Vol. 116, No. 1, p. 012016). IOP Publishing, 2018.
- [9] J. Galbreath, "Building corporate social responsibility into strategy," *European Business Review*, 2009.
- [10] M. K. Linnenluecke and A. Griffiths, "Corporate sustainability and organizational culture," *Journal of World Business*, Vol. 45, No. 4, pp. 357-366, 2010.
- [11] I. Gallego-Alvarez, M. Vicente-Galindo, M. Galindo-Villardón, and M. Rodríguez-Rosa, "Environmental performance in countries worldwide: Determinant factors and multivariate analysis," *Sustainability*, Vol. 6, No. 11, pp. 7807-7832, 2014.
- [12] P. Nwanah Chizoba, O. S. Abomeh, and M. Okafor Chika, "Impact of Participatory Decision Making on Organisational Goal Attainment," *International Journal of Business, Economics and Management*, Vol. 6, No. 1, pp. 1-15, 2019.
- [13] D. Gallardo-Vázquez and M. I. Sanchez-Hernandez, "Measuring Corporate Social Responsibility for competitive success at a regional level," *Journal of Cleaner Production*, Vol. 72, pp. 14-22, 2014.
- [14] G. Gholampour, A. RAHIM, A. R. Bin, and F. Gholampour, "A qualitative research on strategic performance of supply chain-a case study in automotive industry," *International Journal of Industrial Engineering and Production Research*, Vol. 29, No. 4, pp. 497-513, 2018.
- [15] S. Youn, M. G. M. Yang, P. Hong, and K. Park, "Strategic supply chain partnership, environmental supply chain management practices, and performance outcomes: an empirical study of Korean firms," *Journal of Cleaner Production*, Vol. 56, pp. 121-130, 2013.
- [16] H. H. R. Weng, J. S. Chen, and P. C. Chen, "Effects of green innovation on environmental and corporate performance: A stakeholder perspective," *Sustainability*, Vol. 7, No. 5, pp. 4997-5026, 2015.
- [17] R. Nishant, T. Teo, M. Goh, and S. Krishnan, "Does environmental performance affect organizational performance? Evidence from green IT organizations," 2012.
- [18] A. J. Kim and E. Ko, "Do social media marketing activities enhance customer equity? An empirical study

- of luxury fashion brand,* Journal of Business Research, Vol. 65, No. 10, pp. 1480-1486, 2012.
- [19] S. Edosomwan, S. K. Prakasan, D. Kouame, J. Watson, and T. Seymour, "The history of social media and its impact on business," Journal of Applied Management and Entrepreneurship, Vol. 16, No. 3, pp. 79-91, 2011.
- [20] A. W. Koori, M. S. Muriithi, and M. J. Mbebe, "Impact of social media usage on organizational performance of sacco in Kenya (A case study of Kuscco Sacco affiliates)," European Journal of Business and Strategic Management, Vol. 3, No. 6, pp. 27-51, 2018.
- [21] D. Earnhart and L. Lizal, "Effect of pollution control on corporate financial performance in a transition economy," European Environment, Vol. 17, No. 4, pp. 247-266, 2007
- [22] M. R. Siam, S. J. Qaralleh, S. A. Mahmoud, and H. S. A. Lawgaly, "The moderating effect of social media usage on the relationship between personality trait and job performance in private sector in Jordan," 2017.
- [23] J. Abbas, S. Mahmood, H. Ali, M. Ali Raza, G. Ali, J. Aman, and M. Nurunnabi, "The effects of corporate social responsibility practices and environmental factors through a moderating role of social media marketing on sustainable performance of business firms," Sustainability, Vol. 11, No. 12, pp. 3434, 2019.
- [24] A. Márquez and C. J. Fombrun, "Measuring corporate social responsibility," Corporate Reputation Review, Vol. 7, No. 4, pp. 304-308, 2005.
- [25] P. Van Beurden and T. Gössling, "The worth of values—a literature review on the relation between corporate social and financial performance," Journal of Business Ethics, Vol. 82, No. 2, pp. 407, 2008.
- [26] H. Bakhsh Magsi, T. S. Ong, J. A. Ho, and A. F. Sheikh Hassan, "Organizational culture and environmental performance," Sustainability, Vol. 10, No. 8, pp. 2690, 2018.
- [27] M. A. Balzarova, P. Castka, C. J. Bamber, and J. M. Sharp, "How organisational culture impacts on the implementation of ISO 14001: 1996—a UK multiple-case view," Journal of Manufacturing Technology Management, 2006.
- [28] B. C. Onuoha, E. D. Umoh, and H. Ufomba, "The Impact of the Politics of Privatization and Commercialization of Public Enterprises in Nigeria on the Level of Productivity and Economic Viability: The Case of Alsccon and Nitel," Asian Development Policy Review, Vol. 5, No. 1, pp. 43-55, 2017.
- [29] J. F. Hair, C. M. Ringle, and M. Sarstedt, "Partial least squares: the better approach to structural equation modeling?," Long Range Planning, Vol. 45, No. 5-6, pp. 312-319, 2012.
- [30] J. Hulland, "Use of partial least squares (PLS) in strategic management research: A review of four recent studies," Strategic Management Journal, Vol. 20, No. 2, pp. 195-204, 1999.
- [31] W. W. Chin, *PLS-Graph user's guide*. CT Bauer College of Business, University of Houston, USA, 15, 1-16, 2001.
- [32] K. J. Preacher and A. F. Hayes, "SPSS and SAS procedures for estimating indirect effects in simple mediation models," Behavior Research Methods, Instruments, and Computers, Vol. 36, pp. 717-731. <https://doi.org/10.3758/BF03206553>, 2004.
- [33] J. F. Hair, G. T. M. Hult, C. M. Ringle, M. Sarstedt, and K. O. Thiele, "Mirror, mirror on the wall: a comparative evaluation of composite-based structural equation modeling methods," Journal of the Academy of Marketing Science, Vol. 45, No. 5, pp. 616-632, 2017.
- [34] J. Henseler, C. M. Ringle, and M. Sarstedt, *Using partial least squares path modeling in advertising research: basic concepts and recent issues*, Handbook of Research on International Advertising, Vol. 252, 2012.
- [35] C. Fornell and D. F. Larcker, *Structural equation models with unobservable variables and measurement error: Algebra and statistics* ed: SAGE Publications Sage CA: Los Angeles, CA, 1981.
- [36] S. Sen and C. B. Bhattacharya, "Does doing good always lead to doing better? Consumer reactions to corporate social responsibility," Journal of Marketing Research, Vol. 38, No. 2, pp. 225-243, 2001.
- [37] C. Kerdpitak and K. Jermisittiparsert, "Impact of gender-based, age-based, and race-based discrimination on satisfaction and performance of employees," Systematic Reviews in Pharmacy, Vol. 11, No. 2, pp. 612-620, 2020.
- [38] P. Kalyanamitra, S. Saengchai, and K. Jermisittiparsert, "Impact of training facilities, benefits and compensation, and performance appraisal on the employees' retention: A mediating effect of employees' job satisfaction," Systematic Reviews in Pharmacy, Vol. 11, No. 3, pp. 166-175, 2020.
- [39] P. Chetthamrongchai and K. Jermisittiparsert, "Does HRM technology influence the organizational performance in pharmacy sector of Thailand? Mediation of marketing capability," Systematic Reviews in Pharmacy, Vol. 11, No. 3, pp. 214-222, 2020.