

Green Supply Chain Management as Antecedent of Green Satisfaction: Examining Sequential Mediation of Green Marketing and Green Corporate Image

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Abstract- The main objective of this study is to examine the impact of green supply chain management, green marketing, and image on the Green satisfaction of dairy industry of Indonesia. Furthermore, the sequential mediation of green marketing and image is examined in the present study as well. Data is collected from 550 the customers of dairy products through surveys. The response rate of data collection was 57%. In order to test the hypothesis and analysis of the data, in this study for data analysis we have adopted the Partial Least Squares Structural Equation Modelling (PLS-SEM) approach. All of the proposed hypothesis of the present study has proved to be significant showing that image, green marketing and green supply chain management practices of organization are important for the industry to gain the Green satisfaction because customers are more environmental conscious. The findings of the study are important for the policy makers of dairy milk sectors to derive the policies to satisfy the customers. Moreover, the present study also fills the gap of limited studies regarding the Green satisfaction in supply chain context.

Keywords; Green Supply chain, Green Marketing, Customer Satisfaction, Image, Indonesia

1. Introduction

In the concepts of sustainability, the term green is being widely used [35-37]. The term green basically points out the holistic view of economic impact, social and environmental impact [1]. In order to motivate the environmental consciousness among the customers, green supply chain management also termed as GSCM is the total new concept in the literature. The term GSCM is evolved from the concept of quality revolution which was term used mostly in 1980s. the attention of a number of practitioners and academicians is attracted by the term

GSCM over the last few years. This term basically deals with the preserving natural resources and increasing the life of the product. On the other hand, eco-efficiency is the term which focus on maximization of remanufacturing, efficiency and minimizing the environmental damage. It is the demand of the customers and governments as well to make the business more environmentally friendly and sustainable. Additionally, the term green operations are defined in literature as reverse logistics [2].

The issues related to environment are increasing day by day since last few years and world have noticed issues related to environment day by day. As the society is showing concern regarding the environment, a number of organizations are showing concern about the environment [3]. In recent past, the mainstream issue is currently emerged as environmental concern because there are a lot of issues of global warming. Therefore, organizations are looking for the opportunities by which they can use this green concept to get sustainable competitive advantage. As a result, the concept of green marketing is gaining attention as it is focusing on a number of products including information. Whereas, most of the companies do not have the capability to provide green products to the customers. The ideas of the products should be generated from the green concept if the companies want to adopt the concept of green marketing. If organizations become successful in providing products which fulfil the environmental needs of the customers, then the opinion of the customers will be more favourable for services or products. In the current era, the customers are more concerned regarding environment. Therefore, organizations must try to look for the opportunities by which the environmental performance of organizations can be enhanced. By this way, organizations can retain the customers [4].

Since last few years, most of the organizations are looking at the success and progress of the organization not just through financial aspects. There are a number of different ways to measure the success including growth of the business, perceptions of stakeholders regarding organization and its stakeholders.

Moving towards the next step in recent decades, the agenda of sustainability is the main concern for the organizations. The ability of the organizations to appeal the customers can be enhanced by incorporating sustainability in their strategies. They can appeal the customers by using environment in their policies. Integration of green practices, initiatives and attributes improves the linkage of customers with organizations with improvement of perception of organization. In the end, organizations are able to achieve competitive advantage. Researchers believe that organizations can express the image in the salient features as well as attributes of organizations [5]. A number of other researchers also claims that green strategies by the organizations is important strategy for the organization. In the current era, the survival of the organization is dependent upon the image of the organization. In the eyes of stakeholders, image is the perception of organization or the services they offer. Moreover, generally it is the required impression in the stake-holders mind. In order to develop strong brand image, organizations spend a lot of resources like people, time and money. By developing strong image, organizations are able to develop strong image and position among customers. Diverse impact of image is indicated on organizational external as well as internal factors including buying intentions of customers, performance of firms, commitment of employees and support of management and many other [6].

The green products of organizations play important role in order to keep the environment green, safe and healthy. On the practical grounds, organizations must have the green products which may play important role to keep the environment safe and clean. In order to develop competitive advantage and sustainable growth of the organization, it is important for the organizations to create and develop green products. In order to meet the global challenges, a number of industries around the globe have develop the strategies so they can meet the global challenges and develop competitive advantage. By this way, these organizations will be able gain the sustainable growth as well [7].

In the modern era, the approach of government should be to improve the operations on the continuance bases. For the Improvement, the main objective should be to satisfy the customers. In other words, for the excellent and standard performance of organization, the satisfaction of customers should be the baseline of organizational operations. As a result, organizations will be able to get more opportunities in the market. Researchers have

mentioned the importance of satisfaction for business. In past, a lot of researchers have given importance to the satisfaction of customers. Without satisfaction of customers, the business objectives will not be able to be achieved by the organization. Despite the fact that organizations have paid a lot of attention and importance to the customer satisfaction but in the context of supply chain, its role is not explored much especially in the context of environment [8].

Dairy sector is of great importance around the globe. In Indonesia, this sector is of same importance as well. The customers of dairy products are rising since last 5 years on regular basis. Since 2015, there is increase in the customers of about 5% annually in the sales of dairy products. As mentioned above, customers are more environment conscious [9]. Therefore, the main objective of the present study is to examine the impact of GSCM, green marketing and image on the satisfaction of the customers of dairy industry of Indonesia.

2. Literature Review

2.1. Green Satisfaction

This study aims to propose a novel paradigm i.e. Green consumer Satisfaction. The term is defined as a customer who got a sense that his/her consumption of the product was friendly to the environment and a goal or an objective for the sustainable environment was achieved. The consequence of consumption is that the “green” needs of a customer are overwhelmed by performance, thus requiring environmental protection laws and desire of the society to stay sustainable [10].

Previous research has defined “green satisfaction” as a consumption fulfilment which is accompanied with a sense of pleasure rooting from the customer’s desire for sustainable environment and green needs. [11] has defined four items for measuring green satisfaction: a) Customer is satisfied about buying a product because of the manufacturer’s commitment to environmental cause; b) Customer thinks that due to the brand’s performance on environmental front, it is a right thing to buy that brand’s product; c) customer is happy to buy a product due to the company’s environmental friendly policy; d) Overall, buying this brand’s products brings a sense of satisfaction because of its environmental concerns.

2.2. Green Corporate Image

The idea of corporate identity is well curated in academic literature. Currently, Corporate image can be defined as the common impression of firm in the eyes of its major stakeholders. Thus, as the name suggests, Green Corporate Image is concerned with the environmental concerns and ideas of the firm as perceived by the stakeholders. Although, the importance of Corporate image is known and there has been an ever-increasing

concern on the impact of environment of the firm's activity, Green Corporate Image has received much less attention in the literature as compared to Corporate Image. Thus, much research is needed to be done on how organizations can incorporate green practices to alleviate environmental issues and improve their image in terms of loyalty and concern of the environmental cause [12].

The Corporate identity of firm is now tightly and directly linked with its environmental policy. Since the firm's environmental validity is based on its perceptions, executives can work greatly on the validity of firm's environmental legitimacy by devising and implementing "green-rich" policies [13].

It is quite evident from the literature that Green corporate image of the organization is extremely important, especially for some industrial settings. Thus, a valid Green corporate image will shine brightly as a proof of company's commitment towards environmental cause and stakeholders will be confident in firm's good reputation and profitability [14].

2.3. Green Marketing

[15] has proposed that the crucial difference between traditional and green marketing is that in the later, values and principles for environmental protection are always kept in mind while marketing in order to satisfy the cultural and consumer demands. [15] elaborated further that green marketing is focussed on cost-benefit relation decorated with an environmental protection overtone while traditional marketing is always self-centred. [16] has defined concisely that any exchange or activity which is intended to facilitate human needs and demands with minimal deterioration of natural environment is called green marketing. Based on the available marketing literature, researches have defined green marketing as implementation of mix factors which are considered to be green in that they cause minimal degradation of the environment while maintaining a balance in supply-demand of the customers. In this research, Green marketing is being measured by marketing mix elements; researcher is going to focus on 4P elements included in product category: Product, price, place and promotion [17].

2.4. Green Supply Chain Management

GSCM means incorporation of environment friendly policies in supply chain management, which covers a broad spectrum of product design, manufacturing processes, raw material selection, final delivery of product and safe disposal after use. GSCM doesn't consider environmental friendliness alone, rather it also takes business logic and other value drivers into account. Different researches have proposed different operational theories for GSCM. [20] has proposed Green supply management in terms of green manufacturing, green

purchases, green designs, green recycling and green distribution of the product. Other important factors which are included in GSCM include: eco-friendly design, customer satisfaction, internal environment maintenance and cost recovery. Similarly, studies have described five major categories for management: a) green design; b) friendly sourcing; c) green manufacturing process; d) eco-friendly distribution; e) reverse logistical supplies. Scholars have divided GSCM practices into intrinsic and extrinsic green practices [19]. Similarly, researches have described green practices as internal and external green practices. On the basis of these studies, we have used this framework in order to functionalize GSCM. The rationale for the selection of these practices is following: 1) such practices are considered to play vital role in minimizing the deteriorating impact on natural environment by organizing supply chain; 2) all of these factors have been abundantly quoted in the academic literature; 3) these practices tend to cover the entire spectrum of internal and external dimensions 4) Such practices can easily be implemented in both the developed and developing countries [18].

2.5. Green Corporate Image and Green Satisfaction

In market, where delicate product quality features are highly difficult to resolve, brand image plays a crucial role in marketing. This image includes the symbolic link of the brand to some specific feature of the product as well as the mental image of the brand in the mind of customers directly linking itself to the offering. In addition to this, brand image also includes its perception as reflected by the brand ambassadors for valued customers. Thus, it is concluded that brand image has experiential, symbolic as well as functional role in marketing. This study has introduced the term "green brand image" as a set of perceptions in the mind of customers which are directly linked with the company's friendliness and commitment to the environmental cause [21].

Satisfaction is defined as post-consumption positive evaluation of the product or a pleasurable fulfilment of the consumption-related desire. Thus, the overall pleasure perceived by the customer on fulfilment of specific desires, needs or expectations is called as satisfaction. Hence, the novel term "green satisfaction" is concerned with the fulfilment of customer's environmental expectations, needs and desires [22].

A firm that invests heavily in improving its brand image not only avoids the cataclysmic environmental backlash from the public, but it also improves its chances of creating satisfaction in customers related to environmental cause and needs. Since brand image is translationally linked with customer satisfaction, many studies have shown a positive relation between image and satisfaction. The above discussion follows, the greener the brand image

is, the higher are its chances to generate pleasure in consumption-related customers having environmental concern [23].

Therefore, it is hypothesized that:

H1: Green Satisfaction and Green Corporate Image are in significant relationship to each other.

2.6. Green Marketing and Green Corporate Image; Green Satisfaction

In order to re-enforce the corporate image of the organization, green marketing activities of organization plays very important role. The image of the organization is portrayed in response to the needs of the society. It is because the strong confidence is developed among customers through the green activities of organization. The confidence developed is in terms of performance of business, achievements and products of the organization [24].

In terms of issues of environment, customers have very high level of involvement as customers are very conscious about environmental changes occurring since few decades. Environmental attitude of the customers is highly influenced by the environmental knowledge and its variation of knowledge. As a result, organizations that communicate with customers regarding green products through advertisement get more satisfied customers. It is because the trend of green marketing is increasing and people organizations adopting green marketing are becoming successful. Moreover, customers are now eco-friendlier and wants to be associated with the products that are environment friendly [25].

Therefore, it is hypothesized that:

H2: Green Marketing and Green Corporate Image are in significant relationship to each other.

H3: Green Marketing and Green Satisfaction are in significant relationship to each other.

H4: Green Corporate Image mediates the relationship between Green Marketing and Green Satisfaction.

2.7. GSCM and Green Corporate Image; Green Marketing

It is undeniable fact that the basic reason of green concepts is to increase sustainability of environment. Therefore, the organizations are adopting more green concepts. The environmental pollution along with production costs can be reduced by GSCM. Moreover, customers will be more satisfied, develop more positive image of the product and image as organizations become more environmentally friendly. The basic sense of green idea is to develop techniques and innovations through which the environmental sustainability can be developed. Customers recognize it in the form of CSR and green manufacturing. Additionally, the environment gets more sustainable, products can easily recycle, and waste

production can be reduced. Researchers also confirms that eco-friendly activities of the organization on the corporate image and green supply chain [26].

The allocated resources of organizations are highly coupled with SC. Therefore, decision making process of the organization is also dependent upon the SCM activities of organization. Therefore, the link among marketing and SCM cannot be ignored [27]. for instance, a number of researchers viewed and tried to explore the link among activities of SC and marketing activities. Integration of GSCM with the customers need and green marketing was the basic question of research for a number of scholars. The basic objective of these studies was to find the green needs for the satisfaction of customers. The findings of these studies found that it is key for the organizations to adopt green marketing strategies [28].

Hence, it is hypothesized that:

H5: GSCM and Green Corporate Image are in significant relationship to each other.

H6: GSCM and Green Marketing are in significant relationship to each other.

H7: Green Marketing mediates the relationship between GSCM and Green Corporate Image.

2.8. Theoretical Framework



3. Methodology

Quantitative method with cross-section design is used in this research. This technique is about quantifying relationship among under observation variables, the hypothesis has been derived from reviewed literature and followed by cross-sectional survey. This inspection is equated with a list of questionnaires through random sampling system. To simplify from the sample to the population, this research employs a random selection procedure to make sure that sample is true representative of the observed population. Therefore, a survey method using questionnaire as the instrument for data collection is found to be more appropriate for this study. The sample selection process from the numbered list of all the observed data uses an arbitrary number in the table of random numbers provided by computer program. The number indicated firms correspond assigned to any of the firm in the population, then that firm is included in the sample. The table with 550 random numbers was generated with a random number generator. The data was collected from the customers of dairy industry of Indonesia. The response rate is 57.5 percent.

For testing the hypothesis and analysing the data, researchers use different data analysis techniques

statistical tools and procedures. In this study for data analysis we have adopted the Partial Least Squares Structural Equation Modelling (PLS-SEM) approach. This analysis is under positive assumptions of linearity, homoscedasticity, non-autocorrelation, and non-multicollinearity. This research follows some assumptions as bellow mentioned, to make sure that the technique meets such assumptions. SEM-PLS is used in this research. SEM-PLS means Structural equation model-Partial Least Square. It is used for numerical and statistical analysis and hypothesis testing. The substitute approach of Structural-equation model like covariance structure analysis which is CSA SEM. CSA-SEM is well known to be the first creation of regression-based approach with skills to estimate parameters of structural equation model through minimized covariance matrices. Second generation is PLS-SEM which is estimating partial model relationship. This estimation is through maximizing the discrepancy with an attractive succession of partial least square. This implies PLS-SEM is more pertinent for application where well-built assumption of multi-variant normality can't be completely met [29].

4. Results and Discussion

The next step was the assessment of inner and outer model after screening and checking data as discussed earlier [31]. In the current study for the evaluation of outer (Measurement model MM) and inner model (structural model SC) we have used PLS-SEM. In simple words we have used PLS-SEM for analysing moderating and direct results of current study. For the determination of casual links between different constructs of theoretical models we have used Smart PLS 3.0 by [30].

For the assessment of MM, we have employed the PLS-SEM before testing the hypothesis. We have followed the stages which were recommended by [32] The construct validity was confirmed with the help of this process. We can also assess the construct validity with the help of discriminant validity, convergent validity and content validity.

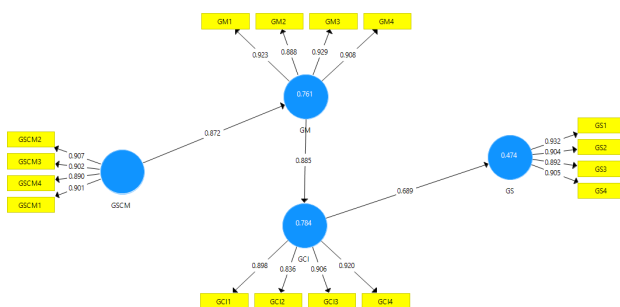


Figure 1. Measurement Model

As per the study of [33], the level at which for the measurement of specific concept coverage a group of variables is known as the convergent validity. They have also stated that we can establish the convergent validity

with testing the following three criteria at a time which are average variance extracted (AVE), composite reliability and factor loadings. Whereas we have examined loadings of all items and confirmed that they are greater than .70 as according to [33], the minimum acceptable value is 0.70.

Table 1. Outer Loadings

	GCI	GM	GS	GSCM
GCI1	0.898			
GCI2	0.836			
GCI3	0.906			
GCI4	0.920			
GM1		0.923		
GM2		0.888		
GM3		0.929		
GM4		0.908		
GS1			0.932	
GS2			0.904	
GS3			0.892	
GS4			0.905	
GSCM2				0.907
GSCM3				0.902
GSCM4				0.890
GSCM1				0.901

In general, we interpret the PLS model in two phases, in first phase we measure the outer model's reliability (Figure 1) and validity whereas in second phase we analyse the structural model by using predictive relevance of model, effect size and R-square. In first stage we have measure the properties of multi-item constructs with the addition of discriminant validity (DV) and Convergent validity (CV). Subsequent to the next stage we have conducted the hypotheses testing by using the method of bootstrapping.

Table 2. Reliability

	Cronbach's Alpha	rho_A	CR	(AVE)
GCI	0.913	0.915	0.939	0.793
GM	0.933	0.933	0.952	0.832
GS	0.929	0.930	0.950	0.825
GSCM	0.922	0.923	0.945	0.810

We can define the content and construct validity as the degree at which projected items measures the construct concept appropriately which they were designed to measure [33]. We have defined it in different way the items which measure a construct must be loaded high at their particular constructs. Though we have considered the items with the help of literature review in detail. All items were loaded correctly in their constructs based on factor loadings. We have presented the measurements content

validity in Table 3 It is very much clear from the table for the confirmation of content validity the factor loadings were accepted from valid number of items.

Table 3. Validity

	GCI	GM	GS	GSCM
GCI	0.891			
GM	0.885	0.902		
GS	0.689	0.639	0.908	
GSCM	0.884	0.872	0.673	0.900

In order to explain further the establishment discriminant and convergent validity of outer model is very important. So, before testing the hypothesis we also ensured the discriminant validity. The degree at which we can distinguish the dissimilar constructs which exhibits that items of constructs are not overlying is known as discriminant validity. In addition to this the DV of measures share the change among all individual constructs, henceforth it must be greater than the change shared between some particular constructs [34].

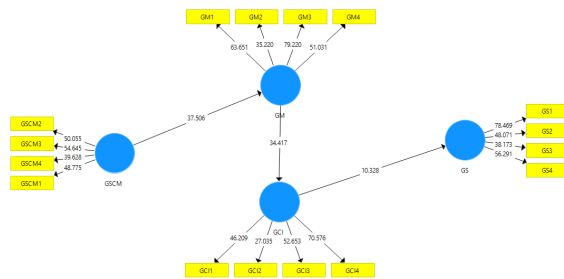


Figure 2. Structural Model

As we have described earlier that after examining the validity and reliability of measurement model the next step is the evaluation of structural model. Which involves the assessment of predictive abilities of outer model and relation among different constructs. As per the recommendation of [30], we must examine the collinearity before the assessment of SM.

Table 4. Direct Results

	(O)	(M)	(STDEV)	(O/STDEV)	P Values
GCI -> GS	0.689	0.690	0.067	10.328	0.000
GM -> GCI	0.885	0.885	0.026	34.417	0.000
GM -> GS	0.610	0.610	0.062	9.859	0.000
GSCM -> GCI	0.773	0.773	0.040	19.269	0.000
GSCM -> GM	0.872	0.872	0.023	37.506	0.000
GSCM -> GS	0.532	0.533	0.059	8.975	0.000

After the determination of MM, the present study has evaluated the SM. In current study for the evaluation of path coefficients significance we have also used the bootstrapping procedure by taking a sample of 5000 bootstraps and 320 cases. In PLS we can determine the significance of path coefficient statistics by using the bootstrapping procedure. In this way the P values have produced the T values of all individual path coefficients.

Table 5. Mediation

	(O)	(M)	(STDEV)	(O/STDEV)	P Values
GSCM -> GM -> GCI	0.773	0.773	0.040	19.269	0.000
GM -> GCI -> GS	0.610	0.610	0.062	9.859	0.000
GSCM -> GM -> GS	0.532	0.533	0.059	8.975	0.000

The R-square value of the current study is above the threshold value (see table 6).

Table 6. R-square

	R Square
GCI	0.784
GM	0.761
GS	0.474

5. Conclusion

In the present era customers are very well aware of their environmental issues. They are satisfied if their consumption needs are fulfilled with no impact to the environment around them. Therefore, it is critical for the organizations to adopt the environmentally friendly activities like green logistics in the GSCM, and green marketing activities to enhance the perception of the customers. For this purpose, current study has examined the impact of GSCM (logistics), green marketing and green image on green satisfaction. The findings revealed that all of the proposed hypothesis is accepted. These findings show that green marketing activities and green logistics play a very important role to enhance the perception of organization which in turn impacts the green satisfaction of customers. The findings fill the gap of limited studies regarding the environmental concerns of supply chain. Moreover, these findings can be used by the

practitioners and policy makers in deriving strategy to enhance the green satisfaction of customer. By this way organizations can make the customers loyal as well.

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