

## Article

# The Green Supply Chain and Its Role in Enhancing Organizational Performance: an Analytical Study of The Opinions of a Sample of Employees at Doha Cement Plant

Ahmed Arrak Abed<sup>1</sup>, Ali Saud Bisheen<sup>2</sup>

1,2 University of Al-Muthanna, College of Administration and Economics, Department of Business Administration

Correspondence: [Ahmed.arrak@mu.edu.iq](mailto:Ahmed.arrak@mu.edu.iq), [ali.altalal@mu.edu.iq](mailto:ali.altalal@mu.edu.iq)

**Abstract:** The current research aims to identify the role of the green supply chain in achieving outstanding performance at Doha Cement Plant. Based on the above, the research adopts a descriptive and analytical approach to the research variables. The research sample consisted of a group of (188) employees at Doha Cement Plant. A questionnaire was used as the primary tool for data collection. The research employed several statistical methods, such as standard deviations, arithmetic means, and structural equation modeling with the help of statistical programs (SPSS.var.29, AMOS.var.26). The current research reached a set of conclusions, the most important of which is that the green supply chain has a significant impact on outstanding performance.

**Keywords:** Green Supply Chain, Outstanding Performance, Organizational

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## 1. Introduction

Due to the rapid progress in industrial and technological development and its negative impact on infrastructure and society in various fields in general, and the industrial sector in particular, these organizations have sought ways to reduce or eliminate negative environmental impacts. The green supply chain represents one of the most effective methods enabling contemporary industrial organizations to mitigate these impacts, from the acquisition of raw materials to the delivery of products to end customers. Organizations also need to focus on their distinct internal strengths to provide added value to customers and achieve strong differentiation, which is directly linked to outstanding performance. Therefore, it has become imperative for organizations to harness their internal capabilities, represented by their human resources, in a way that ensures stability, competitiveness, and the achievement of desired results.

## 2. Research Methodology

### 2.1 Research Problem

The significant waste of natural resources and the widespread phenomenon of irrational disposal of industrial waste into the environment are among the most important challenges facing industrial organizations. Therefore, the research problem is the extent of the company's ability to adopt a green supply chain in its production processes within a competitive framework, and to research and focus on procedures for positively dealing with this waste, which is harmful to the natural environment and humans alike. The research problem can be summarized in the following questions:

1. To what extent is the company's ability to adopt a green supply chain?
2. What is the contribution of the green supply chain to achieving outstanding performance?
3. What is the nature of the correlation and influence between the green supply chain and outstanding performance?

## 2.2 The Importance of the Research

The importance of the research can be summarized as follows:

1. The research gains its importance in terms of the novelty of the variables studied and their significant role in improving organizational performance and maintaining sustainable development.
2. Assisting the company and the research community in identifying and benefiting from the green supply chain.
3. The topic of outstanding performance occupies a fundamental position in the organization, which necessitated a detailed study.

## 2.3 Research Objectives

The green supply chain is one of the fundamental pillars of business organizations that adds value to the organization by focusing on a set of environmentally friendly activities. In addition, the objective is to examine the reality of the researched company's adoption of outstanding performance and how to respond to it.

Fourth: The hypothetical research outline

The hypothetical outline presents the main idea of the research by demonstrating the relationship of impact and correlation between the independent variable, the green supply chain, and the dependent variable, outstanding performance, as illustrated in Figure (1).

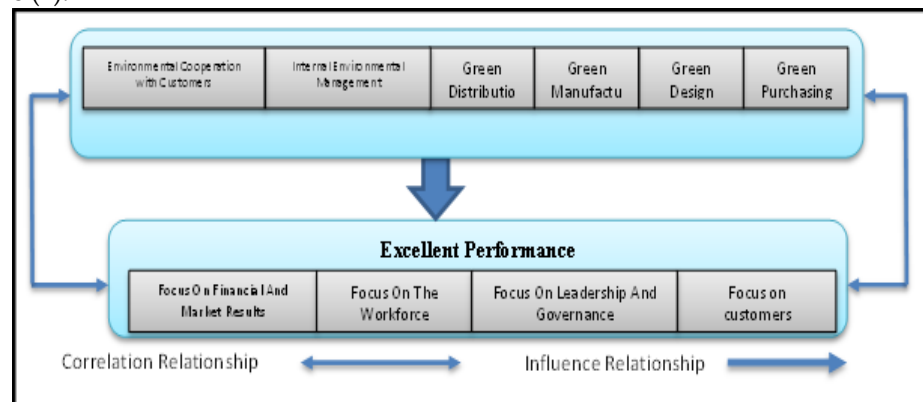


Figure 1. Hypothetical research plan

## 2.4 Research Hypotheses

**H<sub>1</sub>:** There is a statistically significant correlation between the green supply chain (green purchasing, green design, green manufacturing, green distribution, internal environmental management, environmental cooperation with customers) and the dimensions of outstanding performance (customer focus, focus on leadership and governance, focus on the workforce, focus on financial and market results). This hypothesis is further subdivided into the following sub-hypotheses:

1. First Sub-Hypothesis: There is a statistically significant correlation between green purchasing and outstanding performance in all its dimensions.
2. Second Sub-Hypothesis: There is a statistically significant correlation between green design and outstanding performance in all its dimensions.
3. Third Sub-Hypothesis: There is a statistically significant correlation between green manufacturing and outstanding performance in all its dimensions.
4. Fourth Sub-Hypothesis: There is a statistically significant correlation between green distribution and outstanding performance in all its dimensions.
5. Sub-hypothesis Five: There is a statistically significant correlation between internal environmental management and outstanding performance in all its dimensions.

6. Sub-hypothesis Six: There is a statistically significant correlation between environmental cooperation with customers and outstanding performance in all its dimensions.

**H:** There is a statistically significant influence between the green supply chain (green purchasing, green design, green manufacturing, green distribution, internal environmental management, environmental cooperation with customers) and the dimensions of outstanding performance (customer focus, focus on leadership and governance, focus on the workforce, focus on financial and market results). From this hypothesis, the following sub-hypotheses branch out:

1. Sub-hypothesis One: There is a statistically significant influence between green purchasing and outstanding performance in all its dimensions.
2. Sub-hypothesis Two: There is a statistically significant influence between green design and outstanding performance in all its dimensions.
3. Sub-hypothesis Three: There is a statistically significant relationship between green manufacturing and outstanding performance in all its dimensions.
4. Sub-hypothesis Four: There is a statistically significant relationship between green distribution and outstanding performance in all its dimensions.
5. Sub-hypothesis Five: There is a statistically significant relationship between internal environmental management and outstanding performance in all its dimensions.
6. Sub-hypothesis Six: There is a statistically significant relationship between environmental cooperation with customers and outstanding performance in all its dimensions.

## 2.5 Research Limits

### 1. Spatial Limits

The research was conducted on a sample of (362) employees at the Doha Cement Factory. A random sampling method was used to collect the necessary data. The sample size was determined using appropriate statistical methods, and (188) questionnaires were distributed, representing (52%) of the research population.

### 2. Temporal Limits

The study period extended from March 2, 2024, to July 10, 2024.

### 3. Human Limits

The research sample consisted of employees at the Doha Cement Factory, in addition to the factory manager and department managers.

## 3. Conceptual Framework of the Research

### 3.1 The Concept of the Green Supply Chain

The concept of green industries has expanded to include the supply chain, where the transportation and supply system has changed as a result of the addition of logistics services and the use of recycled materials as manufacturing inputs. This, in turn, impacts the supply chain structure, supplier relationships, and operational strategy [1]. The basic principle of supply chain management is the planning, organization, and control of logistics, information, capital, and knowledge along the green supply chain, with the goal of improving resource allocation, maximizing benefits, and achieving environmental compatibility through means such as improving the speed of related activities and the degree of environmental compatibility [2].

[3] defined it as the way innovations in supply chain management and purchasing can be viewed within the context of the environment. [4] define it as the process of integrating supply chain management with green practices to address environmental impacts, from the extraction of raw materials to the final disposal of goods. [5] adds that it is the process of using environmentally friendly supply chain inputs and transforming these inputs into outputs that can be recovered and reused at the end of the product life

cycle, thus creating a sustainable supply chain. [6] defines it as a broad range of activities within the supply chain, including environmental design, green sourcing, green purchasing, green manufacturing, and reverse logistics. [7] explains that it is the process of minimizing the negative impacts of the supply chain and contributing to environmental protection.

### **3.2 The Importance of the Green Supply Chain**

The importance of green supply chain management stems from the increasing environmental degradation represented by the depletion of raw materials, increased landfill waste, and rising levels of air and water pollution, which have placed pressure on business organizations. This is in addition to societal awareness of the resulting climate change [8]. Due to concerns related to the integration of the economy, the environment, and society, researchers view green supply chain management as integrating environmental elements into supply chain management, as well as maximizing overall environmental profits by adopting a life cycle approach across product design, material selection, manufacturing, sales, and recovery. This helps organizations achieve sustainable development and improve their performance [9]

### **3.3 Dimensions of the Green Supply Chain**

The perspective of Solomon & Jeli (2014) was adopted in the dimensions of the green supply chain, as follows:

#### **1. Green Procurement**

The traditional purchasing function plays a supporting role in achieving business objectives. Green purchasing entails a greater focus on environmentally conscious practices, including resource reduction, waste elimination, reuse, recycling, purification, and material substitution without impacting physical assets [10].

#### **2. Green Design**

The term green design is widely used in the literature to denote the incorporation of environmental considerations into product design [11]. Green design refers to technological improvements to replace materials or processes that may be harmful to the environment. To design environmentally friendly products, industrial organizations require a high level of cooperation from suppliers [12].

#### **3. Green Manufacturing**

Green manufacturing, also known as green production or environmentally-friendly manufacturing, aims to conserve energy and reduce consumption and control pollution throughout the entire production process through advanced technology and management to reduce pollution and waste [13].

#### **4. Green Distribution**

Green distribution consists of green packaging and green logistics. Packaging characteristics such as size, shape, and materials affect distribution due to their impact on product transport characteristics. Better packaging, along with reorganized loading patterns, can reduce material use, increase warehouse space utilization, and reduce the amount of processing required [14].

#### **5. Indoor Environmental Management**

Environmental management has become a topic of common concern for organizations, governments, and consumers due to rising levels of industrialization [15]. Green management practices help provide an organization with complementary sources of information that can enhance its business and environmental objectives. Adopting green management practices helps improve the organization's image, increase efficiency, improve environmental compliance, achieve cost savings, increase community commitment, reduce carbon emissions, and more [16].

## 6. Environmental Collaboration with Customers

Customer demands have become one of the most important external pressures facing organizations in seeking more sustainable solutions. Therefore, the environmental characteristics of products and services must meet customer requirements, as their purchasing decisions are influenced by the organization's environmental reputation [17].

### 3.4 Distinguished Performance

Industrial organizations differ from other organizations only in the nature of their activities and the resulting technologies, techniques, and specialized expertise that vary depending on the nature of those activities, the type of products, and the accompanying exchange of influence with the external environment [18]. Through the overlap between success and performance mentioned above, the success of an organization is effectiveness and efficiency. We can define the success of an industrial organization as a function of its successful performance [19]. [20] defined it as successful leadership and management that understands the organization's purpose and what is happening in the business **environment**, anticipates events, and confronts reality with a long-term perspective. [21] indicated that it is the organization's ability to achieve its long-term goals by keeping pace with developments and emerging needs, adopting values, a philosophy, and goals that enable it to implement its strategic plans, and working to align its goals with those of its employees. [22] defined it as management's ability to select situations that achieve superior success for the organization and then deal with those situations. [23] stated that it is an organization's ability to survive, adapt, and grow in light of the goals it seeks to achieve. [24] views it as a comprehensive concept that represents the ability of industrial organizations to achieve their long-term goals and aspirations, while also adapting to emerging conditions and developments that may pose a challenge to the continuation of their current activities.

### 3.5 The Importance of Outstanding Performance

The importance of outstanding performance as an integrated approach to managing organizational performance lies in the following [22]:

1. Delivering continuously increasing value to customers and other stakeholders, contributing to organizational sustainability.
2. Improving the organization's overall organizational effectiveness and capabilities.
3. Organizational and personal learning.

[18] indicated that building a culture of performance excellence provides a matrix that empowers employees with many aspects and outlets for creativity and innovation. [21] added that outstanding performance contributes to achieving the organization's goals efficiently and effectively.

### 3.6 Dimensions of outstanding performance

Most researchers have agreed to identify four dimensions of outstanding performance, as follows: [25], [26], and [27].

#### 1. Focus on customers

This dimension focuses on how to win customers to achieve long-term success in the market by listening to the customer's voice, building customer relationships, and using customer information to improve and identify innovation opportunities [28] and [29].

#### 2. Focus on the Workforce

Refers to the organization's ability to assess the capabilities and needs of its workforce and build a work environment conducive to outstanding performance. This is achieved by engaging, managing, and developing its workforce to maximize its potential in line with the organization's mission, strategy, and overall business plans [25].

### 3. Focus on Leadership and Governance

This dimension focuses on how the personal actions of the organization's senior management are directed. It also examines the organization's governance system and how it adheres to its legal, ethical, financial, and societal responsibilities and supports its key communities [26].

### 4. Focus on Financial and Market Results

This dimension relates to financial and market results by market segments or stakeholder groups, depending on the organization's business. It also collects data and information about stakeholders and compares results with other competing organizations in the same industry sector [27].

## 4. The Practical Aspect of the Research

### 4.1 Coding the Study Axes and Paragraphs

In order to analyze and interpret the statistical results, and to facilitate the statistical analysis process, the variables included in the study were replaced with a set of symbols and abbreviations. Table (1) provides an explanation of the coding of each variable and each dimension, and the number of paragraphs.

**Table 1.** Description of the questionnaire tool

Variables	Dimensions	Paragraphs	Symbol
<b>Green Supply Chain</b>	Green Design	6	HGD
	Green Manufacturing	6	HGM
	Green Purchasing	6	HGP
	Internal Environmental Management	7	HGE
	Green Distribution	6	HGI
	Environmental Collaboration with Customers	4	HGC
<b>Outstanding Performance</b>	Customer Focus Results	8	ECF
	Human Resources Focus Results	7	EWO
	Leadership and Governance Results	5	ELG
	Budgeting, Financial, and Market Results	5	EBM

### 4.2 Normal Distribution Analysis

Generalizing the study results to the study population is subject to the normal distribution test, which contributes to answering an important question: whether the results reached by the study can be generalized to the study sample population or not. In order to answer this question, one of the normal distribution testing tools must be used, which is reflected in the two most famous tests for this purpose: the Kolmogorov-Smirnov test and the Shapiro-Wilk test, through which the nature of the data trend can be measured. Table (2) illustrates the normal distribution tests.

**Table 2.** Normal distribution tests for study variables

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
<b>HGD</b>	0.152	188	P>0.05	0.938	188	P>0.05
<b>HGM</b>	0.163	188	P>0.05	0.948	188	P>0.05
<b>HGP</b>	0.145	188	P>0.05	0.937	188	P>0.05
<b>HGE</b>	0.134	188	P>0.05	0.912	188	P>0.05
<b>HGI</b>	0.128	188	P>0.05	0.940	188	P>0.05
<b>HGC</b>	0.213	188	P>0.05	0.869	188	P>0.05
<b>GSC</b>	<b>0.078</b>	188	<b>P&gt;0.05</b>	<b>0.9356</b>	188	<b>P&gt;0.05</b>
<b>ECF</b>	0.122	188	P>0.05	0.964	188	P>0.05
<b>EWO</b>	0.145	188	P>0.05	0.952	188	P>0.05

<b>ELG</b>	0.125	188	P>0.05	0.971	188	P>0.05
<b>EBM</b>	0.124	188	P>0.05	0.957	188	P>0.05
<b>EXPE</b>	<b>0.059</b>	188	<b>P&gt;0.05</b>	<b>0.988</b>	188	<b>P&gt;0.05</b>

The results of the normal distribution test indicate that the significant value for both study tests is higher than 0.05, which means accepting the alternative hypothesis, which assumes that the studied sample follows a normal distribution, and rejecting the null hypothesis, which assumes that the studied sample does not follow a normal distribution.

#### 4.3 Stability and reliability of the measurement tool

The purpose of this section is to measure the stability of the assessment tool designed to demonstrate the sample's responses to the study dimensions. Therefore, to measure the stability of the measurement tool, Cronbach's alpha coefficient was used. This coefficient measures the stability and reliability of the questionnaire. This coefficient requires that the extracted value be higher than 0.75 to be highly acceptable and reliable. The table below shows the Cronbach's alpha coefficients for each dimension, for the variable, and for the study as a whole.

**Table 3.** Stability and reliability of the measurement tool

<b>Variables</b>	<b>Cronbach's alpha for the variable</b>	<b>Dimensions</b>	<b>NO.</b>	<b>Cronbach's alpha for dimensions</b>	<b>Cronbach's alpha for study</b>
<b>Green Supply Chain</b>	<b>0.921</b>	Green Design	6	0.912	0.957
		Green	6	0.936	
		Manufacturing			
		Green Purchasing	6	0.917	
		Internal	7	0.925	
		Environmental Management			
		Green Distribution	6	0.902	
		Environmental Collaboration with Customers	4	0.907	
		<b>Outstanding Performance</b>	<b>0.937</b>	Customer Focus Results	
Human Resources Focus Results	7	0.917			
Leadership and Governance Results	5	0.918			
Budgeting, Financial, and Market Results	5	0.972			

The results show that the questionnaire developed to test the response of the studied sample is characterized by high stability and reliability. Through the Cronbach's alpha test for the study as a whole, which amounted to (0.917), it can be said that the developed questionnaire is characterized by high stability and reliability. Perhaps the variable that contributed to this is reflected in the distinguished performance of the studied sample.

#### 4.4 Descriptive Statistics

##### 1. Green Supply Chain Variable

The results of the study, shown in the table below, showed that the mean for the arithmetic mean was (3.45) with a relatively low standard deviation of (0.646). The HGI dimension contributed to strengthening the overall mean for the green supply chain

variable, with an arithmetic mean of (3.70) and a standard deviation of (0.973), while the HGM dimension came in last with an arithmetic mean of (3.30) and a standard deviation of (0.763). From the above, it can be concluded that the sample studied must enhance its ability to care for the environment and strengthen its relationship with customers by designing environmentally friendly products.

**Table 4.** Statistical description of the paragraphs and dimensions of the green supply chain

NO.	mean	S.D	Order of importance	NO.	mean	S.D	Order of importance
HGD1	3.68	0.913	1	HGE1	3.12	1.026	7
HGD2	3.29	0.884	4	HGE2	3.36	0.970	5
HGD3	3.47	0.981	3	HGE3	3.53	0.902	2
HGD4	3.56	0.970	2	HGE4	3.35	0.913	6
HGD5	3.13	0.886	6	HGE5	3.51	0.982	3
HGD6	3.29	0.954	5	HGE6	3.41	0.930	4
HGD	3.40	0.801		HGE7	3.64	1.042	1
HGM1	3.31	1.085	2	HGE	3.42	0.836	
HGM2	3.28	1.130	4	HGI1	3.71	1.015	2
HGM3	3.11	1.043	6	HGI2	3.53	1.060	3
HGM4	3.59	1.002	1	HGI3	3.25	1.303	5
HGM5	3.30	0.756	3	HGI4	3.12	1.004	6
HGM6	3.18	0.758	5	HGI5	3.72	0.807	1
HGM	3.30	0.763		HGI6	3.35	1.120	4
HGP1	3.27	0.806	1	HGI	3.70	0.973	
HGP2	3.72	0.813	3	HGC1	3.23	0.951	4
HGP3	3.71	0.993	2	HGC2	3.48	0.505	2
HGP4	3.71	0.891	4	HGC3	3.41	0.547	3
HGP5	3.31	0.829	5	HGC4	3.72	0.664	1
HGP6	3.41	0.856	6	HGC	3.34	0.318	
HGP	3.52	0.754		<u>GSC</u>	<u>3.45</u>	<u>0.646</u>	****

## 2. Excellent Performance Variable

The results shown in the table below indicate that the overall mean for the arithmetic mean for outstanding performance (EXPE) was (3.52) with a standard deviation of (0.585). Perhaps the results that contributed to strengthening this variable were the results of the (ECF), with an arithmetic mean of (3.62) and a standard deviation of (0.760), while the results of the (EBM) came in last with an arithmetic mean of (3.44) and a standard deviation of (0.782). From the above, it can be concluded that the sample studied must improve its outstanding performance by enhancing leadership and governance outcomes, as well as enhancing budget, financial, and market outcomes. This contributes to strengthening the sample's capabilities in accomplishing the required tasks and facilitating internal operations.

**Table 5.** Statistical description of the paragraphs and dimensions of outstanding performance

NO.	mean	S.D	Order of importance	NO.	mean	S.D	Order of importance
ECF1	4.36	0.603	1	ELG1	3.63	1.016	2
ECF2	3.51	0.982	5	ELG2	3.25	0.948	1

ECF3	3.21	0.977	8	ELG3	3.42	1.090	3
ECF4	3.52	1.006	4	ELG4	3.69	0.906	4
ECF5	3.63	1.043	3	ELG5	3.77	0.951	5
ECF6	3.35	1.100	7	ELG	3.55	0.782	
ECF7	3.51	0.979	6	EBM1	3.43	1.088	4
ECF8	3.85	0.948	2	EBM2	3.32	1.062	5
ECF	3.62	0.760		EBM3	3.63	1.043	3
EWO1	3.21	1.105	7	EBM4	3.74	1.030	2
EWO2	3.63	0.990	6	EBM5	3.34	1.003	1
EWO3	3.32	0.885	2	EBM	3.44	0.872	
EWO4	3.71	0.834	4	<u>EXPE</u>	<u>3.52</u>	<u>0.585</u>	<u>****</u>
EWO5	3.46	0.957	3				
EWO6	3.26	1.010	1				
EWO7	3.71	0.963	5				
EWO	3.47	0.688					

#### 4.5 Study Hypotheses

This section focuses on measuring the correlation between the study variables, by testing the study's main hypotheses and its sub-hypotheses using statistical methods according to the SPSS.V.29 program, while Table (6) shows the correlation matrix.

**Table 6.** Correlation Matrix

	HGD	HGM	HGP	HGE	HGI	HGC	GSC	ECF	EWO	ELG	EBM	EXPE
HGD	1											
HGM	.853**	1										
HGP	.866**	.802**	1									
HGE	.859**	.748**	.816**	1								
HGI	.602**	.465**	.643**	.797**	1							
HGC	.456**	.451**	.448**	.655**	.699**	1						
GSC	.918**	.845**	.906**	.954**	.822**	.669**	1					
ECF	.680**	.665**	.535**	.605**	.435**	.539**	.660**	1				
EWO	.585**	.668**	.559**	.548**	.543**	.583**	.664**	.710**	1			
ELG	.829**	.921**	.723**	.591**	.541**	.571**	.432**	.793**	.441**	1		
EBM	.600**	.924**	.899**	.958**	.697**	.516**	.886**	.329**	.333**	.748**	1	
EXPE	.519**	.491**	.410**	.420**	.352*	.435**	.499**	.715**	.726**	.865**	.713**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed). Sig. (2-tailed)=0.000

N=188

The results shown in the table above indicate a significant correlation between the Green Supply Chain (GSC) and Outstanding Performance (EXPE) of 0.499. Accordingly, a set of points can be drawn based on this hypothesis, as follows:

1. There is a statistically significant correlation between the Green Supply Chain (GSC) and the Outstanding Performance (EXPE) dimensions, ranging from 0.432 for the Leadership and Governance (ELG) results dimension to 0.886 for the Budget, Financial, and Market (EBM) results dimension.
2. There is a statistically significant correlation between the Green Design (HGD) dimension and Outstanding Performance (EXPE) of 0.519, while the correlation with the Outstanding Performance (EXPE) dimensions reversed, from 0.585 for the Human Resources Focus (EWO) results dimension to 0.829 for the Leadership and Governance (ELG) results dimension.

3. There is a statistically significant correlation between the Green Manufacturing (HGM) dimension and Outstanding Performance (EXPE) with a value of (0.491), while the correlation with the Outstanding Performance (EXPE) dimensions ranged from (0.665) for the Customer Focusedness (ECF) results dimension to (0.924) for the Budget, Financial, and Market Results (EBM) dimensions.
4. There is a statistically significant correlation between the Green Procurement (HGP) dimension and Outstanding Performance (EXPE) with a value of (0.410), while the correlation with the Outstanding Performance (EXPE) dimensions ranged from (0.535) for the Customer Focusedness (ECF) results dimension to (0.899) for the Budget, Financial, and Market Results (EBM) dimensions.
5. There was a statistically significant correlation between the internal environmental management (HGE) dimension and outstanding performance (EXPE), representing 0.420. Accordingly, the correlation with the dimensions of outstanding performance (EXPE) ranged from 0.548 for the human resource focus on outcomes (EWO) dimension to 0.958 for the budget, financial, and market outcomes (EBM) dimension.
6. There was a statistically significant correlation between the green distribution dimension (HGI) and outstanding performance (EXPE), equal to 0.352. Accordingly, the correlation with the dimensions of outstanding performance (EXPE) ranged from 0.435 for the customer focus on outcomes (ECF) dimension to 0.697 for the budget, financial, and market outcomes (EBM) dimension.
- 7- There is a statistically significant correlation between the dimension of Environmental Collaboration with Customers (HGC) and Outstanding Performance (EXPE), reaching (0.435), while the correlation with the dimensions of Outstanding Performance (EXPE) ranged from (0.516) for the dimension of Budgeting, Financial, and Market Results (EBM) to (0.583) for the dimension of Focus on Human Resources (EWO).

Fourth: The Impact Hypothesis

The figure below shows the hypothesis of the impact of the green supply chain and its dimensions on outstanding performance. It is noted that the green supply chain and its dimensions contribute to explaining approximately (0.378) of outstanding performance, which requires the sample studied to improve its capabilities by (0.622).

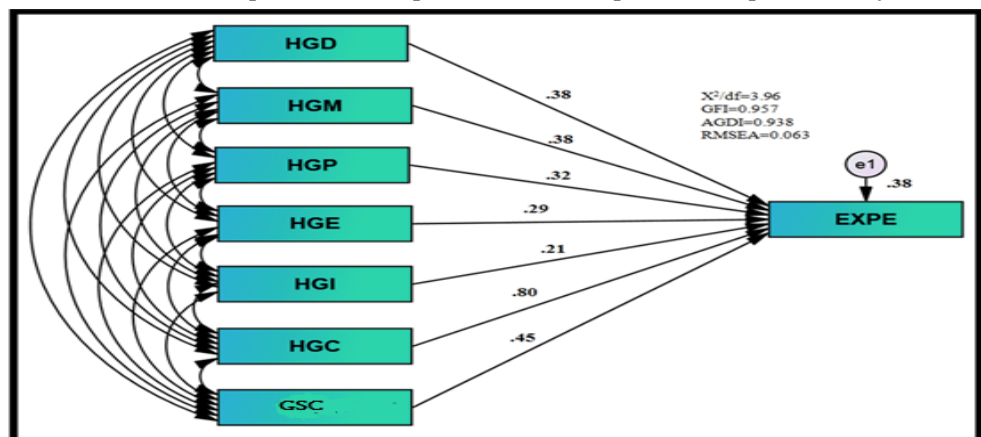


Figure 2. The relationships and dimensions of the impact of the green supply chain on outstanding performance.

Table 7. Standard weights for the relationship between the impact of the green supply chain and its dimensions on outstanding performance

Path	Estimate	S.E.	C.R.	R <sup>2</sup>	P
GSC ---> EXPE	0.452	0.118	3.815	0.378	0.000
HGD ---> EXPE	0.379	0.094	4.025		0.000
HGM ---> EXPE	0.377	0.101	3.738		0.000

<b>HGP</b>	--->	EXPE	0.318	0.107	2.983	0.005
<b>HGE</b>	--->	EXPE	0.294	0.096	3.066	0.004
<b>HGI</b>	--->	EXPE	0.212	0.085	2.496	0.016
<b>HGC</b>	--->	EXPE	0.802	0.250	3.207	0.003

**The results in the table above reveal a number of important points:**

1. There is a statistically significant effect of the Green Supply Chain (GSC) on Outstanding Performance (EXPE), as increasing the Green Supply Chain by one standard weight leads to an increase in Outstanding Performance by 0.452, with a standard error of 0.118 and a critical value of 3.815.
2. There is a statistically significant effect of the Green Design Dimension (HGD) on Outstanding Performance (EXPE), as increasing the Green Design Dimension by one standard weight leads to an increase in Outstanding Performance by 0.379, with a standard error of 0.094 and a critical value of 4.025.
3. There is a statistically significant effect of the Green Manufacturing (HGM) dimension on Outstanding Performance (EXPE), as increasing the Green Manufacturing dimension by one standard weight leads to an increase in Outstanding Performance by 0.377, with a standard error of 0.101 and a critical value of 3.738.
4. There is a statistically significant effect of the Green Procurement (HGP) dimension on Outstanding Performance (EXPE), as increasing the Green Procurement dimension by one standard weight leads to an increase in Outstanding Performance by 0.318, with a standard error of 0.107 and a critical value of 2.983.
5. There is a statistically significant effect of the Internal Environmental Management (HGE) dimension on Outstanding Performance (EXPE), as increasing the Internal Environmental Management (HGE) dimension by one unit leads to an increase in Outstanding Performance by 0.294, with a standard error of 0.096 and a critical value of 3.066.
6. There is a statistically significant effect of the Green Distribution (HGI) dimension on Outstanding Performance (EXPE), as increasing the Green Distribution by one unit leads to an increase in Outstanding Performance by (0.212), with a standard error of (0.085), and a critical value of (2.496).
7. There is a statistically significant effect of the Environmental Cooperation with Customers (HGC) dimension on Outstanding Performance (EXPE), as increasing the Environmental Cooperation with Customers by one unit leads to an increase in Outstanding Performance by (0.802), with a standard error of (0.250), and a critical value of (3.207).

**5. Conclusions**

1. There is a statistically significant correlation and influence between the green supply chain and outstanding performance, which contributes to enhancing the performance of the sample studied through the production of a series of environmentally friendly products. This, in turn, leads to strengthening the green supply chain of the sample studied.
2. The sample studied is interested in producing environmentally friendly products by adopting the principle of green manufacturing, which leads to enhancing environmental cooperation between the sample and customers, in order to create a pollution-free ecosystem.
3. The sample studied is interested in strengthening the organization's internal environmental management and training employees to pay attention to its environmental pillars, in order to contribute to creating positive results in the near future.

4. The sample studied is keen to design products based on weight during storage, reduce production time, and save energy during transportation.
5. The sample studied is keen to implement a program to reorganize manufacturing processes that ensures maximum utilization of available resources in its operations.
6. The sample studied is keen to select suppliers based on their commitment to environmental standards, such as ISO certification.

#### Recommendations

1. The sample studied must develop the capabilities of its employees to create a level of knowledge and enhance their skills in producing green products that contribute to improving the environment.
2. The sample studied must work to enhance its results by focusing on the customer as the starting and ending point of the marketing process. This leads to gaining customer loyalty and improving the sample's profitability.
3. The sample studied must build good relationships with organizations that aim to preserve the environment in order to enhance the environmental role played by the sample studied and enhance customer interest and acceptance of the sample studied's reputation.
4. The sample studied must strive to achieve a balance between financial and market results in order to enhance customer acceptance and maintain its market share.

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