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Influence of Sustainability Practices on Organizational Performance: The Mediating Role of Green Supply Chain

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ABSTRACT

There has been great significance given to environmental awareness and environmental issues in the recent years, where the organisations around the world are turning their attention to abiding by such business practices that are focused on ensuring minimum impact on environment. The organisations have become more aware and conscious of their different business process and their impact on the overall environment. Incorporating of these environmental issues have provided the organisations with better sustainability and long-term sustainability in their performance. Among the most important drivers of economic growth in the Dubai area is oil and gas production, which has a considerable influence on the environment due to the region's industrial activities.

As a result, given the importance of the Dubai region's Oil and Gas business, it is crucial to research and get an understanding of the significance of implementing green supply chain strategies. The study specifically is being conducted with an aim to understand the importance and implementation practices adopted by the oil and gas in the Dubai region with regards to sustainable practices and green supply chain management. The research adopted an exploratory research design where the research was based on mixed approach. The primary data was collected based on survey with a sample size of 211 employees working in the oil and gas sector of Dubai was selected. Sustainable practices have a favorable influence on the oil and gas sector's organizational performance.

1. INTRODUCTION

Increasing industrial attention has been given to supply chain management (SCM) because of strategic planning in supply chain process design, maintenance and operation. Environmental issues, including global warming, reverse logistics, and ecological concerns, have been overlooked by some organizations that have benefited from supply chain management (SCM). As environmental awareness has grown over the last two decades, the term "green supply chain management," or GSCM, has recently emerged [1].

As a result, businesses feel compelled to implement environmental policies across their whole supply chain in order to achieve long-term success. Sustainability and long-term success are intertwined goals that a firm must strive to achieve in order to gain the trust of all of its constituents [2].

Sustainable approaches in business are a great way to achieve sustainable company success, according to [3]. One of the most important components of a sustainable transition is establishing a positive and creative company culture. These cultures help organizations operate better and make the best use of their available resources, all of which contribute to a better environment, economy, and society as a

whole. These achievements, in turn, ensure the happiness of shareholders, customers, employees, the community, and suppliers [4]. Supply chain and operational management practitioners have showed a significant interest in GSCM, which is currently regarded an essential management tool in increasing sustainable performance, especially among manufacturing enterprises owing to environmental consciousness on the worldwide level. All phases of the supply chain must adhere to environmental regulations, according to GSCM [5]. Using environmental management operations with consumers, suppliers, and inside enterprises necessitates the incorporation of green supply chain integration by manufacturers [6], [7]. As a result of this action, the firm's sustainable performance will be improved and inter-firm collaboration and mutual GSCM will be encouraged [8]. According to [9], different nations have distinct environmental challenges. The world's manufacturing industry is the primary source of global waste and resource consumption.

DUBAI's economy is heavily reliant on oil exports and production, making it one of the fastest-growing in the Arab world. The world's environmental organizations are putting growing pressure on the sector. Consider macro and micro environmental factors like the impact of green initiatives on firm performance and sustainability, it is wise to push the green concept into oil and gas industry as quickly as possible to maximize the chance of gaining sustainable performance and overcoming environmental challenges. As a result of the ample supply of crude oil and fossil fuel, many nations' economies have grown faster and their quality of life has improved. In spite of this, the extraction of oil and gas has a substantial influence on society.

An effective integration of all stakeholders, according to stakeholder theory, may increase both the costs and rewards of any endeavor [10], [11]. While the oil and gas sector help Dubai economy flourish, it is also a source of environmental problems that raise the country's overall societal cost. As a result, the functions of CSR are utilized to lessen the consequences of business operations, to improve long-term performance and trust in DUBAI's community.

In the present research, the following questions are to be answered:

1. What effect do sustainable practices have on the oil and gas industry's performance in the DUBAI area?
3. In the Dubai oil and gas business, how can Green Supply Chain Management (GSCM) affect organizational performance by moderating the effect of sustainable practices?
5. What are the best approaches to adopt GSCM in Dubai oil and gas sector to improve its performance?

2. THEORETICAL BACKGROUND

2.1 Sustainable Practices

The author [12] defined Sustainable practices by any enterprise refers to its ability and characteristics to meet the expectations and the needs of customers along with the stakeholders based on long-term, effective and balanced management adopted by the organization with regards to their staff, their awareness by learning and applying appropriate improvements, innovation.

2.2 Organizational Performance

The organisational performance is defined as the management of the operations of the organization that are aligned with the rules and regulations of the country where the organization is operating. Not only as per the governance of the state of operations but also at the global level to ensure their operations as per the agreed ethical and legal considerations of the region [13].

2.3. Green Supply Chain Management

The idea of GSCM is to "limit or dispense with wastages, including dangerous substances, emanations, energy and strong waste along the production network. Furthermore, GSCM is a green drive to further develop cycle and item execution dependent on imperative in ecological guidelines, [14] recommended that GSCM is a creative and serious instrument for authoritative saintainability to diminish natural danger and accomplish both monetary and natural advantages at the same time. Furthermore, the rise of GSCM is to help organizations in being harmless to the ecosystem and elevating a great business system to acquire higher benefit".

3. LITERATURE REVIEW

3.1 Sustainable Practices and organizational

performance

Meeting environmental goals while also providing long-term advantages to the company's shareholders and other stakeholders is what we mean when we talk about corporate sustainability [15]. The long-term value of a company may be measured in many ways, including shareholder and customer satisfaction, social responsibility, and environmental stewardship [16]–[18]. Increasing a company's longevity, enhancing society's capacity to handle big challenges, maintaining itself, and ensuring people can participate freely and have a fair quality of living today and in the future are all part of being sustainable [19]. Improved economic performance may be achieved by implementing methods that enable the organization achieve sustained success in revenue, profit and taxation as well as the welfare of the workforce. According to [20], sustainable supply chain management (SSCM) is beneficial in lowering operating costs, increasing market share, and increasing profitability for businesses. As [21], [22] reported, the financial results, market share, sales volume, and tax returns on investment of a corporation are all positively impacted by GSCM implementations. According to Chen et al. (2007), establishing long-term company success is possible via the use of sustainable business practices.

One of the most critical components of the shift to sustainability is a creative and constructive organizational culture [23], [24]. Organizational performance is enhanced and existing assets are better used, all of which have a beneficial impact on environmental, economic, and social well-being when such cultures are established. Long-term success necessitates the maintenance of environmental, social, and economic sustainability (Chen et al., 2017). With an emphasis on environmental protection, economic prosperity, and social cohesion, in 2001 the European Commission approved a development strategy dubbed SDG 1. SCM's current management style promotes the use of SCM technology to integrate all processes, including manufacturing and procurement, packaging, storage, transportation, byproduct disposal, and consumer consumption, in order to achieve sustainability [25]–[28]. Achieving sustainable social, environmental, and economic performance is the ultimate goal. Evaluation of an organization's sustainable performance is done by looking at the three components of sustainability—the social, environmental, and economic [29], [30].

3.1.1. Economic Sustainability

They were cited by Eweje (2011) as being critical in ensuring company operations function smoothly both now and in the future by adopting a sustainability framework. One of the most important aims for businesses is to ensure that their operations are environmentally friendly. According to [19], [31], "economic sustainable performance is the evaluation of organizational cost reduction, promotes market shares, return on assets, improve income, and profits regarding the economic goals of performance" [32], [33]. Better economic performance has been achieved as a consequence of manufacturing enterprises using GSCM methods. Multiple direct routes of sustainable supply chain management may reach the beneficial economic effect. Previous study by [34] found a significant correlation between economic success and green supply chain strategies among Malaysian certified enterprises.

3.1.2. Social Sustainability

Most green practices are being implemented because of the impact and concern for the environment that consumers have shown via their purchasing decisions [35], [36]. The businesses have a great social duty to take care of their workers and the communities in which they operate. As stated by [37], [38], a firm's socially sustainable performance is measured in terms of employee engagement and social commitment, a healthy work environment, the development of human resources, as well as education and training opportunities [39]–[41]. Consumers' awareness of corporate social performance has led management to explore their role in enhancing social welfare by implementing ethical initiatives inside their firms.

3.1.3. Environmental Sustainability

Human resources, corporate governance, human rights, and the environment are just a few of the many areas that need to be evaluated (Sharma &Ghandi, 2016). SSP is defined as "achievements in producing social welfare (for multiple stakeholders, including suppliers, employees, customers and society) as a consequence of the operational efforts made" (Management is

responsible for all aspects of "social commitment and involvement, social administrative policies, human resource management, and a healthy working environment," according to the statement [42], [43]. Additional responsibilities cited by United Microelectronics Corporation include employee benefits, interactions with coworkers and the general public as well as the improvement of working conditions and the provision of assistance with social issues [44]–[46].

3.2 Sustainable Practices impact on Green supply chain management

Previous research has shown that supplier integration has a favorable impact on the long-term success of a business. When an organization collaborates with its suppliers, it is possible to increase its environmental and economic sustainability [47], [48]. Collaboration with suppliers is also beneficial for the successful development and execution in social contributions of the GSCM. According to a study, the absence of supplier cooperation across manufacturing enterprises would decrease sustainable performance gains [49], [50]. There study stressed the necessity of supplier integration and sustainable performance. The following theories are based on a survey of the literature: integrating suppliers has a huge influence on long-term success Integrating Green Customers and Long-Term Performance UK, US, and Australian consumers are eager to work with manufacturers to meet environmental criteria, as buyers are increasingly likely to choose environmentally friendly goods. Customers are ready to cooperate [51], [52]. Sustainable performance and customer integration were also shown to have a favorable correlation in the research. Customers, it turns out, pay considerable attention to the green aspects of the products and services they buy [53]–[56]. It has a significant impact on an organization's social, environmental, and economic sustainability. Customer participation was proven to be the key to a company's success in the marketplace. Customer integration was shown to be significantly associated with ecologically sustainable performance [57], [58].

A new product's introduction into the market necessitates customer interaction, since the producer is required to properly explain, show, and emphasize the product's green attributes [59]. Bringing together customers and manufacturers may have a significant impact on an organization's long-term viability.

3.3 Sustainable Performance and Green Supply Chain

When we talk about "environmental management methods undertaken inside a corporation," we mean "internal integration". Internal integration, according to [60], is a "degree of integration in the company's combination and improvement of information and internal resources to produce knowledge sharing beyond the borders of specific functions or departments in minimizing and avoiding pollutions" [61]. As GSCM crosses organizational and departmental borders, it need open lines of communication and collaboration to be effective. Environmental management in the supply chain may be improved by better cooperation across departments, according to [62]–[64].

It seems that the most typical challenge is the internal adoption and implementation of environmental measures [65]. In order to execute approaches such as waste reduction and product eco-design customer participation, it is required to have internal coordination structures [66]–[68]. The environmental performance of many firms is being improved by introducing environmental management systems (EMS), departmental EMS, internal EMS reviews, and ISO 14001 certification. In order to achieve long-term economic, social, and environmental success, the complete firm must work together to achieve its objectives. In a study on supply chain management, [69] found that collaboration and cooperation inside an organization improves overall sustainable performance (GSCM) [70]–[74].

Effective internal integration, according to [75], [76], may boost the economic advantages of GSCM adoption over time. Because of the GSCM, companies may take a greater share of the market and earn more money. [77] claim that a lack of internal resources and managerial support is a contributing factor to economic failure [78]–[82]. Environmental sustainability and internal integration have a strong relationship. Environmental management systems (EMS) have been found to have a positive influence on operational performance metrics including waste reduction when applied [83]–[85]. Sustainable

design practice integration in manufacturing increases revenue and well-being of employees as well as profit [86], [87].
Cross-functional collaboration and the presence of environmental specialists among the company's internal processes help to socially sustainable performance, such as a safer working environment and an increase in employee contentment, motivation, and engagement at work [88]–[90].

3.4 Sustainable practices impact on organizational performance with mediating role of green supply chain management

By gaining knowledge about socially responsible performance, a company may fulfill its goal and vision while still remaining competitive in the marketplace. Businesses are taking a closer look at their operational implications because of environmental concerns and ethical considerations [91]–[95]. "A firm's appraisal of the effective use of energy resources, drop in emissions, and slower consumption of dangerous or hazardous materials" is what called ecologically sustainable performance [96], [97].
If a company wants long-term success, that need to establish environmental rules across whole supply chain, and not just inside the company [98], [99]. Corporate operations may now benefit from a strategy of incorporating the concepts of the green supply chain into their daily operations [100]–[102]. The Economic and Social Resource Council (ESRC) has stressed GSCI as the strategic integration of connected firms within a supply chain in order to mitigate the environmental and operational implications of supply chain operations [103]–[107]. With the help of the Green Supply Chain Initiative (GSCI), you can learn how and why green manufacturing methods operate and who you need to collaborate with to put them into practice in your company's supply chain [108]–[112]. This kind of collaboration is also known as supply chain environmental management cooperation. If there is no supply chain integration, this kind of interaction between supply chain participants might be harmed [42], [43]. In the future, it is possible that supply chain integration may facilitate cooperation on environmental challenges [113]–[116]. A "unique concept," the GSCI may be regarded as a company strategy for strategically integrating its supply chains with its customers and internal resources [11], [117].

3.5 Problem Statement and Research Gap

Due to the rise in expectations of the customers and to compete in the global market, companies have started investing heavily in Green Supply Chain management which has become a key component for the success of a firm in developing countries. The rise in the standard of living of people and rapid globalization is bringing threats to Green Supply Chain Management. Developing countries are facing a barrage of information security problems that can cause major threats to the economy of the country if left unnoticed. The effectiveness of the Green Supply Chain can be attained by improving the responsiveness of the business towards customers. In developing countries, small and medium scale industries play a huge part in the economy of the nations. These small-scale industries are now introducing new technology and are adapting to the new changes to facilitate e-commerce and worldwide service. These businesses can gain from developing Green Supply Chain capabilities that help to enhance the overall performance of the organization and gain a competitive advantage over its competitors in the market by reducing the costs, improving customer satisfaction, increasing the quality or standard of goods, better demand forecasting and building good relationships with Green Supply Chain Partners. This makes the Green Supply Chain long-term and user-oriented. Modern oil and gas in developing countries have developed enough to eliminate the problem of security barriers, which allow the Green Supply Chain to achieve more profitability and also provide better customer satisfaction by reducing over-consumption and inventory wastes inside the firm [118]. If the organization loses private details and records, this can negatively affect the business and the decisions of the partners.
In the oil and gas business in the Dubai region, there has been relatively little study done on green supply chain management and sustainable practices. Therefore, this study aims to examine the influence of sustainable practices on organizational performance, while the function of green supply chain management in the oil and gas industry of the Dubai area will be examined.

Research Model

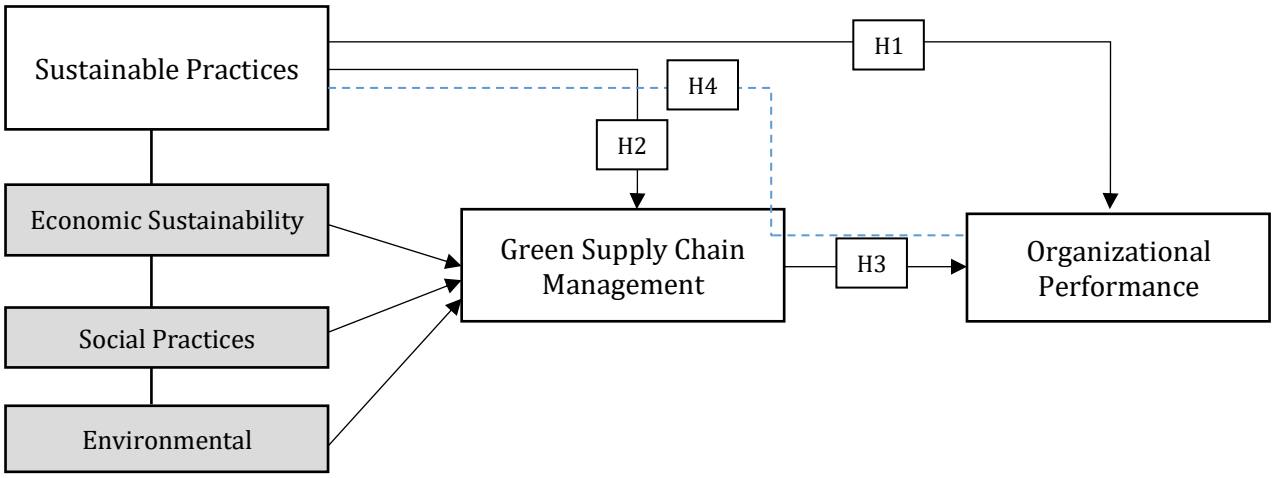

Figure (1)

4. METHODS

Our study employed a quantitative technique and an exploratory design with convenient sampling to investigate the empirical relationship between sustainable performance, green supply chain management, and organizational performance in the oil and gas manufacturing industry in Dubai, UAE. A targeted population of professionals from 11 oil and gas companies participated in the study, with data collected from 211 respondents for subsequent statistical analysis. The survey questionnaire, consisting of 24 items, was distributed to the Management, Research and Development, and Supply Chain Logistics departments of the selected companies. The instrument, a questionnaire developed through Google Survey on a 5-point Likert scale, included 11 items to measure sustainable performance and its dimensions, 6 items for evaluating green supply chain management, and 7 items for assessing organizational performance. The use of this comprehensive survey instrument allowed for an exploration of the relationship between sustainable practices, green supply chain initiatives, and overall organizational performance in the specific context of the oil and gas manufacturing sector in Dubai

5. DATA ANALYSIS

5.1. Measurement Model Assessment

We use the PLS technique to ascertain the reliability of the constructs. Table 1 provides a summary of the measurement model outcomes for several measures, such as average variance extracted (AVE), composite reliability, outer loading, and Cronbach's Alpha. The outer loading should be higher than the indicator weight, or about 0.70. The composite dependability of scale items indicates internal consistency and should be greater than 0.70. Cronbach's Alpha is a metric for reliability that assesses a study's internal consistency if it is more than 0.7. The average variance extracted (AVE) indicator, which must be more than 0.5, indicates the convergent validity of the constructs.

Table 1: Convergent Validity, VIF, CA, CR and AVE

Construct	Items	VIF	Composite Reliability	Chronbach's Alpha	AVE
Sustainable Practices (Economical)	ECO1	1.341	0.822	0.912	0.617
	ECO2	2.425			
	ECO3	1.871			

	ECO4	1.875			
(Social)	SCO1	2.080	0.843	0.887	0.609
	SCO2	1.667			
	SCO3	1.441			
(Environmental)	ENVI1	1.527	0.908	0.804	0.515
	ENVI2	1.668			
	ENVI3	1.506			
	ENVI4	1.463			
GSCM	OS1	1.662	0.885	0.994	0.681
	OS2	1.257			
	OS3	1.528			
	OS4	1.730			
	OS5	1.519			
Organizational Performance	OR1	1.525	0.912	0.846	0.654
	OR2	1.336			
	OR3	1.353			
	OR4	1.359			

We can verify the accuracy of all indicators in Above Table 1 because our data analysis shows that all of the constructs are consistent because they are all over 0.841. Every AVE exhibits convergence validity and is more than 0.708. The Cronbach's Alpha reading for each structure in our analysis is greater than 0.830.

4.2. Discriminant Validity

In the discipline of structural equation modelling, discriminant validity is an essential concept that guarantees the empirical distinction of separate constructs or latent variables in a research model. A particular metric called the Heterotrait-Monotrait (HTMT) ratio of correlations compares the associations between questions measuring multiple constructs against the relationships between items measuring the same construct in order to evaluate discriminant validity. The average correlation between items of various constructions is divided by the average correlation between items of the same construct to get the HTMT ratio. A ratio that is below a specific cutoff point typically recommended to be 0.85 indicates adequate discriminant validity.

4.3. Structural Model

We use bootstrapping with 5000 subsamples and a PLS to assess the quality of the structural model. Figure 2 displays our conclusions about the structural model. Table 3 displays the outcomes of our hypothesis testing. These results demonstrate the validity of each of the explanations listed below for each of our suggested theories.

Table 2: Fornel Larcker Criterion

	Sustainable practices	**Green Supply Chain Management**	**Organizational Performance**
Sustainable practices	-		
Green Supply Chain Management	0.764	-	
Organizational Performance	0.644	0.751	-

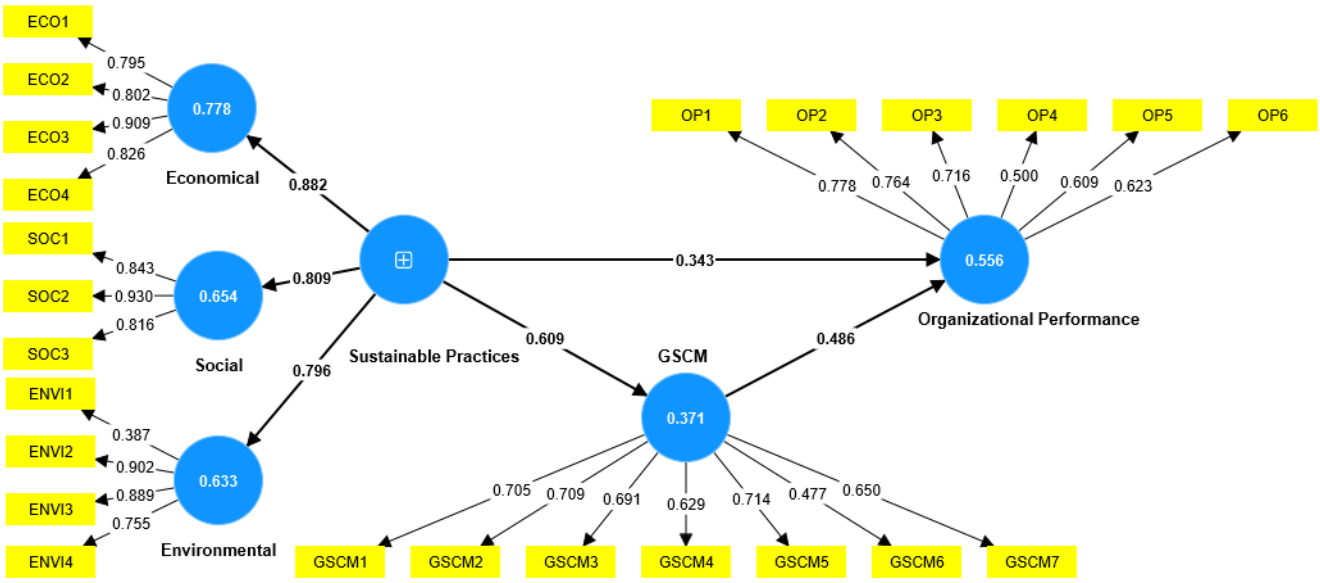

Figure 2

Table 3: Hypothesis Testing Results

Hp	Relationship	β	R^2	F^2	t-value	P-value	Conclusion
H1	Sustainable Practices→Organizational Performance	0.343	0.556	.322	4.65	0.000	Supported
H2	Sustainable Practices→Green Supply Chain Management	0.609	0.371	.143	3.66	0.000	Supported
H3	Green Supply Chain Management→Organizational Performance	0.487		.291	3.17	0.000	Supported
H4	Sustainable Practices→Green Supply Chain Management→ Organizational Performance	0.532		.156	10.04	0.000	Supported

In the above table 2, we present the p-values and before elaborating on this area. Because sustainable practices accounts for 55.6 percent of the variation in organizational performance (β= 0.343, p 0.000), H1 is supported. Sustainable practices explain significant impact on green supply chain management (β= 0.609, p 0.000), supporting H2 of the research. Sustainable practices account for 37.1% of the variation in green supply chain management, H3 is strongly supported (β= 0.487, p 0.000). sustainable practices positively associate with organizational performance with indirect effect of green supply chain management (mediating effect) (β=0.4532, p 0.000) supporting H4.

5. DISCUSSION

The proposed hypothesis of the research was well supported by the quantitative data analysis. In order to answer the research questions, the empirical analysis encouraged to explore and identify the evidences explaining the answers. However, statistical analysis and correlation coefficients, showed a strong and positive relationship between improved organisational performance and the adoption of sustainable practises. The degree to which sustainable practises were incorporated into the organisational structure was positively correlated with key performance criteria, such as financial

indicators, customer loyalty, and staff happiness.
Moreover, the study provides strong evidence supporting the hypothesis that sustainable practices across economic, social, and environmental dimensions have a significant and positive impact on organizational performance. The interplay of these dimensions contributes to a holistic approach to sustainability, fostering resilience, stakeholder relationships, and financial success. As organizations strive for long-term viability, the findings emphasize the necessity of embracing sustainability practices across multiple dimensions for sustained and comprehensive organizational performance.
The results of the study provide strong support for the green supply chain's mediation effect on the relationship between organizational performance and sustainability practices. The adoption of environmentally conscious supply chain methods by organizations has been found to have a favorable influence on performance indicators. The green supply chain serves as a means of converting organizational advantages from sustainability activities into concrete outcomes.

6. CONCLUSION

Organizations around the world are thriving to ensure that they maintain sustainable performance by adopting such strategies and policies that are directed towards the achievement of sustainability goals. As per the findings of the research, it can be concluded that oil and gas industry in DUBAI is striving to ensure that they achieve the standards of sustainable performance through the application and implementation of different technologies like IoT, blockchain and other quality management tools to ensure that their performance is as per the standard sustainable performance.
Sustainable performance by any enterprise refers to its ability and characteristics to meet the expectations and the needs of customers along with the stakeholders based on long-term, effective and balanced management adopted by the organization with regards to their staff, their awareness by learning and applying appropriate improvements, innovation. The findings of the research highlighted that the sustainable organizational performance allows organizations to improve their productivity and also their competitiveness in the industry. The research findings highlighted the importance of sustainable performance related to all three different pillars of sustainability. Megatrends in business are the primary subject of the study. These transformations in the competition are long-lasting and fundamental. There are various elements that may lead to or amplify the process of change, including technical innovation and new methods of conducting business. Financial crises, alterations in the social realities that define the marketplace or the danger of conflict over resources may lead to or exacerbate business megatrends.

- Recommendations

There has been incredible significance given by the modern areas all throughout the world towards the reception of such practices that are supportable. That is, embracing such hierarchical practices that adversely affect the general public and climate. In such a manner, there has been incredible emphasis given to making and executing a GSCM. Therefore, it is recommended that the organisations in the oil and gas industry of Dubai must recognize the different ways through which a successful GSCM organization can be executed in the modern area of Dubai while additionally distinguishing the positive effects that the execution would have on in general benefit, generosity and upper hand of the association.
The combination of Technology application with the green production network rehearses in an eco-development framework can guarantee monetary, activity and natural execution. It is normal that this review can contribute in aiding professionals, Stakeholders and states to answer issues related and the outcomes created through the immense reception of those ecological and mechanical viewpoints, just as supporting the expected positive effects through strategies and green drives. In light of the above assertion, partners' interests call for innovation drive green exercises inside business undertakings the tension on re-modernizing business activity in the modern area is higher than that of different areas like non-energy or retail organizations on account of the risks brought about by modern area exercises.

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