

The Mediating Role of Organizational Learning Capability On Green Distribution and Green Packaging Towards Sustainability Performance as A Function Environmental Dynamism: Indonesia and Malaysia Fishery Industries

A Hutomo¹, M Haizam² and O Sinaga³

¹ Business and Management Faculty, Widyatama University, Jalan Cikutra No.204A, Bandung, West Java, Indonesia.

² Business and Law Faculty, International University of Malaya Wales, Jalan Tun Ismail, 50480, Kuala Lumpur, Malaysia.

³ Department of International Relations, Padjadjaran University Jalan Dipati Ukur No. 35, Bandung Indonesia.

arry.hutomo@widyatama.ac.id

Abstract. This paper analyses part of green supply chain practices created for fisheries industries to moderate environmental dynamism and to implement role of organizational learning capability adoption as mediating on green distribution and green packaging practices across a supply chain towards sustainability performance. It examines green distribution and green packaging adopted in the supply chain as a result of pressures from primary stakeholders. We derive a conceptual framework with underpinning theory. The resulting hypotheses are tested using fishery industries in Indonesia and Malaysia data of 325 samples utilizing primary and secondary data. Finding reveal, a phenomenon with role of environmental dynamism and organizational learning capability adoption have significant effect to enhancing sustainability performance. We will develop an empirical model that can be applied in other sectors to improve performance. Moreover, our results yield insights to green supply chain management practices in optimizing their supply chain performance.

Keywords. Green Distribution; Green Packaging; Organizational Learning Capability; Environmental Dynamism; Sustainability Performance.

1. Introduction

Based on the phenomenon of developed countries, it turns out that the key performance level of multinational companies lies in the ability of the company to cooperate with its business partners with environmental awareness[1],[2] and[3]. According to [1], more specifically refers to the balance in the mind-set called green practices mind-set for a harmonious balance between economic growth and environmental sustainability. The tendency of lack of balance, it can be understood the position of Indonesia and Malaysia as a country with abundant natural resources on fisheries industry that sustain rapid economic growth, which in turn ignoring environmentally sustainable situation [4],[5],[6] and [7]. According to [8], Green distribution not only executed through the processes, but also changing the organizational culture and the commitment and continuity in the implementation. [9] said that Indonesia and Malaysia increasingly aware of packaging recycling and its importance to the environment. Green packaging for products has now emerged in develop countries as global warming



issues and other issues related to environmental pollution have become a problem for many years [10]. Green Distribution practices among industry players have been noticed as one of the critical issues the which are primarily associated with climate change, water pollution, noise, and other environmental features [11]. Recently, environment issue has created immense attention from academic and industrial people. The two play capabilities executed by means of the principles of 4R1D, reviews those are reduce, reuse, reclaim, recycle and degradable [12]. Sustainable and eco-friendly architecture is one of the main aims that humans for creating the ultimate model for all their activities [2]. With green practices (green distribution and green packaging), companies increase environmental impacts and their influences on supply chain operations [3]. We located that the institutional concept and natural-resource-based totally view (NRBV) are two theories which might be extensively carried out in our research area and are appropriate for our purpose [3],[13]. Dynamic environments are characterised through unpredictable and rapid change, which increases uncertainty for people and companies working within them [14]. Previous research advise that the performance of is incredibly depending on the behaviour of their leaders, and that sustainability overall performance is stricken by both transactional and transformational varieties of management [15]. Furthermore, previous research findings suggest that environmental dynamism moderates the leadership–overall performance relationship such that transactional management is most effective when environmental dynamism is low and that transformational management is most effective when environmental dynamism is excessive. These findings are depicted in a moderator model that extends the transactional–transformational management paradigm and provides to our know-how of ways marketers initiate and grow sustainability[14]–[17]. Based on the potential value of the logistics market, the ability use of green supply chain techniques in Indonesia is very large, especially for commodities are perishable (agriculture, livestock and fisheries) that the level of harm estimated at 40% [4],[7],and[18]. According to [19] said that exceptional of infrastructures still on low-stage compare to Singapore and Malaysia and this impact to transportation quality. Indonesia ought to be enhancing excellent port infrastructure [19]. The implementation of the cold chain, there are numerous troubles on each stages or levels of activities inside the supply chain [4],[7],[18],and [20] that degree of the green distribution and packaging, the problem is the availability of capital and lack of learning organizational capacity of green supply chain practices[4]–[6]. Based on some previous research has described relationships are very strong and significant correlation between green distribution and green packaging to sustainability performance, but researchers have hypothesized that environmental dynamism and organizational learning capacity will further improve the relationship in achieving the degree of sustainability performance for the better results, where researchers investigate the gaps in research studies that have not done in previous research studies. Therefore, in this study, researchers will conduct research to analysis whether any mediating effect of Organizational Learning Capacity (OLC) would affect significantly between Green Distribution (GD) and Green Packaging (GP) towards Sustainability Performance (SP) to be influenced also by using Environmental Dynamism (ENDY) as a function moderation variable.

2. Literature Review

Previous research emphasized the relationship between the pressures from the external stakeholders and the extent to which the companies implement environmental-related practices[21]and[22]. Based on underpinning institutional theory, the pressures of external stakeholders of the institutional isomorphic adjustments [23]. According to the literature, consumer pressures, competitor pressures, regulatory pressures, and society pressures [21]–[23]. The natural-resource-based view (NRBV) [23] is an underpinning theory and improving model of the resource-based view (RBV) that relates to the adoption of the strategy. The inexperienced strategies delivered inside the NRBV consist of pollution prevention, product stewardship, and clean technology [24]. Based on this review and evaluation, this research suggests that further application of RBV could enhance the understanding for the manufacturer with regard to the importance of resource allocation and to effectively use the resources in the firm [24],[25]. This research investigates the capabilities of the organization in utilizing its

resources optimally by using the integrated environmental dynamism and organizational learning capacity.

2.1. Green Distribution

Sustainable distribution practices consist of those who reduce carbon dioxide, are economically feasible and will result in a better quality of life for the earth's future population. distribution practices green variety from changing the way distribution facilities and vehicles are powered to imposing extra transparency concerning the surroundings and distribution practices [3],[26]. The storage facility is every other essential issue of green distribution [26],[27]. The garage facility should be capable of shop exclusive categories of substances [26]. Green distribution (GD) is consisting of (1) Eco green labelling of products; (2) Environmental development in packaging. (3) Alternate for greater environmentally friendly transportation [3] and [13].

2.2. Green Packaging

Green packaging (GP) is not only a package deal of widespread performance, however additionally with two primary capabilities including protecting the surroundings and renewable resources [3] and [10]. The improvement of green packaging is (1) to enable packaging of light-weight; (2) recyclable, re-use, biodegradable substances, and (3) to prevent the usage of non-ecological substances [12]. To enhance the green packaging, the government can undertake regulation prohibiting positive packaging substances use, organizing of storage refunds gadgets, drawing up the recycling or reuse of legal guidelines, giving a discount or punishment in tax, restricting over-packaging, founding various studies institutions to assess packing materials, law to sell the recent development of packaging substances and using such measures [3],[13], and [26].

2.3. Organizational Learning Capability

According to [28] define organizational learning capability (OLC) because of the managerial and organizational functions or details that facilitate the organizational studying [29]–[32] or inspiring an organization to study [33],[34]. Four underlying dimensions of organizational getting to know capability: (1) experimentation and hazard-taking; (2) interaction with the outside environment, (3) dialogue; and (4) participative choice making[35]. Awareness of the importance of organizational learning in addressing the demands of organizational sustainability, and particularly subject to the triple bottom line (TBL) sustainability [15],[33]. A definition of sustainability TBL is supplied, collectively with an exploration of the sensible issues relevant to adopting organizational learning in addressing it [31],[33],and [34].

2.4. Environmental Dynamism

The third perspective consists of managerial perceptions concerning those environmental attributes such as dynamism, complexity, and hostility [14],[36]. Environmental Dynamism (ENDY) shows how frequently factors in the environment are changing. Environmental Dynamism (ENDY) can be taken into consideration as an idea similar to environmental turbulence or high velocity environment [14,16]. Another sort of environmental dynamism refers to the quantity of unpredictable change in an enterprise's surroundings[37]. Environmental dynamism (ENDY) can be defined by way of the indicator are (1) Heterogeneous; (2) Speed and comprehensiveness and (3) leadership behaviour (transformational or transactional) [36],[37].

2.5. Sustainability Performance

This complex issue has no straight forward solution, especially considering that sustainability is an intention for all to attain as they are continually trying to reach towards it [3],[38],[39]. Researchers have advocated sustainability performance, inclusive of (1) Financial performance, (2) Environmental performance;(3) Operational performance and (4) Social performance as vital performance signs, the proposed version of green distribution and green packaging and sustainability of overall performance

in a single observe [40]–[43]. Sustainability overall performance in supply chain management (SCM) and including the green concept to it as a way to emphasize the importance of environmental issues[44]. We conclude by suggesting perspectives for future studies in the which the interaction has observed to lead significantly to overall company performance.

2.6. Hypothesis Development

Previous research has explained that there is a positive relationship between green distribution and green packaging on sustainability performance. Based on the results of reviews from several studies rarely found application in fisheries industry where very rarely discuss about perishable food, while the scope is a problem of supply chain is quite dominant Indonesia and Malaysia, based on lack of research and this gap researcher hypothesized as follows:

H1: A Fishery Industries (Indonesia and Malaysia) 's Green Distribution (GD) has a positive impact on its sustainability performance (SP).

H2: A Fishery Industries Indonesia and Malaysia Green Packaging(GP) have a positive impact on its sustainability performance (SP).

The improvement of organizational learning capacity and sustainability performance mediation indicators is discussed separately in the green supply chain management practices, especially green distribution and green packaging. Based on previous research that mediation of organizational learning capacity and moderation of environmental dynamism give significant influence on sustainability performance and organizational performance. Therefore, based on lack of research on the above, the researchers hypothesized as follows:

H3: A Fishery Industries (Indonesia and Malaysia) 's has a significant effect of Green Distribution (GD) on sustainability performance (SP) mediating by Organizational Learning Capacity (OCL) as a function of Environmental Dynamism (ENDY) in the structural model.

H4: A Fishery Industries (Indonesia and Malaysia) 's has a significant effect of Green Packaging (GP) on sustainability performance (SP) mediating by Organizational Learning Capacity (OCL) as a function of Environmental Dynamism (ENDY) in the structural model

3. Research Methods

As shown in Fig.1 proposed the final hypothesized measurement model this study examines the extent to which parts of Green Distribution (GD) and Green Packaging (GP) affect sustainability performance (SP). We investigate the impact of mediating effect of organizational learning capacity towards sustainability performance as a function of environmental dynamism with Smart PLS 3.0 Software. there were confirmed 325 usable respondents for data analysis and model validation. Product Indicator Approach with GD, GP, OCL and SP have been implement to structural model as an interaction effect as shown in Fig.2. The main respondents in this research study are fishery industries in Indonesia and Malaysia that have register to feasibility of fish processing from Southeast Asia Fisheries Development Centre (SEAFDEC)® and EMS certified. Systematic random sampling the sampling frame is first divided into a number of segments called intervals.

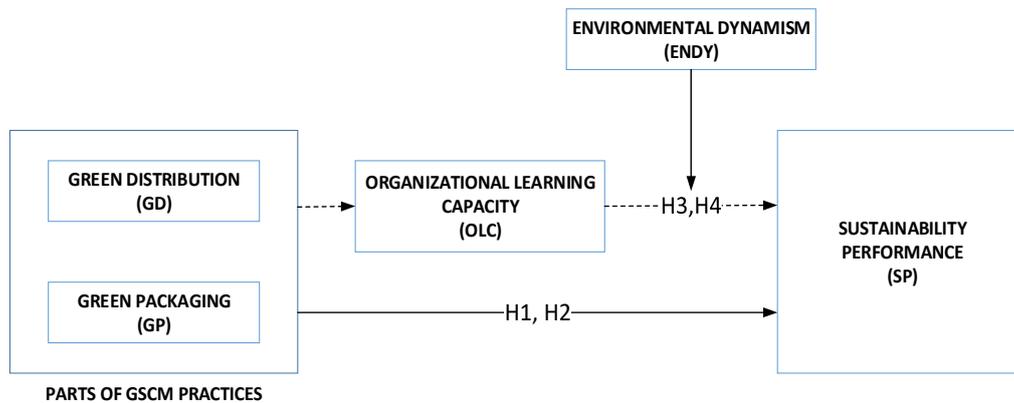


Figure. 1 Conceptual Framework

Then, from the first interval, using the SRS technique, one element is selected. In this research, a systematic random sample relies on some sort of ordering to choose sample all selected manager from each region fisheries industries. The present study used a seven-point Likert scales for measuring all variables in this study. All of their comments and suggestions regarding the clarity, relevance (content/face validity) and consistencies of the questions incorporated into the survey instrument.

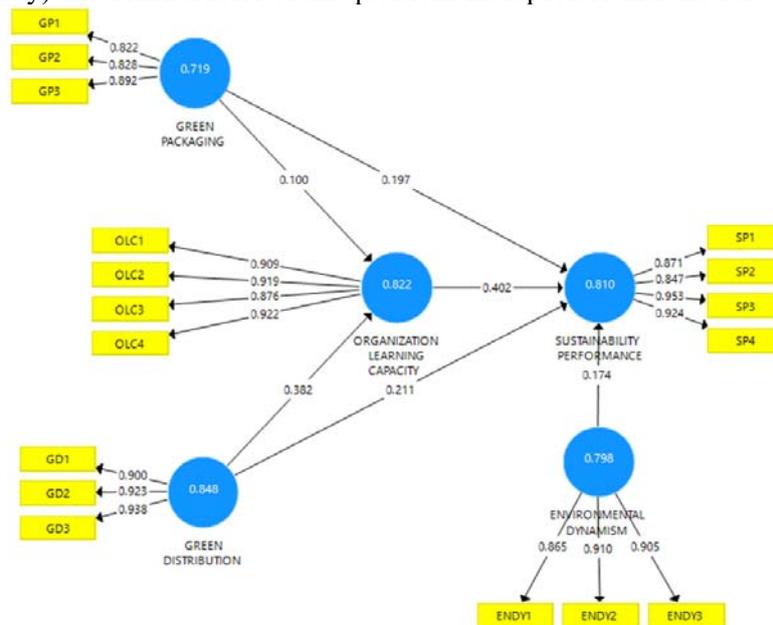


Figure. 2 Interaction Effect

4. Finding, Analysis and Discussion

The researcher evaluates the PLS model based on the prediction orientation which has non parametric properties. The researcher considers that the PLS evaluation model is performed for a "measurement model" or outer model to assess the validity and reliability of the model. The outer model in this study uses reflexive indicators by evaluating through convergent and discriminant validation of latent construct and composite reliability formers and Cronbach alpha for its indicator block [45]. Evaluation structural model or inner model aims to predict the relationship between latent variables. The inner model was evaluated by looking at the percentage of variance described by looking at the R-Square value for endogenous latent construct to test predictive relevance, and average variance extracted [46] for predictiveness by using resampling to obtain stability and estimation.

The discriminant validity test is conducted by the researchers by comparing the square root of AVE for each construct with the correlation value between constructs in the model. Good discriminant validity shown on the square root of AVE for each construct is greater than the correlation between the constructs in the model [46]. Reference [45] expresses the rule of thumb reliability value that the use of Cronbach Alpha to test the reliability of the constructs will give lower value (under estimate) so it is preferable to use composite reliability should be greater than 0.60 - 0.70 is still acceptable for exploratory research adopted from [45]–[47]. Discriminant validity test results from model structure examined that composite that all constructs in the model structure can be considered to have good reliability because they are > 0.70 as shown in Table 1.

Table 1. Cronbach'Alpha, Composite Reliability (CR), and AVE

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
ENDY	0.875	0.922	0.798
GD	0.911	0.944	0.848
GP	0.821	0.885	0.719
OLC	0.928	0.949	0.822
SP	0.921	0.944	0.810

The next step in analysing the structure of the model Rule of thumb for the recommended AVE value must be greater than 0.50 and each cross loading for each variable in the measurement model (> 0.70) means that 50% or more variance of the indicator can be explained [45]–[47]. Researchers noticed that there was a positive influence directly the $GD \rightarrow SP$ (0.214) and $GP \rightarrow SP$ (0.188) *We analysed that the following first and second of hypotheses A Fishery Industries (Indonesia and Malaysia)'s green distribution (GD) and green packaging (GP) have a positive impact on its sustainability performance (SP). With analysis data, Fishery Industries Indonesia and Malaysia that Green Distribution(GD) greater than Green Packaging (GP) impact on sustainability performance (SP).*

Researchers have hypothesized that the role of market is a moderating variable because it shows the interaction between exogenous variables (predictors) and moderator variables affecting endogenous variables [48]. Researchers try to avoid measurement errors being inconsistent and biased from the non-linear relationship arising from MRA coefficients by using latent variables. The Role of market (RM) construct is a moderator and a reflexive exogenous construct hence the choice of method to test the interaction effect used by the researcher is Product Indicator Approach [45],[48]. In this study, measurements and modelling were made by making multiplication between exogenous and moderator variable indicators to form interaction constructs. The researcher examined and evaluated the measurement model or outer model for this case by examining valid and reliable. To test the significance to determine the influence between variables based on the literature [48] recommend to use 5000 resampling numbers in the bootstrapping process. From the results of measurement evaluation can be seen the value of R-Square for variable Sustainability Performance (SP) 0.578 which means that included in moderate category. From the results of the path coefficient above can be seen that all variables turned out to have a significant effect with the value of T-Statistics generated for all variables > 1.96 . This means that all alternative hypotheses are accepted.

With the product indicator approach, for the variable interaction between Green Distribution (GD) mediating by OCL and moderating by ENDY on Sustainability Performance (SP), $GD \rightarrow OCL \rightarrow SP$ obtained by T-Statistic 4.316 (T-Value > 1.96) which means that the variable Environmental Dynamism is a moderator variable or can moderate the relationship between variable green distribution, organizational learning capacity and sustainability performance (SP).

With the product indicator approach, for the variable interaction between Green Packaging (GP) mediating by OCL and moderating by ENDY on Sustainability Performance (SP), $GP \rightarrow OCL \rightarrow SP$

obtained by T-Statistic 4.986 (T-Value >1.96) which means that the variable Environmental Dynamism is a moderator variable or can moderate the relationship between variable green packaging, organizational learning capacity and sustainability performance (SP).

We analysed the following *third and fourth of hypotheses* fishery industries (Indonesia and Malaysia)'s Green Distribution and Green Packaging enhancing by organizational learning capacity as mediating variables towards sustainability performance on GSCM Practices has a moderate effect interaction in the structural model by Environmental Dynamism, means that organizational learning capacity and environmental dynamism as important variable to enhance sustainability performance.

Researchers analysed that GD→SP has a total effect of 0.536 greater than GP of 0.411. Rule of thumb commonly used to assess total effects when the total effect value of the smallest, medium and large is 0.02; 0.15 and 0.35. Based on analysis of data from this evaluation of structural models, the researchers could provide an explanation that the GD→SP (0.536) has a large effect compared GP→SP (0.411) which can be categorized as large effect. Researchers are also trying to analyse the results of the model when the exogenous variables have an effect on the dependent variable, with other exogenous variables, it is said to be an indirect effect. Therefore, the researchers tried specifically reverse logistics indicators to analyse the total effects of exogenous variables specifically by adding direct and indirect effects. One variable may have no direct effect, but it may have an indirect effect as well.

Convergent validity test reflexive indicators with Smart PLS 3.0 program conducted by the researchers to be able to see the value of the loading factor for each indicator constructs. Rule of Thumb is usually used to assess the validity of convergent i.e., the loading factor value (> 0.60 - 0.70) for exploratory research is still acceptable when the Average Variance Extracted (AVE) (> 0.50) [45]–[47]. The entire value of factor loading in this study > 0.70. The highest factor loading value is SP_3 Operational Performance (0.953). From the results of the analysis output can be seen that all the constructs to generate value reflective indicator loading factor > 0.70, which means that all indicators constructs are valid for models studied.

Hence, the researchers conducted an analysis that the interpretation of path coefficient value that existing organization learning capacity and environmental dynamism are significant to increase the independent variable to dependent variable, in this case is sustainability performance. Eco green labelling of products, environmental development in packaging, Alternate for greater environmentally friendly transportation will have a more significant impact when fisheries industry more experimentation and hazard-taking, interaction with the outside environment, dialogue; and participative choice making with attention to some things like heterogeneous, speed and comprehensiveness and leadership behaviour people on doing green practices. This includes implementation of enable packaging of light-weight, recyclable, re-use, biodegradable substances, and prevent the usage of non-ecological substances.

5. Conclusions and Recommendations

That is, the Green Distribution and Green Packaging will have a positive on sustainability performance indicators mediation if it can be applied. So it can be concluded that Organizational Learning Capacity and Environmental Dynamism shows the direct influence of independent variable to dependent variable that is sustainability performance. We concluded that the following A Fishery Industries (Indonesia and Malaysia)'s green distribution (GD) and green packaging (GP) have a positive impact on its sustainability performance (SP). With analysis data, Fishery Industries Indonesia and Malaysia that Green Distribution(GD) greater than Green Packaging (GP) impact on sustainability performance (SP) and then, fishery industries (Indonesia and Malaysia)'s Green Distribution and Green Packaging enhancing by organizational learning capacity as mediating variables towards sustainability performance on GSCM Practices has a moderate effect interaction in the structural model by Environmental Dynamism.

This study concluded that alternate for greater environmentally friendly transportation, eco green labelling of product and environmental development in packing had more enhancing sustainability

performance not only underlying dimension of organizational capability like experiment, dialogue, participative choice to making but also speed, comprehensiveness and leadership behavior also to enhancing sustainability performance at Fisheries Industries. On the other hand, this study concluded that enable packaging of light-weight; recyclable, re-use, biodegradable substances, and keep to prevent the usage of non-ecological substances had more enhancing sustainability performance not only underlying dimension of organizational capability like experiment, dialogue, participative choice to making but also speed, comprehensiveness and leadership behavior also to enhancing sustainability performance at Fisheries Industries in Indonesia and Malaysia.

This study gives conclusions with this research methodology, the impact of mediating of organizational learning capacity on green distribution and green packaging practices towards sustainability performance as a function on environmental dynamism have significant effect. Researchers suggest policy maker can control sustainability performance on fishery and keep maintain organizational learning capacity. Based on the limitations of the present study, it is proposed that further research should consider following areas or aspects: The present study was conducted among Indonesia and Malaysia's countries. The findings may not reflect the overall situations in the state or government owner enterprises sector. As such, further research should be conducted in other organizational culture and environment to examine the generalizability of the findings of this study. The study employed in the present study was the survey method that used a set of questionnaires as measurement scale. All finding not described green supply chain management practices because this research has limitation focus on investment recovery and reverse logistics. In an attempt to examine the existing sustainability process model, this research will propose a build process model. The proposed green supply chain model will address the issues of sustainability, and efficient forward and green supply chain practices. The process model will examine how the sustainability issues can be deal with in an integrated way using knowledge acquisition and green supply chain linkage in fisheries supply chains. Thus, the proposed research will produce additional knowledge, and contribute significantly on the theoretical aspects of green supply chain practices, sustainability supply chain performance controlling by knowledge acquisition and green bullwhip effect. Government, Fisheries Industries and stakeholders can use the model in their policy analyses by looking into the future behavior of particular inputs and outputs. Input and output values rely on existing circumstances of capacity, investment, constraints and dynamic policy. Measuring future behavior in a timely way for various variables is the key to making decisions for better profitability and sustainability. This integrated model can implement in the fisheries supply chain practices in Indonesia and Malaysia at different levels of the supply chain from harvesting until retailing.

In addition, under limitation this research, researchers suggest recommendation for further research that nuanced investigation of environmental contexts that would reason some of those enablers might additionally need to be investigated. Elaboration of the way close geographical proximity affects sub-suppliers' environmental overall performance and how green distribution and green packaging enforcing techniques evolve is also needed. strength have an effect on asymmetries alongside a couple of tier deliver chains need extra research. this is especially vital in some instances (e.g. perishable and non-perishable food) in which sub-suppliers have significantly extra relative strength than direct providers or even focal groups. basic, the have a look at adds to this inchoate subject of multi-tier green supplier management. the various complexities that exist offer opportunities from technological, organizational, relational, and economic views. This have a look at further identifies the significance and need for multi-tier green supplier management investigations.

Acknowledgment

An appreciation is given to the SEAFDEC, Supply Chain Indonesia for their secondary data support and wish to acknowledge of Widyatama Foundation in financial support.

References

- [1] Little JC, Hester ET, Carey CC. Assessing and Enhancing Environmental Sustainability: A Conceptual Review. Vol. 50, *Environmental Science and Technology*. 2016. p. 6830–45.
- [2] Ragheb A, El-Shimy H, Ragheb G. Green Architecture: A Concept of Sustainability. *Procedia - Social Behaviour Science*. 2016; Vol.216(October 2015):p. 778–87.
- [3] Chin TA, Tat HH, Sulaiman Z. Green supply chain management, environmental collaboration and sustainability performance. *Procedia CIRP*. 2015;Vol.26:p. 695–9.
- [4] Adhuri DS, Rachmawati L, Sofyanto H, Hamilton-Hart N. Green market for small people: Markets and opportunities for upgrading in small-scale fisheries in Indonesia. *Marketing Policy*. 2016;Vol. 63:p. 198–205.
- [5] Anderson ZR, Kusters K, McCarthy J, Obidzinski K. Green growth rhetoric versus reality: Insights from Indonesia. *Global Environmental Change*. 2016;Vol.38:p. 30–40.
- [6] Chua SC, Oh TH. Green progress and prospect in Malaysia. *Renewable Sustainability Energy Review*. 2011; Vol.15(6):p. 2850–61.
- [7] Nielsen M, Ravensbeck L, Nielsen R. Green growth in fisheries. *Marketing Policy*. 2014;Vol.46:p. 43–52.
- [8] National Geographic and GlobeScan. Greendex 2014: *Consumer Choice and Environment-A Worldwide Tracking Survey*. Vol. 1, www.globescan.com. 2015.
- [9] Shi X. The future of ASEAN energy mix: A SWOT analysis. *Renewable Sustainability Energy Review*. 2016;Vol.53:p. 672–80.
- [10] Molina-Besch K. A Supply Chain Perspective on Green Packaging Development-Theory Versus Practice, *Packaging Technology and Science*. 2016.Vol.29: p. 45–63.
- [11] Aziz TNAT, Jaafar HS, Tajuddin RM. Green Supply Chain: Awareness of Logistics Industry in Malaysia. *Procedia - Social Behaviour Science*. 2016;Vol.219:p. 121–5.
- [12] Zhang G, Zhao Z. Green Packaging Management of Logistics Enterprises. *Phys Procedia*. 2012;Vol.24:p. 900–5.
- [13] Masoumik SM, Abdul-Rashid SH, Olugu EU, Ghazilla RAR. A strategic approach to develop green supply chains. *Procedia CIRP*. 2015;Vol.26:p. 670–6.
- [14] Ensley MD, Pearce CL, Hmieleski KM. The moderating effect of environmental dynamism on the relationship between entrepreneur leadership behavior and new venture performance. *Journal of Business Venture*. 2006; Vol.21(2):p. 243–63.
- [15] Mat a., Razak RC. The Influence of Organizational Learning Capability on Success of Technological Innovation (Product) Implementation with Moderating Effect of Knowledge Complexity. *International Journal Business Social Science*. 1991;Vol.2(17):p. 217–25.
- [16] Ting H-F. The Moderating Role of Environmental Dynamism on the Influence of Innovation Strategy and Firm Performance. *International Journal of Innovation Management Technology*. 2012;Vol.3(5):p. 13–6.
- [17] Rao P, Holt D. Do green supply chains lead to competitiveness and economic performance?, *International Journal of Operation Production Management*. 2005;Vol.25(9):p. 898–916.
- [18] James SJ, James C. Sustainable Cold Chain. *International: Sustainable Food Processing*. 2013. p. 463–96.
- [19] Hutomo A, Fitridayani R. The Impact Of Perceived Environmental Uncertainty, Supply Chain Performance, and Integrated Domestic Economy: Plywood Manufacturer In Indonesia. *International Journal of Business Management Study*. 2015;Vol.2:p. 198–202.
- [20] Lailossa GW. The new paradigm of cold chain management systems and it's logistics on Tuna fishery sector in Indonesia. *AACL Bioflux*. 2015;Vol.8(3):p. 381–9.
- [21] Zhu Q, Sarkis J, Lai K. Institutional-based antecedents and performance outcomes of internal and external green supply chain management practices. *Journal of Purchasing Supply Management*. 2013;Vol.19(2):p.106–17.
- [22] Zhu Q, Sarkis J, Geng Y. Green supply chain management in China: pressures, practices and performance. *International Journal of Operational Production Management*.

- 2005;Vol.25(5):p.449–68.
- [23] Zhu Q, Sarkis J, Lai K. Examining the effects of green supply chain management practices and their mediations on performance improvements. *International Journal Production Res.* 2011; Vol.50(5):p.1377–94.
- [24] Guang Shi V, Lenny Koh SC, Baldwin J, Cucchiella F. Natural resource based green supply chain management. *Supply Chain Management Int J.* 2012;Vol.17(1):p.54–67.
- [25] Grant R. The resource-based theory of competitive advantage. *California Management Review.* 1991;Vol.33(3):p.114–35.
- [26] Mwaura AW. Green Distribution Practices and Competitiveness of Food Manufacturing Firms in Kenya. *International Journal Economy Commercial Management.* 2016;Vol.IV(3):p. 189–207.
- [27] Deqqaq H, Abouabdellah A. Design of a green distribution network with multiple transportation modes. *ARNP Journal Engineering Apply Science.* 2016;Vol.11(21):p.12354–61.
- [28] Goh S, Richards G. Benchmarking the learning capability of organizations. *Europe Management Journal.* 1997;Vol.15(5):p.575–83.
- [29] Dibella AJ, Nevis EC, Gould JM. Understanding Organizational Learning Capability. *Journal of Management Study.* 1996;Vol. 33(3):p. 361–79.
- [30] Chen G. Management practices and tools for enhancing organizational learning capability. *SAM Advance Management Journal.* 2005;Vol.70(1):4–35.
- [31] Yeung ACL, Lai KH, Yee RWY. Organizational learning, innovativeness, and organizational performance: A qualitative investigation. *International Journal Production Res.* 2007;Vol.45(11):p.2459–77.
- [32] Goh SC, Elliott C, Quon TK. The relationship between learning capability and organizational performance: A meta-analytic examination. *Learning Organization.* 2012;Vol.19(2):p.92–108.
- [33] Smith PAC. The importance of organizational learning for organizational sustainability. *Learning Organization.* 2012;Vol.19(1):p.4–10.
- [34] Dibella a J, Nevis EC, Gould JM. Understanding Organizational Learning Capability. *Journal Management Studies.* 1996;Vol.33(3):p. 319–61.
- [35] Antonacopoulou E, Chiva R. The Social Complexity of Organizational Learning: The Dynamics of Learning and Organizing. *Management Learn.* 2007;Vol.38(3):p.277–95.
- [36] Cingöz A, Akdoğan AA. Strategic Flexibility, Environmental Dynamism, and Innovation Performance: An Empirical Study. *Procedia - Social Behaviour Science.* 2013;Vol.99:p.582–9.
- [37] Azadegan A, Patel PC, Zangouezhad A, Linderman K. The Effect of environmental complexity and environmental dynamism on lean practices. *Journal of Operational Management.* 2013;Vol.31(4):p.193–212.
- [38] Eccles RG, Ioannou I, Serafeim G. The Impact of Corporate Sustainability on Organizational Processes and Performance. *Management of Science.* 2014;Vol.60(11):p.2835–57.
- [39] Saufi NAA, Daud S, Hassan H. Green Growth and Corporate Sustainability Performance. *Procedia Economy Finance.* 2016;Vol.35:p.374–8.
- [40] Kusi-sarpong S, Sarkis J, Wang X. Int . J . Production Economics Assessing green supply chain practices in the Ghanaian mining industry: A framework and evaluation. *International Journal Production Economy.* 2016;Vol.181:p. 325–41.
- [41] Chin TA, Tat HH, Sulaiman Z, Muhamad Zainon SNL. Green supply chain management practices and sustainability performance. *Adv Sci Lett.* 2015;21(5):p. 1359–62.
- [42] Cheng TCE, Farahani RZ, Lai K hung, Sarkis J. Sustainability in maritime supply chains: Challenges and opportunities for theory and practice. *Transportation Res Part E Logistics.* 2015;Vol.78:p. 1–2.
- [43] Vijayvargy L, Thakkar J, Agarwal G. Green supply chain management practices and performance: The role of firm-size for emerging economies. *Journal of Manufacturing*

- Technology Management*. 2017;Vol.28(3):p.299–323.
- [44] Kafa N, Hani Y, El Mhamedi A. Sustainability performance measurement for green supply chain management Vol. 6, IFAC Proceedings Volumes (IFAC-PapersOnline). 2013.p. 71-78
- [45] Chin W. The partial least squares approach to structural equation modeling. *Mod methods Bus Res*. 1998;Vol.295(2):p.295–336.
- [46] Fornell C, Larcker DF. Structural Equation Models with Unobservable Variables and Measurement Error: Algebra and Statistics. *Journal of Marketing*. 1981;Vol.18(3):p. 382.
- [47] Hair JF, Sarstedt M, Ringle CM, Mena JA. An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal Academy of Marketing Science*. 2012;Vol.40(3):p. 414–33.
- [48] Vinzi VE, Chin WW, Henseler J, Wang H. Handbook of Partial Least Squares: Concepts, Methods and Applications. *Methods*. 2010. p. 627.