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The Antecedents of Organizational Performance With Corporate Carbon Management Strategy As Moderation

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Abstract: In recent years, the rapid growth of civilization and industrialization has had a significant impact on environmental sustainability. The rise of human revolution and technological developments aimed at making people's lives more comfortable have indirectly contributed to environmental degradation, thus causing adverse effects on human health. Excessive exploitation of natural resources has drawn public attention to environmental issues both at national and international levels. This study aims to examine the effect of Green Supply Chain Management, Green Intellectual Capital, and Competitive Business Strategy on organizational performance, and to examine whether Corporate Carbon Management Strategy can strengthen the effect of Green Supply Chain Management, Green Intellectual Capital, and Competitive Business Strategy on organizational performance. The type of data used in this study is primary data in the form of financial reports of companies that are used as samples. The research method used in this study is a quantitative research method. The sample was selected using the purposive sampling method. For hypothesis testing, this study uses multiple linear regression analysis. Based on the results of this study, it shows that Green Supply Chain Management and Competitive Business Strategy have an effect on Organizational Performance, but Green Intellectual Capital, have not effect on Organizational Performance. Carbon Management Strategy strengthens the influence of Green Supply Chain Management and Competitive Business Strategy on Organizational Performance and Carbon Management Strategy does not strengthen the influence of Green Intellectual Capital Strategy on Organizational Performance

Keyword: Green Supply Chain Management, Green Intellectual Capital, Competitive Business Strategy, Organizational Performance, Corporate Carbon Management Strategy

INTRODUCTION

In recent years, the rapid growth of civilization and industrialization has had a significant impact on environmental sustainability. The rise of human revolution and technological developments aimed at making people's lives more comfortable have indirectly contributed to environmental degradation, thus causing adverse impacts on human health.

Excessive exploitation of natural resources has drawn public attention to environmental issues both at national and international levels. The existence of business competition and market demand is a challenge for business actors to be able to provide quality products. One of the efforts that companies can make in providing the best products and still paying attention to environmental sustainability is by implementing an environmentally friendly supply chain or what is called green supply chain management. Green supply chain management is a supply chain management practice related to environmental aspects. The existence of green supply chain management is expected to minimize or eliminate waste including hazardous chemicals, emissions, energy, and solid waste in the supply chain. Environmental regulations which are government actions are not enough to implement sustainable business, there needs to be a strategy for all organizations (Ray and Grannis, 2015). Chen (2008), argues that investment in Intellectual Capital (IC) oriented towards environmental protection known as Green Intellectual Capital (GIC) not only fulfills management interests but also competitive advantages. Mårtensson and Westerberg (2016) emphasize the organizational aspect in developing its internal capabilities through the basic principles of environmental strategy aspects. The three main components of GIC are Green Human Capital (GHC), Green Structural Capital (GSC) and Green Relational Capital (GRC). In an effort to improve the performance of the company's organization, the company carries out several business strategies so that consumers are willing to buy and use the products and services produced by the company (Jiang and Chen, 2016). According to Jiang and Chen's research (2016), the company's strategy to increase its superiority in order to improve organizational performance cannot be separated from the corporate customer behavior strategy with their demand for sensitive products. Given the increasing attention to climate change, we seek to investigate the factors that influence organizational performance. Therefore, in this study, we aim to expand the literature by including a new determinant of organizational performance, namely Carbon Management Strategy (CMS). We contribute to the literature by expanding our understanding of the effectiveness of CMS on organizational performance. CMS activities involve incorporating climate change awareness and opportunities into core business policies. Therefore, it is reasonable to assume that companies with better CMS quality will improve organizational performance. Based on this, the researcher aims to assess the impact of Green Supply Chain Management, Green Intellectual Capital, and Competitive Business Strategy on organizational performance by considering the moderating effect of Corporate Carbon Management Strategy because there has been little effort to systematically clarify the impact of Green Supply Chain Management, Green Intellectual Capital, and Competitive Business Strategy on organizational performance and investments made in implementing carbon management strategies generate benefits such as cost efficiency, higher productivity, product differentiation, and increased revenue, thus providing competitive advantages for the Company. We believe that this study will enrich the existing theory on the relationship between carbon management strategies and organizational performance, offering insights and understandings that have been sought by researchers and corporate practitioners.

METHOD

Table 1. Operationalisasi Variabel dan Pengukuran Variabel

Variabel	Dimensi	Indikator	Skala Pengukuran
Y Kinerja Organisasi	1. ROA 2. Economic Performance 3. Social Performance 4.Environmental Performance	1. Above industry average 2. No environmental violations 3. WTP and WWTP values and costs are very small compared to the overall factory value	Ordinal (with Likert Scale 1-6)

		4. Investment in environmental research and development is not budgeted	
X1 Green Supply Chain Management	1. Green Purchasing 2. Green Colaboration	1. Designing products that reduce the use of hazardous materials/components in the manufacturing process. 2. Enforcing specifications on the requirements of purchased components/materials and their impact on the environment to partners/suppliers. 3. Implementing recycling practices for production waste 4. Creating a website related to promoting environmentally friendly products 5. Providing information related to the benefits of using environmentally friendly products	Ordinal (with Likert Scale 1-6)
X2 Green Intellectual Capital	1. Green Human Capital 2. Green Structural Capital 3. Green Relational Capital	1. Employees in this company have adequate competence in environmental protection. 2. This company has a high ratio of environmental management employees to its total employees 3. Customers are satisfied with this company's environmental protection.	Ordinal (with Likert Scale 1-6)
X3 Competitive Business Strategy	1. Human Capital 2. Relationship Capital	1. Protection products and services provided by employees provided by employees 2. Employee productivity and contribution to environmental protection in the Company are better than its main competitors 3. Managers in the Company can fully support employees to achieve environmental protection goals 4. The Company's advantages resulting from environmental activities outperform Most of its competitors	Ordinal (with Likert Scale 1-6)
X4 (Moderasi) Corporate Carbon Management Strategy	1. Process System 2. Technology System	1. The company has a formal department responsible for environmental affairs 2. The company has a formal system of environmental improvement in operations 3. The company formally tracks and reports environmental performance within the company 4. The company regularly tracks, monitors, and shares environmental information within the company	Ordinal (with Likert Scale 1-6)

Data Analysis Methods

Normality Test

According to Ghozali (2020), the normality test is used to determine whether the data used is normally distributed. One way to see normality is to use a histogram by comparing observations with a distribution that approaches a normal distribution. If the data distribution is normal, the line that describes the data will follow its diagonal line. Normality testing in research is carried out using the Kolmogorov-Smirnov statistical test.

Multicollinearity Test

The multicollinearity test is used to test whether the regression model finds a correlation between independent variables. The multicollinearity test is carried out using the tolerance value and Variance Inflation Factor (VIF) (Choiriyah and Damayanti 2020). A good regression model should not have a correlation between independent variables. The basis for making decisions based on multicollinearity is as follows:

If VIF <10 and tolerance> 0.1 then there is no multicollinearity

If VIF> 10 and tolerance <0.1 then there is multicollinearity

Multiple Linear Regression Analysis

The data analysis method used in this study is multiple linear regression. According to (Sugiyono, 2015) Multiple linear regression analysis is used by researchers, if researchers intend to predict how the condition (rise and fall) of the dependent variable (criterion), if two or more independent variables as predictor factors are manipulated. According to Imam Ghozali (2013:98) Regression analysis is used to measure the strength of the relationship between two or more variables, also shows the direction of the relationship between the dependent and independent variables. The accuracy of the sample regression function in estimating the actual value can be measured from its goodness of fit. Statistically, at least this can be measured from the coefficient of determination, F statistic value and t statistic value (Ghozali, 2013)

Hypothesis Testing

According to (Sugiyono, 2018) Hypothesis is a temporary answer to the formulation of research problems, usually arranged in the form of a question sentence. It is said to be temporary because the answers given are only based on relevant theories, not yet based on empirical facts obtained through data collection.

Data analysis in this study was carried out using the Structural Equation Modeling (SEM) method using Partial Least Square (PLS) assisted by smartPLS 3.0 software. The advantage of using PLS is that PLS is a powerful analysis method because it does not assume that data must be on a certain scale and the number of samples is small (Ghozali, 2011) This analysis is used to determine the effect of several independent variables (X) on the dependent variable (Y). Multiple linear analysis was conducted using determination coefficient test, t test, and F test. The regression model in this study is as follows:

$$\mathbf{Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon} \ \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots \ \textbf{(i)}$$

$$\mathbf{Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_1{*}X_4 + \beta_5 X_2{*}X_4 + \beta_6 X_3{*}X_4 + \varepsilon} \ \ldots\ldots \ \textbf{(ii)}$$

Keterangan:

Y = Kinerja Organisasi

α = konstanta

X_1 = Green Supply Chain Management

X_2 = Green Intellectual Capital

X_3 = Competitive Business Strategy

X_4 = Corporate Carbon Management Strategy

ε = error term

Error tolerance (a) is set at 5% with a significance level of 95%

Partial Effect Test (t-Test)

According to (Ghozali, 2018) the t-test is used to determine whether two unrelated samples have different average values and the t-test basically shows how far the influence of one independent variable is individual in explaining the variation of the dependent variable. The t-test is done by comparing the difference with the standard error. The null hypothesis

(H0) to be tested is whether a parameter (bi) is equal to zero, or H0: bi = 0, meaning whether an independent variable is not a significant explanation of the independent variable. The alternative hypothesis (Ha) of a variable parameter is not equal to zero or Ha: bi≠0.
The test is carried out using a significance level of 0.05 (α=5%). Acceptance or rejection of the hypothesis is carried out with the following criteria: Criteria for accepting the hypothesis:

1) If the significant value is <0.05 and tcount> ttable, then H1 is accepted
2) If the significant value is> 0.05 and tcount <ttable, then H1 is rejected

Simultaneous Influence Test (F Test)

According to (Ghozali, 2018) The f statistical test basically shows whether all independent variables included in the model have a joint influence on the dependent variable. To test these two hypotheses, the F statistical test is used:

Quick look: if the F value is greater than 4 then Ho can be rejected at a 5% confidence level, in other words we accept the alternative hypothesis, which states that all independent variables simultaneously and significantly affect the dependent variable.

RESULTS AND DISCUSSION

Validity Test

Based on the validity test, it shows that all the instrument variable results are valid.

Reliability Test

The following are the results of the reliability test of each variable.

Table 2. Reliability Statistics Green Supply Chain Management

Reliability Statistics Green Supply Chain Management	
Cronbach's Alpha	N of Items
,726	6

Table 2. Reliability Statistics Green Intellectual Capital

Reliability Statistics Green Intellectual Capital	
Cronbach's Alpha	N of Items
,824	6

Table 3. Reliability Statistics Competitive Business Strategy

Reliability Statistics Competitive Business Strategy	
Cronbach's Alpha	N of Items
,791	6

Table 4. Reliability Statistics Carbon Management Strategy

Reliability Statistics Carbon Management Strategy	
Cronbach's Alpha	N of Items
,785	5

The results of the reliability test show that the Cronbach's Alpha value is greater than 0.6, so all the variables above are reliable.

Normality Test

The following are the results of the normality test.

Table 5. Normality Test

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			143
Normal Parameters[a,b]		Mean	.0000000
		Std. Deviation	.84524092
Most Differences	Extreme	Absolute	.256
		Positive	.154
		Negative	-.256
Test Statistic			.256
Asymp. Sig. (2-tailed)			.967[a]
a. Test distribution is Normal.			
b. Calculated from data.			

Source: Data processed by Researchers (2024)

Based on the research results, we can see that the significance value (Asymp. Sig. (2-tailed) is 0.967 or greater than 0.05, which means that the data used for this study is normally distributed.

Heteroscedasticity test

The following are the results of the heteroscedasticity test

Table 6. Heteroscedasticity test

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	.404	.630		.483	.630
	GSC	-.293	.059	-.746	-3.280	.761
	GIC	.568	.225	1.599	2.077	.383
	CBS	.671	.082	.812	3.312	.319
	CMS	-.289	.203	-1.694	-2.899	.533
a. Dependent Variable: Abs_RES						

Source: Data processed by Researchers (2024)

From the table above, it can be seen that the significant value of the t-test of all independent variables with Absolute Residual (ABS_RES) is more than 0.05. So it can be concluded that in the regression model of this study there is no heteroscedasticity problem.

Multicollinearity Test

The following are the results of the multicollinearity test

Table 7. Multicollinearity test

Coefficients[a]							
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
Model	B	Std. Error	Beta			Tolerance	VIF
(Constant)	5.291	1.063		4.980	.000		
GSC	.583	.320	.602	5.451	.000	.709	4.391

	GIC	.868	.380	1.838	4.918	.000	.793	4.521
	CBS	.540	.138	-.466	-3.913	.000	.719	4.906
	CMS	.374	.343	-1.138	-4.010	.000	.761	4.019

Source: Data processed by Researchers (2023)

In the table above, we can see that there are no independent variables that have a Tolerance value of less than 0.1 and there are no independent variables that have a Variance Inflation Factor (VIF) value of more than 10. So it can be concluded that there is no multicollinearity between independent variables in the regression model.

Autocorrelation Test

The following are the results of the Autocorrelation test

Table 8. Autocorrelation Test

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.894[a]	.800	.795	.957	1.703

a. Predictors: (Constant), GSCH, GIC, CBS, CMS

b. Dependent Variable: ORG_PERF

Source: Data processed by Researchers (2023)

The Durbin Watson value (d) in the data processing of this research result is 2.103, which means du < d < 4-du, namely: 1.6932 < 1.703 < 2.3068, this result shows that there is no autocorrelation in this research model.

Hypothesis Test

The following are the regression results.

Table 9. Regression Test

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	13.344	9.807		2.425	.016
	GSC	.227	.099	.587	5.323	.000
	GIC	.454	1.279	.151	.120	.805
	CBS	.365	1.169	.487	2.483	.030
	CMS	1.127	.523	1.761	3.063	.000
	GSC*CMS	1.040	.050	1.397	.801	.025
	GIC*CMS	2.321	.321	1.231	4.323	.203
	CBS*CMS	3.321	.231	2.121	3.421	.023

a. Dependent Variable: PRUD

Source: Data processed by Researchers (2023)

Based on the results of this study, it shows that Green Supply Chain Management and Competitive Business Strategy have an effect on Organizational Performance, but Green Intellectual Capital, have not effect on Organizational Performance. Carbon Management Strategy strengthens the influence of Green Supply Chaim Management and Competitive Business Strategy on Organizational Performance and Carbon Management Strategy not strengthens the influence of Green Intellectual Capital Strategy on Organizational Performance

Coefficient of Determination Test (R2)

The purpose of conducting the coefficient of determination (R2) test is to evaluate the extent to which the independent variable is able to explain the dependent variable. The value of this test is between zero and one. If the resulting gain is close to 1, then the independent variable is better at explaining the dependent variable. If the gain is getting smaller, then the chance of the independent variable providing an explanation of the dependent variable is weak. The test results are presented in the following table:

Table 10. Coefficient of Determination (R2)

Model	*Adjusted R Square*
1	0,415

The Adjusted R-Square result is 0.415, which means that the independent variable (Organizational Performance) can be explained by the independent variable, namely 41.5%, while the remaining 58.5% is explained by other variables that are not included in this research.

CONCLUSION

Based on the results of this study, it shows that Green Supply Chain Management and Competitive Business Strategy have an effect on Organizational Performance, but Green Intellectual Capital, have not effect on Organizational Performance. Carbon Management Strategy strengthens the influence of Green Supply Chain Management and Competitive Business Strategy on Organizational Performance and Carbon Management Strategy not strengthens the influence of Green Intellectual Capital Strategy on Organizational Performance.

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