

Impact Of The Green Supply Chain Management Practices On Corporate Image Of Chemical Industries In Jordan

Ruba Risheed Al-Ghdabi, Reham Zuhier Qasim Almomani, Khaled Mohammad Banyhamdan

Abstract: The study came with an objective is to test the Impact of the green supply chain management Practices on corporate image of chemical industries in Jordan, green supply chain management with five Practices (Cooperation with customer, Green purchasing, Green manufacturing, Green design, Green distribution), the population of the study consisted managers of chemical companies in Jordan, 250 managers from different levels were selected to represent the study sample, we received 235 questionnaires valid for statistics , The hypothesized structural equation model was tested using the AMOS software version 20. The results of the study showed that Green supply chain management practices have a direct impact on corporate image, and based on these results the researcher recommends managers and decision makers to implement green supply chain practices that enable the company to obtain many benefits, such as obtaining a company license easily and obtaining funds for investment, and benefit from government tax exemptions.

Index Terms: green supply chain, corporate image, chemical industries, Jordan.

1 INTRODUCTION

Business organizations have become demanding in building relationships with various business parties for their urgent need of information due to the tremendous developments in the business environment. Performance is one of the most important issues for organizations management. Performance reflects the status, progress and achievement of the organization. Academics and managers are keen on performance especially in light of the great challenges, the most important of which are globalization and intense competition for market acquisition, short life cycle of the product in addition to changes in the work environment. The issue of performance improvement remains a problem that calls for research and attention at the practical and academic levels. Organizations are now more vulnerable to different pressures from stakeholders than ever before. Organizations increasingly recognize the importance of corporate image to achieve their goals and stay competitive (Kim and Lee, 2010). The growing interest in building the corporate image is one of the most important reasons for the development of public relations as a science and profession, but building the corporate image is no longer the area of interest of public relations only, but became the area of interest of the management science, Increasingly, managers and leaders need to develop their abilities and skills in dealing with the public, and contribute In building a positive image for themselves and for the organizations they work in.

The study of the corporate image is very important, especially in light of the changes and technological developments in the field of communications and media, here organizations must be aware of the factors relating to the formation of the corporate image, and the most important tools and methods used in the formation of image, as well as studying customers in order to send communication messages that may contribute to the formation of the corporate image among individuals, the most important media is campaigns (Epstein & Fedoroff, 2012), Smith (2006) argues that it is important that an organization distinguishes itself from others in order to be competitive, Kim and Lee (2010) revealed that the corporate image is the observation of organizations that customers keep in their minds, because it enables customers to perceive and evaluate the operations of the entire organization, Miner (1978) defined the corporation image as the customer's perceptions of the organization towards its business. The products offered by the chemical industries, like any other products, require a lot of stages and activities, starting from the extraction of raw material from the ground, then the appropriate treatment for them, packaging and distribution to the end customer, and this is called the supply chains, which is known as the functions or activities and facilities involving the production and delivery of a product, starting with the suppliers of raw materials, and ending with the final customer (Jassim, 2010). In spite of the benefits obtained by chemical companies through supply chains represented by reducing costs, achieving higher profits, and increasing their competitiveness, on the other hand, they negatively affect the environment, As a result, companies face an increase in environmental challenges as a result of the pressure coming from the drivers of change ,such as regulators, shareholders and industrial groups, competitors and voluntary charters, as well as laws and incidents that lead to environmental degradation and resource depletion (Muduli, & Barve (2011). Green Supply Chain Management practices have become a policy tool for many organizations due to concerns of environmental sustainability (Onyinkwa & Ochiri, 2016) Hence, companies began to seriously consider implementing a mechanism by which the achievement of its main objectives of using supply chains in achieving profit and

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competitive advantage, and at the same time taking into account the reduction of environmental damage and the conservation of natural resources, which is called green supply chain management. GSCM has emerged as an important new archetype for organizations to increase profit and market share by minimizing their environmental risks and effects while raising their ecological efficiency (Shang et al., 2010). Jacobs et al. (2010) also suggested that proper implementation of green practices in supply chain can enhance operational, environmental and financial performances. Organizations have to enhance their capability on GSCM activities based on not only emerging environmental regulations but also enthusiastic politics of the companies about environmental practices (Uygun & Dede, 2016). It is a kind of modern management mode that examines the environmental impact and resource efficiency of the entire supply chain, and how to implement green supply chain management in industrial processes (Zhou, 2007). The importance of the study is that it deals with the subject of green supply chain management and its impact on the corporate image of the chemical industries, and contribute to open future horizons in research that deals with the management of green supply chain and corporate image from different aspects, and provide a scientific way that could benefit of scholars and researchers to enhance and direct their research towards related fields of study. The study also seeks to contribute to the preservation of the environment, and reduce the social negative aspects of the companies, with the continuity of companies with low levels of risk, and help those in charge of chemical industries to understand the importance of green supply chain management and its impact on the corporate image.

2 LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1 Corporate image

The corporate image affects the behavior of stakeholders. Organizations are struggling to develop their image for many reasons including: stimulating sales, establishing goodwill, creating employee identity, influencing investors and financial institutions, fostering positive relationships with society and government, interest groups, private opinion leaders and others in order to achieve a competitive situation (Kurdish, 2001). The corporate image is an intangible asset, which gives companies the opportunity to differentiate themselves from competitors in order to maximize their market share and profits, attract new customers, and survive (Sarstedt et al, 2012). The corporate image is defined as the overall impression of customers as a result of accumulated feelings, ideas, attitudes and experiences with the organization, and store it in memory and converted to a negative or positive meaning, and retrieved to reconstruct the image when the name of the organization is heard or evoked in the mind of customers (Kazoleas & Moffit, 2001). Also defined as consumer response to total offers those are associated with the organization name (Nguyen, 2006). Consequently, corporate image is great importance in examining the behaviors of individuals or organizations, where the person in any society dealing with social reality, and recognize it through images and vocabulary and different sources, such as family or friends, or the environment and various means of communication to establish images and meanings in the mind of an individual or group or organizations for a period of time

may be long or short, negative or positive (Tawaleba, 2010). It is clear from the previous definitions of the corporate image that it consists of a set of attitudes, perceptions and experiences resulting from repeated use, which is formed by the customer, and kept in his mind and retrieve it from hearing any information about the company that he deals with, which is difficult to change, and it has an impact on customer Loyalty and satisfaction, and organizational performance.

2.2 Green supply chain management

The modern era witnessed a lot of fluctuations in the field of technology, which reflected on companies operating in all sectors; which requires companies to reconsider the ways of performing their activities to achieve competitive advantage (Zhu et al., 2008). Companies relied on the division of functions and operations into specialized, integrated and consistent business units, and linked by means of communication channels, and the use of new technological tools, so that the company can reduce cost, time and achieve an increase in profits. The information exchange through the supply chain components has become very important; enhance companies to focus on supply chain management to allow better coordination between companies. GSCM has recently drawn much interest from managers and researchers (Kim et al., 2011). Supply Chain Management (SCM) is a strategy that helps organizations move, store, convert and deliver products effectively and efficiently (Sehnm & Oliveira, 2016). Thus, timely response to market needs, and customer expectations, minimizing the level of inventory and cost (Al Gharaybeh, 2016). In this sense, the idea of using supply chains that coordinate and create effective and effective communication between all divisions and processes came through the product stages., from the flow of raw materials to the delivery of the end product to the end user, also supply chain is known as a system or network of units which is directly concerned with the production, assembly, transfer and distribution of goods and services from suppliers to customers within their needs (Al-Enezi, 2012). Despite the huge success of supply chains, and their spread on a large field by companies, they are subjected to many pressures by governments, associations, individuals and environmental bodies, which call for the importance of taking into account the environmental aspect, because of the negative effects on the environment for all stages of the product. The most important of these impacts is the amount of damage they cause to the natural environment through the massive use of environmental resources, high air pollution, the disposal of toxic waste and residues that cause environmental imbalance, this prompted companies to add the green element to supply chains as a new concept, called green supply chain management, Green supply chain management is a new field that tries to complete some of the traditional supply chain weaknesses like environmental efficiency (Mongina, 2015). GSCM follows similar activities but in a way that is more innovative, profitable, widely acceptable, socially and environmentally responsible (Sarkiset al., 2011; Zhuet al., 2012). Green supply chain management (GSCM) is considered as an environmental innovation (Chin et al., 2015). which is often used for a variety of activities in which the organization operates to reduce its impact on the natural environment, including the goal of inventorying waste within the industrial system to conserve energy, prevent waste of hazardous substances in the environment, and recognize the

inappropriate environmental impact of supply chain operations within organization (2009, et al Shalishali). The concept of green supply chain management is a modern approach that is an extension of the concept of traditional supply chain management. The modern concept connects supply chains with the environment, which has resulted in environmental innovation that integrates environmental concerns into supply chain management (Seman al, 2012). A number of definitions of GSCM exist. Green Chain Management is also defined as the unification of environmental concerns through management practices of the supply chain management including activities supporting the production process (Sarkis & Lai, 2011). GSCM may be considered as an important part of the organizational strategy for organizations which willing to become environmentally friendly and socially responsible, to satisfy the customers' demands and to be fit of the legal government requirements (Jain and Sharma, 2014). The green supply chain concept encompasses the implementation of all procedures, processes and policies that include minimizing the negative impacts arising from the activities and processes contained in the supply chains. It also ensures the integration with partners. Green supply chains are one of the modern management models in the supply chain management integration, which shows that efficiency, environmental impact and stay in touch with manufacturers, suppliers, sellers and consumers (Baojuan, 2008). GSCM is defined as a set of practices that comprising many activities starting from the generation of idea and evolving through the design of green product, purchasing, logistics, manufacturing, and managing all kinds of wastes (Mathivathanan et al., 2018). Rostami Fard Et al, 2104 defined GSCM as the green initiative in all stages of production from the purchase of raw materials to the end consumer. Ageron et al.,(2012) defined Green supply chain management as the attainment of many goals such as: economic, environmental, and social in a systematic coordination of key inter-organizational business processes to enhance long-term performance for the organizations and their partners in the supply chain (Ageron et al.,2012) From the above, the definitions of Green Supply Chain Management have agreed that Green Supply Chain Management integrates attention to the environmental dimension. with supply chain activities and processes, reduces negative impacts in all supply chain activities and operations, which include the use of non-hazardous and recyclable raw materials, recycling and manufacturing of products by alternative energy equipment (solar, wind) instead of using petroleum materials that cause environmental pollution, design products appropriately for the environment, and distribute the product through environmentally friendly distribution channels.

2.3 Green supply chain management measurements

Ninlawan et al (2010) noted that green supply chain practices are green purchase, green manufacturing and reverse logistics. Perotti (2012) identified six green supply chain practices, namely green supply, distribution and transport strategies, green storage, reverse logistics, cooperation with customers, and green packaging. Laosirihongthong et al (2013) presented five green supply chain practices: green procurement, environmental product design practices, and environmental design packaging practices, reverse logistics practices, legislation and regulations. Eltayeb et al., (2010)

suggested three GSCM practices (green production, green purchasing and investment recovery). Benard et al (2014) limited to four practices of supply chain which are green purchasing, green manufacturing, reverse logistics, and green marketing. Based on the literature and previous studies, the practices of green supply chains management were determined by five elements as follows: Cooperation with customer. In today's environment, businesses need to go beyond traditional thinking and acknowledge customers as strategic partners for collaborations on greening issues (Saeed et al, 2018). Practices of GSCM may contribute to enhancing organizational performance; achieving full value from GSCM programs requires a significant commitment to developing strong collaborations with various actors (Albino et al. 2014). Customer buys the product in order to obtain a benefit by using it, customer is considered the main basis for the existence and sustainability of companies, so companies must cooperate with customers to produce goods and services that satisfy his needs and requirements, on the other hand, to achieve a benefit for the company through achieving profits from product sales, collaboration between customers and the supply chain coordinates the partnership to produce and distribute goods and services along the chain, reducing overall costs, and meeting customer needs (Al Khattab, 2015). It is clear that the concept of cooperation with customers refers to all activities that seek to develop and improve the environmentally friendly performance and the development of green products (Pishdar et al, 2014). An effective GSCM requires cooperation and collaboration among the GSCM partners, especially with supplier and customer, where profit maximization and increase market share can be obtained and competitive advantage can be enhanced (Kazancoglu et al., 2018). From the above, it turns out that cooperation with customers includes the activities the companies work to involve the customer in all stages of the product manufacturing, through supply, which helps to meet the needs of customers and the manufacture of products according to their wishes, which leads to fill all their needs and requirements and improve the image of the company. Based on the review of the literature, a hypothesis was formulated as follows: Cooperation with customer has a significantly positive effect on corporate image.

Green purchasing

The usual purchase function requires purchasing the raw materials we need for production, regardless of the environmental impacts of the use of these materials. Hence the importance of green purchase, which includes activities that seek to ensure that purchasing materials have desirable characteristics, such as reuse and recycling (Hervani et al, 2005). A green purchase function is not limited to the purchase of environmentally friendly materials, but it is also the task of determining the right vendor and delivery times. Toke et al, (2012) pointed out that green purchase is one of the most fundamental and sensitive behaviors during the management of green supply chains, which include many activities, including vendor selection, material selection, outsourcing, procurement, delivery, scheduling and material management. Based on the foregoing, it turns out that the green purchases constitute all the practices and procedures in which the company operates, to verify the purchased materials that enter the production process, and to preserve the environment. Based on the review of the literature, a

hypothesis was formulated as follows: Green purchasing has a significantly positive effect on corporate image.

Green manufacturing

Normal production processes require reliance on equipment and machinery that result in enormous environmental damage, which uses electricity and oil in its work mechanism, which depletes and wastes natural resources, such as oil and environmental damage, which is centered on the emission of toxic gases that affect society and the environment, companies need to assess and reconsider how products are manufactured properly which do not harm the environment with a view to minimizing the environmental impact of product manufacturing processes (Chen & Chai, 2010). Green production is defined as a means of manufacturing that reduces waste and pollution, reduces the depletion of natural resources, reduces the amount of waste and seeks to reduce materials and use their components again (Das & Satao, 2013). Green manufacturing aims to minimize environmental damage by using appropriate equipment and technology to convert inputs to desired outputs, which includes highly efficient production processes that use inputs with minimal or reduce the environmental impacts, and are associated with the reduction of waste and pollution (Amemba et al, 2013)). We conclude from the above that green production seeks to reduce the negative effects on the environment in the process of making products by reducing the use of raw materials that enter into production, and conserve energy by maintaining machinery and manufacturing equipment, and the use of alternative sources of energy, which improves the image of the company. Based on the review of the literature, a hypothesis was formulated as follows: Green manufacturing has a significantly positive effect on corporate image.

Green design

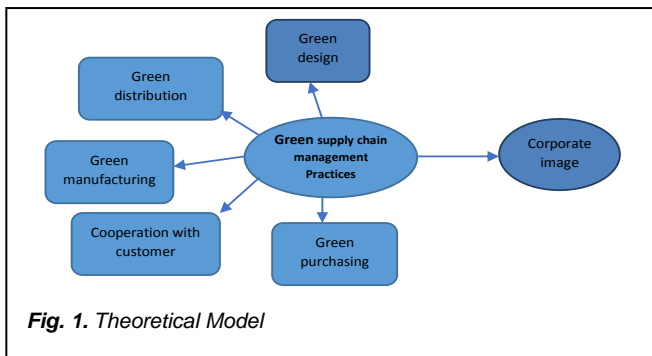
Green design seeks to systematically integrate environmental aspects into product design while maintaining all functional and safety requirements for consumers (Choi & Hwang, 2015). Green design is a modern design area that aims to conserve the environment and, which is defined as a design that seeks to reduce the environmental impacts resulting from product before its production, distribution and use (Al Khattab et al, 2015). In fact, most environmental design of products is due to the fact that companies using this type of process take into account the selection and production of raw materials, which do not harm the environment, and the use of the product by the end user in a safe manner (Starostka, 2015). Eco-friendly design is defined as the product design method taking into account environmental impacts through its entire life cycle, which contains many activities that include packaging and coordination with customers in the green use of the product, disposal of products and cooperation with customers in environmental design (Narasimham, 2012) . We conclude from the foregoing that green design is concerned with identifying the characteristics, qualities and shapes of an environmental nature of the product, in a template that reflects the company's commitment to meet the needs and desires of the customers to minimize the negative effects on the environment in the process of product design, which improves the company's image. Based on the review of the literature, a hypothesis was formulated as follows: Green design has a significantly positive effect on corporate image.

Green distribution

After the product manufacturing, the company works to deliver the product to the customer at the right time and place, through the distribution process, which is concerned with the delivery and transport of the product from the places of production to the places where it is used, at a time and place that is compatible with the user in order to benefit the consumers (Akli and Hussein, 2015). Green distribution is the process of green packaging and logistics, including green packaging properties such as green packaging, size, shape and materials that affect distribution, as well as product transport characteristics (Korir, 2014). From the above we conclude that the green distribution includes the process of taking into account the environmental aspect in the transfer of products to consumers through the use of environmentally friendly means of transport, which works on electricity, which contributes to reduce the negative effects on the environment, such as pollution and energy depletion. The suppliers play an important role in the success of the organization. Green supply chain management has proven that the selection and evaluation of suppliers has become a key factor for the success of many organizations (Chien & Shih, 2007). Suppliers help in the flow of raw materials, which have a significant role in the quality and efficiency of the final product, which requires companies to be carefully evaluating and selecting supplier, to reach the best results (Chang & Hung, 2010). Organizations continuously work to build a network of collaboration with suppliers as a result of the changing environment, and the renewed desires and needs of customers and renewed needs of customers , and to be able to adapt to new environmental developments accompanied by tremendous technological developments and environmental protection systems. For example, companies have developed and grown in the production of environmentally friendly goods and services that led them to environmental cooperation with suppliers, which includes many key activities with suppliers (Eltayeb et al, 2011). Consequently, the selection of suppliers according to environmental performance is one of the most important activities of green supply chains management, because they constitute the starting point of the product manufacturing, which needs to work with a supplier who uses environmentally friendly processes by supporting the supplier in the implementation of green strategies, and conducting education and training activities for suppliers in relation to environmentally friendly activities and thus, obtaining environmentally friendly products along the supply chain activities. Based on the review of the literature, a hypothesis was formulated as follows: Green distribution has a significantly positive effect on corporate image.

3 CONCEPTUAL MODEL

As shown in Figure 1., the study examined the impact of E-CRM on customers' E-loyalty of banks working in Jordan, where E-CRM (the independent variable) are measured by website design, search capabilities, access to information and information quality is positively associated to customers' E-loyalty (the dependent variable).



4 METHODOLOGY

4.1 Population and sampling

The population of the study consisted of all managers of the Chemical and Cosmetics sector in Jordan registered in the three chambers of industry (Amman, Zarqa and Irbid) has amounted to 619 local companies, registering a 3.7% growth. The Chemical and Cosmetics sector has grown and mounted to 688 million Jordanian Dinars approximately (one billion dollars). The sample of the study consisted 250 managers, 250 questionnaires delivered to managers by hand, 235 were valid to statistics.

4.2 Sample characteristics

The sample includes 235 managers (middle and high level) of the Jordanian chemical sector. Male make (140 respondents) 59.57 % of the employee on the other hand; Females respondents represented (95 respondents) 40.42 % of the survey population. The largest group of respondents (90 respondents) 38.29 % were aged 30 – less than 40. The next largest group (80 respondents) 34.04% were aged 40 – less than 50. The next largest group of respondents (40 respondent) 17.02% above 50 years, and smaller groups of respondents were aged less than 30 (25 respondents) 10.63 %. With regard to educational level, people with only diploma make (30 respondent) 12.76 % of the employee. The bachelor degrees holders were the largest group of respondents make (150 respondents) (63.68%). Finally, holders of post-graduate degrees make (55 respondents) (23.54%) of the employee. With regard Experience form 15 yrs. to 20 yrs. (15 respondents) (6.38), from 10 yrs. to 15 yrs. (75 respondents) (31.91 %), from 5 yrs. to 10 yrs. (85 respondents) (36.17%), 5 years and below (60 respondents) 25.53 %.

TABLE 1
SAMPLE CHARACTERISTICS

Variables	Frequency	Percent (%)
1- Sex		
Male	140	59.57 %
Female	95	40.43 %
2- Age		
below 30 yrs.	25	10.63 %.
From 30 yrs. – to 40 yrs.	90	38.29 %
From 40 yrs. – to 50 yrs.	80	34.04%
Above 50	40	17.02%
3- Education Level		
Diploma Degree	30	12.76 %
Bachelor Degree	150	63.68%
Post Graduate studies	55	23.54%
4- Experience		
Form 15 yrs. to 20 yrs.	15	6.38%
From 10 yrs. to 15 yrs.	75	31.91 %
From 5 yrs. to 10 yrs.	85	36.17%
5 years and below	60	25.53 %

4.3 Instruments

The study variables were developed by using measurement scales adopted from prior studies. Modifications were made to suit the population of the study. GSCM practices consist of Cooperation with customers, green manufacturing, green purchasing, green design, and green distribution were adapted from (Chin et al., 2015; Mathivathanan et al., 2018; Benard et al., 2014). Corporate image was adopted from (Kazoleas & Moffit, 2001). Measurements were anchored using Five-point Likert scale, where “5” refers to “strongly agree”, “4” represents “agree”, “3” symbolizes “neutral”, “2” stands for “disagree” and “1” describes “strongly disagree”.

5 STATISTICAL ANALYSIS

5.1 reliability test

Reliability is defined as the extent to which the results are consistent overtime and functions which make the best representation of the study population (Joppe, 2000). The instrument of the research may be considered to be reliable when the study result can be reproduced under a similar methodology; which is the ability of the instrument to be repeatable and replicable, and the measurement stability over time (Kirk and Miller, 1986; Golafshani, 2003). Therefore, the reliability scores are as shown in Table 2.

TABLE 2
CRONBACH ALPHA RESULTS

Dimension	Number of Items	Cronbach Alpha (Items number)
Green design	4	.77
Green distribution	5	.93
Green manufacturing	5	.81
Cooperation with customer	5	.79
Green purchasing	6	.78
Total Green supply chain management Practices items	25	.81
Corporate image	5	.75

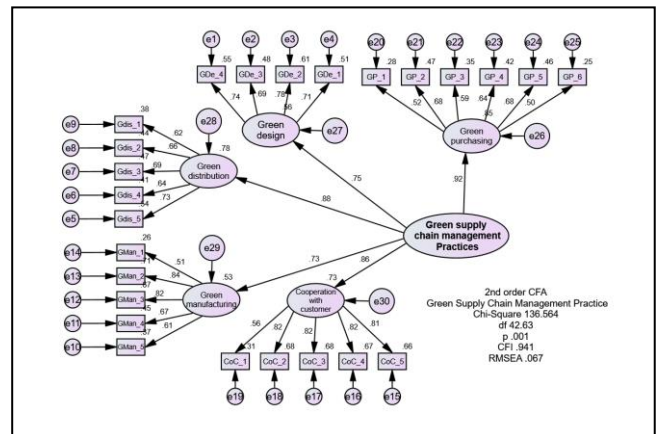


Fig. 2. The second order CFA Green Supply Chain Management Practices (GSCMP)

5.2 Exploratory Factor analysis

We started with exploratory factor analysis (EFA) to make sure about the validation of the items and the proposed five-dimensionality of green supply chain management practices scale. Factor analysis using varimax rotation and principal axis factoring was conducted on 25 scale items. As a rule of thumb, items that do not have significant factor loadings (<0.5), those with significant loadings on two or more factors, and those with low communalities (<0.5) were examined for dropping. The exploratory factor analysis run resulted in grouping of 25 items under 5 factors that had an eigenvalue greater than one, confirming green supply chain management practices with five-dimensional construct. All items had recorded significant loading and communality values (>.5) in the respective dimensions same thing the corporate image confirming with one dimensions with 5 items. Hence, no item was deleted. All the study dimensions possess construct validity and also conform to a reliability criterion of above 0.50 factor loading value. Regarding the green supply chain management practices after we run EFA we reach to the following result, the green supply chain management practices construct have 5 factor (Green design, 4 items, Green distribution, 5 items, Green manufacturing 5 items, Cooperation with customer, 5 items and Green purchasing, 6 items).

5.3 Second order Confirmatory Factor Analysis

In this study, the instrument validation procedures had followed the way of confirmatory factor analysis (CFA) which adopted by Kline, 2011 and Byrne, 2010. The testing of the measurement model, constructs are tested using the second order confirmatory factor model to assess construct validity using the method of maximum likelihood. The results consistently supported the factor structure for two constructs. The CFA technique which is based on the comparison of variance-covariance matrix obtained from the sample to one obtained from the model. The technique is fairly sensitive to sample size, and it is suggested to have several cases per free parameter (Bollen, 1989).

TABLE 3
Summary of Fit Statistic Indexes for the CFA Models

Models	X2	df	P	Cmindf	RMSEA	CFI	P/Estimates
Green Supply Chain Management	136.564	42.63	.001	3.2	0.067	0.941	(.51-.88)

N.B: All loadings were statistically significant at an alpha level of p = .05

5.4 Final Green Supply Chain Management – Corporate image Model

The final step of the analysis is to test the path model as it is shown in Figure 3. The hypothesized structural equation model was tested using the AMOS software version 20. For each Practice of the Green Supply Chain Management , and Corporate image constructs, the indicator of the variables were the respective dimensions (factors) as determined by the CFA. Model fit determines the degree to which the structural equation model fits the sample data. The commonly used model-fit criteria are the chi-square (x2), goodness of fit index (GFI), adjusted goodness of fit index (AGFI), comparative fit index (CFI), and also the Root Mean Square Error of Approximation (RMSEA) (Schumacker and Lomax, 1996)

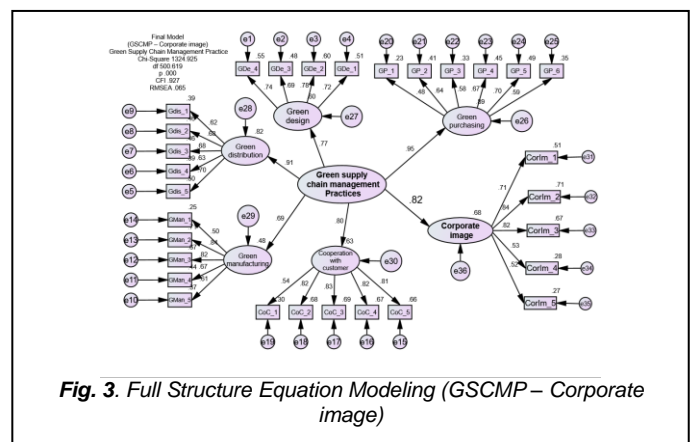


Fig. 3. Full Structure Equation Modeling (GSCMP – Corporate image)

TABLE 4
SUMMARY OF FIT STATISTIC INDEXES FOR THE FULL
STRUCTURE EQUATION MODELING

Models	X2	df	P	Cmindf	RMSEA	CFI	P/Estimates
GSCMP--- Corporate image	1324. 925	500.619	.000	2.646	0.065	0.927	(.52-.84)

The goodness of fit information which is contained in the Table 3 supports the adequacy of the model, as they obtained statistics conform to the recommended values for a satisfactory fit of a model to data. The norm-chi-square (Cmin/df) is within the acceptable below of 3 (Bollen, 1989; Browne and Cudeck, 1993), the RMSEA < .08, and the CFI & TLI > .9 (Browne and Cudeck, 1993; Byrne, 2010). All the other parameter loadings of the model are practically reasonable and statistically important, implying loading coefficients which are range between .52 to .84 – far greater than threshold of 0.5 which recommended by (Byrne, 2010), and without any offending estimates. Inspection of estimate outputs further reveals that the hypothesized relationships among the constructs are all statistically significant. Specifically, the relationships among the main two constructs (GSCMP---Corporate image) are considered significant, as indicated by the critical ratio (CR) values of each of the inter-variable relationships (Byrne, 2010) greater than 1.96 (the absolute value), at an alpha level of .05. Also revealed in the model is the evidence of direct relationships among the constructs of the model. The analysis shows that: Green supply chain management practices have a direct impact on corporate image. All effect estimates are statistically significant and logically reasonable, and their values are of an acceptable standard for evidence of direct and indirect effects (.2) (Byrne, 2010).

6 Discussion

The results showed that companies do not pay enough attention to green supply chain management practices. The researcher attributes this result to the modern concept of green supply chains. Companies are seeking to reduce their risk levels to improve their image. Green supply chain management practices contribute to increase productivity levels especially as they have a positive impact on the environment. These companies meet the needs and expectations of stakeholders and increase their ability to overcome risks. The results showed that the respondents' mental image was positive because the company provides customers with sufficient information about the products and materials they offer. The company aims to reduce the levels of risk it faces as it aims to increase productivity levels and improve the company's image in the eyes of customers. The results showed that there is a statistically significant effect of green supply chain practices on the corporate image. The results showed that there is a statistically significant impact of cooperation with the customer on the corporate image, and this indicates that cooperation with the customer contributes to improve the corporate image, through paying attention to all views and suggestions provided by the customer, and customer involvement in determining the appropriate mechanism for the manufacture of environmentally friendly products, and quick response to complaints and inquiries provided by the customer, which makes customers trust the

ability of the company to meet their needs and desires. The results also showed that there is a statistically significant effect of green purchase on the corporate image. This indicates that green purchase contributes to the improvement of the corporate image, by examining the purchased materials to ensure the safety of its content, and also by determining the mechanism of purchase and supply of environmentally friendly materials, in agreement with suppliers, reflecting the company's role in achieving sustainable development and preservation of the environment. , Making customers feel good in purchasing the company's products. The results showed that there is a statistically significant effect of the green distribution on the corporate image. This indicates that the green supply made by chemical industries companies contribute to improving the corporate image by reducing the depletion of resources, through transport modes that save energy use, and the use of modern technological means in regulating modes of movement and optimization of load capacity, reduces the times of transport modes, which reduces harmful emissions to the environment, and work on the regular maintenance of its vehicle to ensure the reduction of negative effects on the environment, making customers realize the importance of the role played by the company to achieve the environmental goal by maintaining an environment free from pollution and emissions, and thus, strengthening their desire to continue to deal with the company and supporting it.

7 MANAGERIAL IMPACTIONS AND DIRECTION FOR FUTURE RESEARCH

The study aimed to test the impact of green supply chain practices on the corporate image of chemical industry, and found that there is an impact of green supply chain practices on the corporate image, and based on these results the researcher recommends managers and decision makers to implement green supply chain practices that enable the company to obtain many benefits, such as obtaining a company license easily and obtaining funds for investment, and benefit from government tax exemptions. And promoting green supply chain practices, which helps the company to build a strong reputation as a desirable place, and enhances the company's image and product to customers. And pay attention to collaborating with customers as a green supply chain management practice helps the organization to create a sense of being part of the organization, thereby enhancing their buying intent and supporting the company and the product in the future. Focus on green purchase as a green supply chain management practice, which enables the company to optimize the utilization of raw materials, by carefully defining the characteristics and qualities of materials required for production, and the need to pay attention to green design which helping the company to support the positive image of the product by providing a product with a design that reflects the organization's interest and adoption of environmental issues.

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