**The impact of green supply chain management on customer engagement in Excellence performance: Analytical Study a sample of customers and employees of State Company for Rubber Industries and Tires/Diwanya Tire Factory**

Hamid Kathem Mutaab Alshibawi 1, Enas shahid Halleem 2

1 (Department of Business Administration, College of Administration and Economics, University of Al-Qadisiyah, [Hamid.mutaab@qu.edu.iq](mailto:Hamid.mutaab@qu.edu.iq)).

2 (Department of Business Administration, College of Administration and Economics, University of Al-Qadisiyah)

***Corresponding Author****: Hamid Kathem Alshibawi* ***Affiliation****:*University of Al-Qadisiyah***Email****:*[Hamid.mutaab@qu.edu.iq](mailto:Hamid.mutaab@qu.edu.iq)

***Abstract:***

*The aim of study is to determine level of application of plant researched for dimensions of green supply chain (green purchase, green design, green manufacturing, green distribution, green marketing). The study problem focused on asking many questions, most important of which is (what effect dimensions of management of green supply chain have on client's immersion in intermediary of distinguished performance) among a sample of clients and workers in General Company for Rubber Industries. The study also adopted analytical descriptive method, according to which study sample was selected from workers in research factory, and double resolution was used to collect initial data from 165 individuals working in research factory and 165 clients. Using statistical methods, the data was analyzed and processed to reach opinions of individuals researching toward resolution paragraphs, and a set of statistical methods were used to analyze results of research, most prominent of which were: (Iterations, relative importance, arithmetic circles, standard deviations, predictive operative analysis, alpha-kronbach coefficient, and alpha-kronbach. The study found a series of findings, most notably a direct moral correlation between management of green supply chain and client's immersion, and a direct moral and direct impact of management of green supply chain on client's immersion in intermediate performance. In conclusion, the study recommends that greater attention should be paid to positive role of green supply chain management in achieving excellence in green procurement, given great advantages it brings, particularly its role in achieving outstanding performance.*

***Keywords-*** Green supply chain management, customer immersion, Excellence performance, Diwaniyah frame factory*.*

1. **INTRODUCTION**

This means that organizations today face many challenges: Reducing or eliminating the negative effects on the environment and preserving the environment Pollution, where Green supply chain management activities, including green purchasing, green design, green manufacturing, green distribution and green marketing, are one of the effective ways for industrial organizations to reduce negative impacts from the acquisition phase of raw materials to their life cycle. Organizations need to focus on their own distinct internal strengths to provide value added to customers and to achieve excellence directly linked to Excellence performance. This approach by industry organizations has also contributed to increasing customer awareness and attractivism toward the environment, putting considerable pressure on them to improve their performance. Customer immersion is to establish deep communications with customers that lead to purchasing decisions, interaction and sharing over time, and customer immersion plays a key role in a network that governs interactive customer experience relationships among other, relationship concepts. In light of the above, the study examined the impact of the management of the green supply chain (green purchase, green design, green manufacturing, green distribution, green marketing) on the immersion of the customer (interaction, absorption, enthusiasm, interest, identity) by mediating Excellence performance (customer focus, leadership, The first research dealt with the methodology of research, the second dealt with the theoretical framework, the third dealt with the statistical aspect, and the fourth dealt with conclusions and recommendations.

1. **Study Methodology**

**First: Study problem**

**First: Problem Research**

As a result of the increasing institutional pressures and the increasing visibility of the negative effects of industrial production, which are considered one of the most important challenges facing industrial companies, the problem of studying is reflected in the extent of the capacity Research plant to adopt the management of the green processing chain. As a form of environmental improvement as a production process initiative. Many industrial companies have adopted to address environmental issues, minimize negative impacts and reduce pollution. This study sought to answer a number of questions through which a number of convincing facts and answers can be found that contribute to clarifying the problem of the study, as follows:

1.is there an interest by the company in the field of study on the role and impact of managing the green supply chain in its dimensions (green purchase, green design, green manufacturing, green distribution, green marketing?

What is the level of interrelationship and compatibility between the three study variables?

3.is there a correlation between the dimensions of green supply chain management (green purchase, green design, green manufacturing, green distribution, green marketing) in client immersion?

What is the impact of the GPC management dimensions (green purchase, green design, green manufacturing, green distribution, green marketing) on the customer engagement in the Excellence performance?

5. What is the relationship between the dimensions of green supply chain management (green purchase, green design, green manufacturing, green distribution, green marketing) and Excellence performance?

**Second: importance Research**

It is also a very important part Research and development Research and development Research and development Research and development Research and development Research and development Research and development Research and development Research and development Research and development Research and development.

1 build a clear vision among the workers of the plant who are researching the activities of the green supply chain management and their role in engaging the customer.

The concept of green supply chain management is adopted in the provision of environmentally friendly products that increase the customer's attraction and connection with the organization.

**Third: objectives Research**

This research aims to:

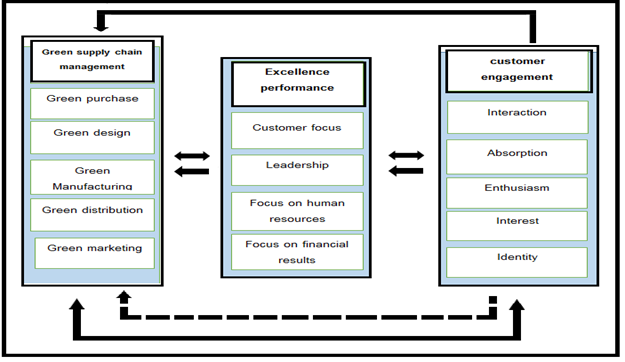
1. Determine the extent of interest by the company field of study on the role and impact of green processing chain management in its dimensions (green procurement, green design, green manufacturing, green distribution, green marketing.

2. Measuring the level of correlation and compatibility between the three study variables

3. Recognize the nature of a correlation between the dimensions of green processing chain management (green purchase, green design, green manufacturing, green distribution, green marketing) in customer immersion

4. Measuring the impact of green processing chain management dimensions (green procurement, green design, green manufacturing, green distribution, green marketing) in the customer's immersion by mediating outstanding performance

**Fourth: hypothesis Research**

****

**Figure 1 hypothesis Research**

**Source:** Prepared by two researchers

**Fifth: Research hypotheses**

1. There is a statistical correlation between the management of the green supply chain and the client's immersion.
2. There is a statistically positive correlation between Excellence performance and client engagement
3. There is a statistically positive correlation between Excellence performance and client engagement
4. There is a statistical positive influence relationship of process chain management to the client's engagement through Excellence performance
5. Green supply chain management indirectly influences the customer engagement through Excellence performance
6. Green supply chain management indirectly influences the customer engagement through Excellence performance
7. supply chain management affects the customer engagement by excluding Excellence performance

**Sixth: Limits Research**

1. **Spatial limits**: The study was applied at the General Company for Rubber and Tire Industries/Diwaniya Tire Plant.
2. **Human limits**: The study identified a sample of individuals working in research plant as well as customers dealing with it.
3. **temporal limits**: the temporal boundaries were represented by the period extending from (20/10/2021) which represented the starting point of determining the title of the study as well as the task of collecting data and information related to the theoretical aspect and starting its practical side from (22/3/2022) to (17/5/2022)

**Seventh: Description of sample study**

The study community knows that it is all the vocabulary of the phenomenon dealt with by the researcher in a study and represents the field of study in the State Company for Rubber Industries and Tires/Diwanya Tire Factory. The study community represents all the total number of individuals working in the factory. (750) In addition to the customers dealing with it, where double identification was used as a tool for data collection, the first part is for workers in the research plant. (170) identification was distributed to the personnel working in the research plant and all were retrieved and after screening, it was found that (5) questionnaires were not suitable for statistical analysis and in proportion (% 2) The number of analytical questionnaires is thus 165. (97%) which is a good percentage whose results can be circulated to the community, the second mowers of the resolution were distributed to the customers of the research factory, related to the customer's immersion where the customer was retrieved (167) identification (98%) and the number of questionnaires valid for statistical analysis was (165) The number of questionnaires is 97%, and the number of questionnaires is 5 (2%) of the school community.

1. **Part Two: Theoretical Framework**

**First: Green Supply Chain Management**

1. **concept of green supply chain management**

In addition to the rapid change in the global manufacturing scenario, environmental and social issues have become important in business management, in addition to the emergence of a green supply chain management portal that improves process and product performance in accordance with environmental legislation, resulting in increased greenhouse emissions and environmental pollution by companies To increase the need to reorganize their supply chain operations to conserve scarce resources (Amemba et al., 2013:51), Green chain management is considered as an integrated supply chain system consisting of suppliers, manufacturers, customers and reverse logistics management. Also, Green supply Chain Management has been identified as a form of operational initiative for environmental improvement adopted by many companies to address environmental issues.(Priyashani&Gunarathne,2021:6) and the table (1) shows the views of some researchers and writers on the concept of green supply chain management

Table (1) concept of green supply chain management from the point of view of some researchers

|  |  |  |
| --- | --- | --- |
| **No.** | **Researcher and year** | **Concept** |
| 1 | Makima,2019:2 | A series of activities and processes in the process chain that strive to achieve continuous environmentally friendly practices and that are sustainable in the long run |
| 2 | Karlsson&karlsson, 2020:5 | Integrate EMS into the process chain process, including collaborating with customers, suppliers and logistics providers to share information and knowledge in order to improve environmental performance. |
| 3 | Novitasari &Agustia,2021:393 | A processing series aimed at reducing waste and improving ecosystem quality, environmental efficiency, and the process of recycling materials |

**Source:** Prepared by two researchers

In the above, researcher sees that green supply chain management is the management of all stages of the product lifecycle From the acquisition of raw materials through the design, production and distribution stages to the end of the product's reach and disposal at the end of the product life cycle for the protection of the environment

1. **Dimensions of Green supply Chain Management**

The literature points out that there are many dimensions to the management of the green supply chain according to the views Researchers and authors, pointing out that the dimensions of the green supply chain are green design, green purchase, internal environmental management, customer cooperation, reinvestment, and between

The University of the United Nations. (2014:27) MUMA) the dimensions of green supply chain management are as follows: Green purchase, green manufacturing, green distribution, green marketing, and reverse supply based on the opinions Researchers and writers, researcher believes that the dimensions of green supply chain management are as follows:

1. **Green Purchase**

Green purchasing is linked to the company's environmental awareness that affects purchasing decisions such as reusable, recyclable or already recycled materials; key elements of green purchasing include the regulatory framework, a supplier selection model, key factors and criteria that influence supplier selection and cooperative supplier-buyer relationship (Asrawi,2016:23)

1. **Green design**

"Green design is the creation of environmentally friendly products by integrating environmental considerations into the product life cycle, from the purchase of raw materials to the final form of the product," said Wongthongchai&Saenchaiyatn, 2019:435. Customer involvement in a design review is useful because products are recognized by more customers.

1. **Green manufacturing**

Green manufacturing is known as green production or environment-related manufacturing takes energy saving and consumption reduction as a goal and controls pollution in the entire production process using technology and advanced management to reduce pollution and waste (Huiyu, 2010:17)

1. **green distribution**

The green distribution consists of green packaging and green logistics, and packaging characteristics such as size, shape and materials affect distribution and because of them affect material usage, increase storage space usage, and reduce the amount of processing required (Ninlawan et al., 2010:2 )

1. **Green marketing**

Green Marketing is defined by the American Association as marketing that includes the integration of environmentally friendly activities such as product modifications, process modifications, packaging and promotional strategies and awareness creation among industries (Masucha,2021:176)

**Second: customer engagement**

1. **concept of customer engagement**

One key to business success is the customer's engagement and part of the concept of relationship marketing. A customer engagement is a communication or interaction between external stakeholders such as customers, producers or companies through various channels." (Sukendia et al., 2021:3171) the emotional relationship established between customers and companies is known as client engagement. To have an ongoing advantage it is essential to improve customer relationships as a working method. In addition, this engagement can benefit from customer experiences and loyalty and successful business links can psychologically affect loyalty to new and existing customers to make repurchases. Table 6 shows the views of some researchers and writers on the concept of client immersion

It is a very important fact that we have a very important and important place to be in the world

Table (2) concept of customer engagement from the point of view of some researchers

|  |  |  |
| --- | --- | --- |
| **No.** | **Researcher and year** | **Concept** |
| 1 | Omoifo,2020:21 | The customer's behavioral expression toward a brand or company that goes beyond the behavior of the transaction |
| 2 | Ratnawatai&kholisi,2021:318 | A psychological, cognitive process that shows emotional and behavioral activity during a brand-specific interaction. |
| 3 | Sirvi et al, 2021:320 | The emotional and ethical connection between the customer and the brand or company. |

**Source**: Preparation Researcher based on the literature received

**2. Dimensions of customer engagement**

The book also shows that there are many dimensions to the customer engagement according to the views of some researchers and writers, so Biagi, 2021:14) (that the dimensions of the customer engagement are as follows: The cognitive dimension, the dimension

"We are not going to have a problem in the future," he said, according to the report.

**1.interaction**

Interaction is a key part of customer interaction by branding the behavioral appearance of the customer's relationships beyond traditional consumer behavior. It refers to online and offline customer engagement interactions with a brand in and out of the purchase process, including sharing and sharing information, ideas/opinions and feelings about experiences with brand Roberto,2017:11)

**2.Absorption**

Absorption is a high level of concentration and preoccupation, extending beyond the sense of effectiveness and proximity to the so-called "flow", . Absorption represents effortless concentration, loss of self-awareness, and essential pleasure. Absorb it or immerse it, and the absorbing customer who interacts with the brand or other customers realizes that time is running fast. (So ET et al., 2014:289)

**3.enthusiasm**

Enthusiasm refers to strong excitement or enthusiasm about the engagement focus. Motivated people have the things they do and are prepared to take risks. Merged customers appear to be clearly excited about their active participation in a show or activity. Their enthusiasm encourages them to take risks and overcome difficulties or obstacles to participation. ( Vivek, 2009:60

**4.interest**

Interest describes the level of customer interest in the brand. The term "immersion" means a focus that summarizes the level of customer concern about the provider, so the customer's interest is measured and the service provided is emphasized as an important dimension of customer immersion (Ratnawati&kholis,2021:318)

**5. Identification**

Identification is an appropriate dimension to visualizing a customer engagement as a knowledge component that justifies the customer's engagement behaviors.Roberto,2017:11)) it "unites a person or belonging to an organization". Creates when the customer realizes the selfie as overlapping with the brand image at rather&Sharma brand level,2017:4)

**Third: Excellence performance**

**1. The concept of Excellence performance**

Performance is a common concept used in many areas, Organization performance means how well the organization is and what value the organization offers to the client and other stakeholders and performance is linked to achieving the interests of shareholders (Wu, 2009:8) added 2002:4 (Eriksson) (Parra,2019:42) – Excellence performance represents an integrated approach to management of organizational performance resulting in lasting value for the customer and stakeholders, contributing to continued organizational success, and improving the overall effectiveness of the organization, and table 3 shows the views of some researchers and writers on the concept of Excellence performance

This is the first time that the world has been able to see the world's most important and important issues in the world

Table (3) concept of Excellence performance from the point of view of some researchers

|  |  |  |
| --- | --- | --- |
| **No.** | **Researcher and year** | **Concept** |
| 1 | Eygelaar,2004:32 | Any activity that creates something new and different will achieve the desired results for the organization. |
| 2 | Loch et al,2008:35 | Continuous creativity to develop and improve processes for achieving goals. |
| 3 | Pakwihok,2010:32 | The Organization's ability to achieve and sustain its superior performance through  Its investment of available knowledge is similar to a subset of  The concept of organizational effectiveness, which is what organizations demand to achieve. |

Source: Preparation Researcher based on the literature received

In addition to the fact that the company has a strong presence in the market, the company has a strong presence in the market.

**2. Dimensions of Excellence performance**

the dimensions of excellence in performance are leadership (Hertz,2011:1), strategic planning, customer focus, knowledge management, workforce focus, results focus, process focus (Shehadeh et al.,2016:4) The dimensions of excellence in performance include leadership, human resources management, operations strategy, operational excellence and based on the opinions of writers and researchers, researcher believes that the dimensions of Excellence performance are as follows

**1.Customer focus**

Identify the customer in the name of the person or group that receives the work they perform, emphasizing that no job guest should be performed without a customer, emphasizing the importance of focusing on the customer, and pointing out that any company has four goals: Satisfying its customers, achieving customer satisfaction higher than its competitors, and retaining customers in the long run. And market share acquisition Eriksson, 2002; 8))

**2. Leadership**

Leadership is about the behavior of all managers in respect and how the executive team and all other managers inspire leadership and reflect a culture of excellence in performance such as the organization's key process for continuing improvement (EYGELAAR, 2004:32) and (Yazdani, 2013:1626) believes that the leadership category defines how the personality of the organization's senior leaders guides actions and maintains the organization. The organization's governance system was defined and how the organization fulfills its legal, ethical and societal responsibilities and supports its key communities.

**3.focus on Human Resources**

Human Resources is one of the most important dimensions of Excellence performance, because it is people who complete and present projects. The most important thing HR can do is project team management (Pirot,2016:47).

**4.focus on financial and market outcomes**

The Finance and markets category focuses on regulatory and operational performance in relation to key financial metrics and market share and this is divided according to the organization's operational focus and compared against competitors and related comparisons. Understand critical segments of the market to identify distinct stakeholder and customer needs side by side to meet needs and expectations (Ballard,2013:41)

1. **Part Three: The practical aspect**

**First: Coding and characterization of study variables**

The study consists of three main variables: The independent variable, which is the management of the green processing chain measured in five sub-dimensions, the approved variable, the customer immersion measured in five sub-dimensions, and the intermediate variable, the Excellence performance measured in four sub-dimensions, so it is necessary to encode these variables and their sub-dimensions The study variables involved in statistical analysis are coded and described in table 4

**Table (4) Coding and characterization of variables**

|  |  |  |
| --- | --- | --- |
| **Key variables** | **Sub-dimensions** | **cod** |
| **Green supply chain management**  GSCM | Green purchase | GP |
| Green design | GD |
| Green Manufacturing | GM |
| Green distribution | GDI |
| Green marketing | GMA |
| **Excellence performance**  **EXPE** | Customer focus | CF |
| Leadership | LE |
| Focus on human resources | HRF |
| Focus on financial results | FRF |
| **Customer Engagement** | Interaction | IN |
| Absorption | AB |
| Enthusiasm | EN |
| Interest | AT |
| Identity | ID |

**Second: Descriptive statistics of study variables**

* **Green supply chain management**

1. **Green purchase**

The results Lowest show that the mean for the first item GP1was 4.18 with a standard deviation value of 1, a variance factor of 24, and a relative significance of 84. The mean for the second paragraph GP2 was 4.12 with a standard deviation value of 1.052, a variance factor of 26, and a relative significance of 82. The mean of the GP dimension was generally 4.12 with a standard deviation value of 0.926, a variance factor of 22, and a relative significance of 82.

Table (5)

Occurrences and percentage of green purchase part (GP) answers

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **mean** | **Standard deviation** | **C.V** | **Relative importance** |
| **GP1** | 4.18 | 1.000 | 24 | 84 |
| **GP2** | 4.12 | 1.052 | 26 | 82 |
| **GP3** | 4.07 | 1.105 | 27 | 81 |
| **GP4** | 4.10 | 1.016 | 25 | 82 |
| **GP5** | 4.13 | 1.051 | 25 | 83 |
| **GP** | 4.12 | 0.926 | 22 | 82 |

1. **Green design**

The results Lowest show that the mean for first paragraph GD1 was 4.38 with a standard deviation value of 0.792, a variance factor of 18, and a relative significance of 0.88, and that the mean for second paragraph GD2 was 4.08 with a standard deviation value of 0.927, a variance factor of 23, and a relative significance of 82. The mean of the GD dimension was generally 4.20 with a standard deviation value of 0.773, a variance factor of 18, and a relative significance of 84.

Table (6)

Occurrences and percentage of responses to green design items GD)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **mean** | **Standard deviation** | **C.V** | **Relative importance** |
| **GD1** | 4.38 | 0.792 | 18 | 88 |
| **GD2** | 4.08 | 0.927 | 23 | 82 |
| **GD3** | 4.33 | 0.878 | 20 | 87 |
| **GD4** | 4.04 | 1.005 | 25 | 81 |
| **GD5** | 4.16 | 0.958 | 23 | 83 |
| **GD** | 4.20 | 0.773 | 18 | 84 |

1. **Green Manufacturing**

The results Lowest show that the mean for the first paragraph GM1 was 4.25 with a standard deviation value of 0.902, a variance factor of 21, and a relative significance of 0.85, and that the mean for the second paragraph GM1was 4.19 with a standard deviation value of 0.833, a variance factor of 20, and a significance of 84. The mean of the GM dimension was generally 4.22 with a standard deviation value of 0.724, a variance factor of 17, and a rational significance of 84.

Table (7)

Iterations and percentage of answers to green manufacturing parts(GM)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **mean** | **Standard deviation** | **C.V** | **Relative importance** |
| **GM1** | 4.25 | 0.902 | 21 | 85 |
| **GM2** | 4.19 | 0.833 | 20 | 84 |
| **GM3** | 4.16 | 0.913 | 22 | 83 |
| **GM4** | 4.27 | 0.820 | 19 | 85 |
| **GM5** | 4.24 | 0.896 | 21 | 85 |
| **GM** | 4.22 | 0.724 | 17 | 84 |

1. **Green distribution**

The results Lowest show that the mean for the first paragraph of GDI1 was 4.44 with a standard deviation value of 0.760, a variance factor of 17, and a relative significance of 0.89, and that the mean for the second paragraph of GDI2 was 4.20 with a standard deviation value of 0.864, a variance factor of 21, and a significance of 84. The mean of the dimension GDI was generally 4.32 with a standard deviation value of 0.639, a variance factor of 15, and a rational significance of 86.

Table (8)

Iterations and ratio of responses to GDI segments

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **mean** | **Standard deviation** | **C.V** | **Relative importance** |
| **GDI1** | 4.44 | 0.760 | 17 | 89 |
| **GDI2** | 4.20 | 0.864 | 21 | 84 |
| **GDI3** | 4.38 | 0.784 | 18 | 88 |
| **GDI4** | 4.29 | 0.749 | 17 | 86 |
| **GDI5** | 4.28 | 0.825 | 19 | 86 |
| **GDI** | 4.32 | 0.639 | 15 | 86 |

1. **Green marketing**

The results Lowest show that the mean for the first paragraph GMA1 was 4.47 with a standard deviation value of 0.677, a variance factor of 15, and a relative significance of 0.89, and that the mean for the second paragraph GMA1 was 4.28 with a standard deviation value of 0.739, a variance factor of 17, and a significance of 86. The mean of the dimension GMAs was generally 4.33 with a standard deviation value of 0.640, a variance factor of 15, and a rational significance of 87.

Table (9)

Iterations and ratio of GMA responses

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **mean** | **Standard deviation** | **C.V** | **Relative importance** |
| **GMA1** | 4.47 | 0.677 | 15 | 89 |
| **GMA2** | 4.28 | 0.739 | 17 | 86 |
| **GMA3** | 4.36 | 0.811 | 19 | 87 |
| **GMA4** | 4.24 | 0.813 | 19 | 85 |
| **GMA5** | 4.28 | 0.825 | 19 | 86 |
| **GMA** | 4.33 | 0.640 | 15 | 87 |

* **Excellence performance**

1. **Customer focus**

The results Lowest show that the mean for the first item CF1was 4.64 with a standard deviation value of 0.540, a variance factor of 12, and a relative significance of 0.93, and that the mean for the second paragraph CF2 was 4.64 with a standard deviation value of 0.635, a variance factor of 14, and a significance of 93. The mean of the dimension cf was generally 4.59 with a standard deviation value of 0.473, a variance factor of 10, and a rational significance of 92.

Table (10)

Reps and percentage of CF responses)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **mean** | **Standard deviation** | **C.V** | **Relative importance** |
| **CF1** | 4.64 | 0.540 | 12 | 93 |
| **CF2** | 4.64 | 0.635 | 14 | 93 |
| **CF3** | 4.43 | 0.665 | 15 | 89 |
| **CF4** | 4.65 | 0.581 | 12 | 93 |
| **CF** | 4.59 | 0.473 | 10 | 92 |

1. **Leadership**

The results Lowest show that the mean for LE1 was 4.71 with a standard deviation value of 0.506, a variance factor of 11, and a relative significance of 0.94, and that the mean for LE2 was 4.46 with a standard deviation value of 0.590, a variance factor of 13, and a significance of 89. The mean of the Le dimension was generally 4.61 with a standard deviation value of 0.429, a variance factor of 9, and a relative significance of 92.

Table (11)

Reps and % of responses to leadership items (LE)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **mean** | **Standard deviation** | **C.V** | **Relative importance** |
| **LE1** | 4.71 | 0.506 | 11 | 94 |
| **LE2** | 4.46 | 0.590 | 13 | 89 |
| **LE3** | 4.64 | 0.635 | 14 | 93 |
| **LE4** | 4.63 | 0.544 | 12 | 93 |
| **LE** | 4.61 | 0.429 | 9 | 92 |

1. **Focus on human resources**

The results Lowest show that the mean for the first paragraph HRF1was 4.47 with a standard deviation value of 0.677, a variance factor of 15, and a relative significance of 0.89, and that the mean for the second paragraph HRF228 was 4.28 with a standard deviation value of 0.739, a variance factor of 17, and a significance of 86. The mean of the dimension HRF was generally 4.34 with a standard deviation value of 0.656, a variance factor of 15, and a rational significance of 87.

Table (12)

Occurrences and percentage of responses to HRF items

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **mean** | **Standard deviation** | **C.V** | **Relative importance** |
| **HRF1** | 4.47 | 0.677 | 15 | 89 |
| **HRF2** | 4.28 | 0.739 | 17 | 86 |
| **HRF3** | 4.36 | 0.811 | 19 | 87 |
| **HRF4** | 4.24 | 0.813 | 19 | 85 |
| **HRF** | 4.34 | 0.656 | 15 | 87 |

1. **Focus on financial results**

The results Lowest show that the mean for the first paragraph FRF1was 4.65 with a standard deviation value of 0.603, a variance factor of 13, and a relative significance of 0.93, and that the mean for the second paragraph FRF260 was 4.60 with a standard deviation value of 0.572, a variance factor of 12, and a significance of 92. The mean of the FRF dimension was generally 4.58 with a standard deviation value of 0.504, a variance factor of 11, and a rational significance of 92.

Table (13)

Reps and percentage of responses to FRF items

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **mean** | **Standard deviation** | **C.V** | **Relative importance** |
| **FRF1** | 4.65 | 0.603 | 13 | 93 |
| **FRF2** | 4.60 | 0.572 | 12 | 92 |
| **FRF3** | 4.55 | 0.619 | 14 | 91 |
| **FRF4** | 4.50 | 0.677 | 15 | 90 |
| **FRF** | 4.58 | 0.504 | 11 | 92 |

* **Customer Engagement**

1. **Interaction**

The results above show that the mean for IN1E was 4.33 with a standard deviation value of 0.820, a variance factor of 19, and a relative significance of 0.87, and that the mean for IN2 was 4.19 with a standard deviation value of 0.823, a variance factor of 20, and a significance of 84. The mean of the in dimension was generally 4.24 with a standard deviation value of 0.680, a variance factor of 16, and a relative significance of 85.

Table (14)

Reps and percentage of responses to reaction elements (IN)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **mean** | **Standard deviation** | **C.V** | **Relative importance** |
| **IN1** | 4.33 | 0.820 | 19 | 87 |
| **IN2** | 4.19 | 0.823 | 20 | 84 |
| **IN3** | 4.20 | 0.871 | 21 | 84 |
| **IN4** | 4.23 | 0.793 | 19 | 85 |
| **IN** | 4.24 | 0.680 | 16 | 85 |

1. **Absorption**

The results above show that **the mean for first paragraph AB1 was** 4.17 with a standard deviation value of 0.831, a variance factor of 20, and a relative significance of 0.83, and that the mean for second paragraph AB2 was 4.27 with a standard deviation value of 0.774, a variance factor of 18, and a significance of 85. The mean of the dimension AB was generally 4.27 with a standard deviation value of 0.585, a variance factor of 14, and a relative significance of 85.

Table (15)

Frequencies and percentage of answers to absorption vertebrae (AB)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **mean** | **Standard deviation** | **C.V** | **Relative importance** |
| **AB1** | 4.17 | 0.831 | 20 | 83 |
| **AB2** | 4.27 | 0.774 | 18 | 85 |
| **AB3** | 4.25 | 0.687 | 16 | 85 |
| **AB4** | 4.32 | 0.773 | 18 | 86 |
| **AB5** | 4.33 | 0.656 | 15 | 87 |
| **AB** | 4.27 | 0.585 | 14 | 85 |

1. **Enthusiasm**

The results above show that the mean for EN1was 4.33 with a standard deviation value of 0.806, a variance factor of 19, and a relative significance of 0.87, and that the mean for EN2 was 4.32 with a standard deviation value of 0.731, a variance factor of 17, and a significance of 86. The mean of the en dimension was generally 4.30 with a standard deviation value of 0.689, a variance factor of 16, and a rational significance of 86.

Table (16)

Reps and percentage of responses to enthusiasm vertebrae (EN)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **mean** | **Standard deviation** | **C.V** | **Relative importance** |
| **EN1** | 4.33 | 0.806 | 19 | 87 |
| **EN2** | 4.32 | 0.731 | 17 | 86 |
| **EN3** | 4.27 | 0.784 | 18 | 85 |
| **EN4** | 4.27 | 0.870 | 20 | 85 |
| **EN** | 4.30 | 0.689 | 16 | 86 |

1. **Interest**

The results above show that **the mean for the first paragraph AT1was** 4.28 with a standard deviation value of 0.621, a variance factor of 15, and a relative significance of 0.86, and that the mean for the second paragraph AT2 was 4.19 with a standard deviation value of 0.780, a variance factor of 19, and a significance of 84. **The mean at dimension was** generally 4.27 with a standard deviation value of 0.580, a variance factor of 14, and a relative significance of 85.

Table (17)

Occurrences and percent of answers

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **mean** | **Standard deviation** | **C.V** | **Relative importance** |
| **AT1** | 4.28 | 0.621 | 15 | 86 |
| **AT2** | 4.19 | 0.780 | 19 | 84 |
| **AT3** | 4.36 | 0.708 | 16 | 87 |
| **AT4** | 4.22 | 0.710 | 17 | 84 |
| **AT** | 4.27 | 0.580 | 14 | 85 |

1. **Identity**

The results above show that the mean for first paragraph ID1 was 4.32 with a standard deviation value of 0.825, a variance factor of 19, and a relative significance of 0.86, and that the mean for second paragraph ID2 was 4.21 with a standard deviation value of 0.787, a variance factor of 19, and a significance of 84. The mean of the ID dimension was generally 4.27 with a standard deviation value of 0.660, a variance factor of 15, and a relative significance of 85.

Table (18)

The number of occurrences and percentage of responses to ID paragraphs

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **mean** | **Standard deviation** | **C.V** | **Relative importance** |
| **ID1** | 4.32 | 0.825 | 19 | 86 |
| **ID2** | 4.21 | 0.787 | 19 | 84 |
| **ID3** | 4.32 | 0.795 | 18 | 86 |
| **ID4** | 4.22 | 0.766 | 18 | 84 |
| **ID** | 4.27 | 0.660 | 15 | 85 |

**Third: Test hypotheses**

1. **Correlation hypothesis**

**Key hypothesis 1: Testing the link between GSCM and CUEN**

The values of the links between the GSCM and the customer engagement (CUEN) were created by using SPSS VR statistical software. 24 the results are summarized in the following table:

**Table (19)**

**The links between the two variables and their dimensions**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Correlations** | | | | | | | |
|  | | GP | GD | GM | GDI | GMA | GSCM |
| IN | Pearson Correlation | .636\*\* | .770\*\* | .788\*\* | .851\*\* | .814\*\* | .838\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 |
| N | 165 | 165 | 165 | 165 | 165 | 165 |
| AB | Pearson Correlation | .625\*\* | .762\*\* | .715\*\* | .752\*\* | .753\*\* | .787\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 |
| N | 165 | 165 | 165 | 165 | 165 | 165 |
| EN | Pearson Correlation | .552\*\* | .698\*\* | .671\*\* | .724\*\* | .722\*\* | .732\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 |
| N | 165 | 165 | 165 | 165 | 165 | 165 |
| AT | Pearson Correlation | .503\*\* | .667\*\* | .640\*\* | .693\*\* | .787\*\* | .711\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 |
| N | 165 | 165 | 165 | 165 | 165 | 165 |
| ID | Pearson Correlation | .442\*\* | .597\*\* | .636\*\* | .678\*\* | .815\*\* | .680\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 |
| N | 165 | 165 | 165 | 165 | 165 | 165 |
| CUEN | Pearson Correlation | .596\*\* | .755\*\* | .747\*\* | .801\*\* | .841\*\* | .811\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 |
| N | 165 | 165 | 165 | 165 | 165 | 165 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). | | | | | | | |

The statistical hypotheses to be tested are based on two types, a main hypothesis between the two axes in general, and a sub-hypothesis between the dimensions of the axis the management of the green processing chain on the one hand and the axis the customer engagement on the other. The main zero hypothesis is formulated as follows:

**H0: There is no statistically significant correlation between GSCM management and customer immersion ( CUEN)**

Vs. the following alternative hypothesis:

**H1: Statistically significant correlation between GSCM management and customer immersion (CUEN)**

The results show that the value of the association between the GSCM and CUEN axes is 0.811, which is a significant direct value at a 5% intangible level, thus rejecting the zero hypothesis and accepting the alternative hypothesis, and infer that there is a moral direct correlation between GSCM and CUEN.

**Key hypothesis 2: Test the link between GSCM and Expe**

The values of the links between GSCM and Expe have been created by using SPSS VR. 24 the results are summarized in the following table:

**Table (20)**

**The links between the two variables and their dimensions**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Correlations** | | | | | | | |
|  | | GP | GD | GM | GDI | GMA | GSCM |
| CF | Pearson Correlation | .555\*\* | .715\*\* | .738\*\* | .773\*\* | .699\*\* | .756\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 |
| N | 165 | 165 | 165 | 165 | 165 | 165 |
| LE | Pearson Correlation | .577\*\* | .665\*\* | .689\*\* | .743\*\* | .692\*\* | .733\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 |
| N | 165 | 165 | 165 | 165 | 165 | 165 |
| HRF | Pearson Correlation | .494\*\* | .653\*\* | .697\*\* | .717\*\* | .979\*\* | .759\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 |
| N | 165 | 165 | 165 | 165 | 165 | 165 |
| FRF | Pearson Correlation | .469\*\* | .628\*\* | .669\*\* | .745\*\* | .699\*\* | .692\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 |
| N | 165 | 165 | 165 | 165 | 165 | 165 |
| EXPE | Pearson Correlation | .584\*\* | .746\*\* | .785\*\* | .834\*\* | .884\*\* | .828\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 |
| N | 165 | 165 | 165 | 165 | 165 | 165 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). | | | | | | | |

The statistical hypotheses to be tested are set on two types, a main hypothesis between the two axes in general, and a sub-hypothesis between the dimensions of the GSCM axis on the one hand and the EXPE axis on the other. The main zero hypothesis is formulated as follows:

**H0: No statistical function correlation between GSCM and EXPE**

Vs. the following alternative hypothesis:

**H1: Statistically significant correlation between GSCM and EXPE**

The results show that the value of the association between the GSCM and EXPE axes is 0.828, which is a moral direct value at a 5% intangible level, thus rejecting the zero hypothesis and accepting the alternative hypothesis, and infer that there is a moral direct correlation between GSCM and Expe.

1. **Effect hypothesis**

One benefit of having an intermediate variable is to improve the modeling structure and increase the predictive power of the model used and thus to identify the relationships that the variables relate to each other. This is done by formulating the appropriate main and sub-claims, and we will start from the following key hypothesis:

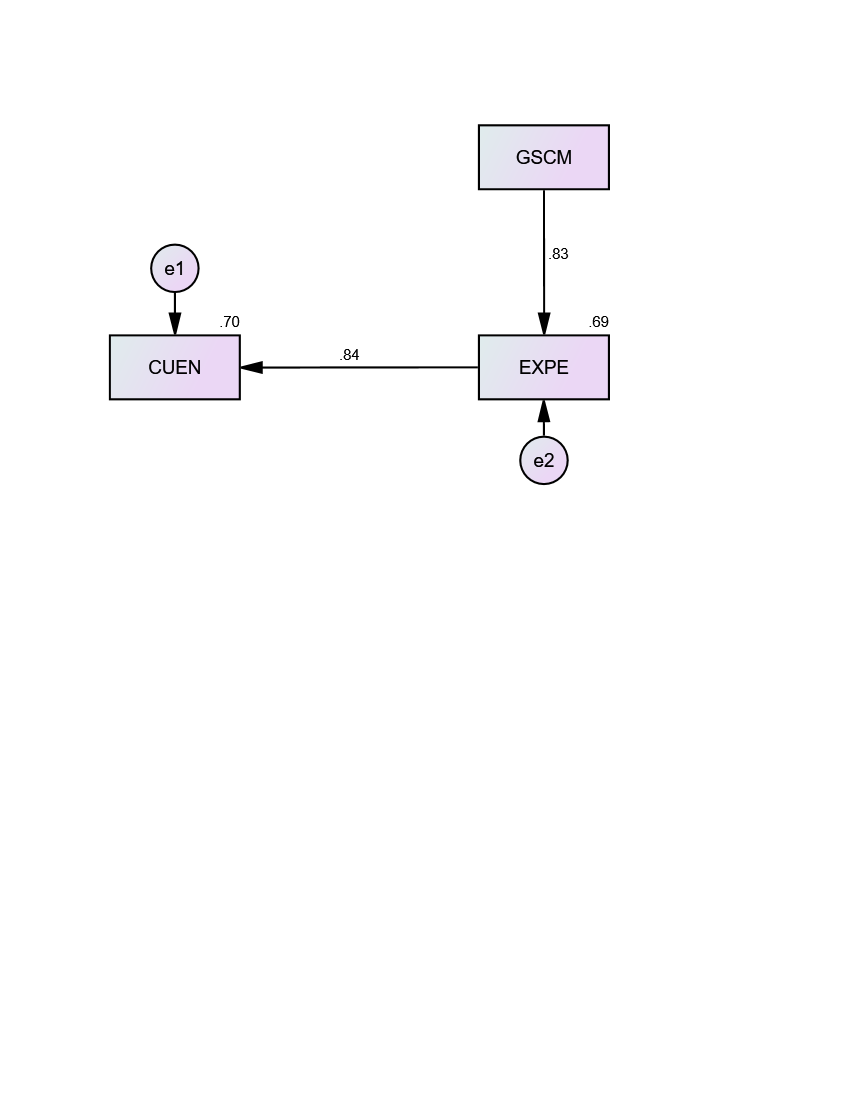
**Main Zero hypothesis**

**H0: No significant effect of GSCM in customer immersion (CUEN) by EXPE**

Vs. the following alternative hypothesis:

**H1: Significant GSCM effect on customer immersion (CUEN) with EXPE**

The following structural model has been constructed and its results tested by AMOS VR.24 and shows the morale or demoralization of the impact relationship to direct and indirect effects:



**Figure (2)**

**Sample structural modeling equation proposed by the investigator**

In relation to the indirect effect, the BootStrapping method is often used to test it. This method is based on re-sampling, in other words, selecting many partial samples from the original sample and then estimating intervals based on the upper and lower limits of those estimates to determine their respective intanisation. The results of GSCM's indirect effect in Cuem by the Expe intermediate variable are summarized in the following table:

Table (21)

Indirect effect and its minimum and upper limits using the Busturp method

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Path | | | Estimate | Lower Bounds | Upper Bounds | Sig. |
| CUEN | <--- | GSCM | .693 | .597 | .771 | .012 |

The results indicate that there is a significant indirect effect of GSCM in CUEN by the median variable Expe with a value of 0.693. In other words, the presence of the median variable Expe raised the GSCM effect in CUEN by 0.693.

1. **Part Four: Conclusions and recommendations**
2. **Conclusions**
   1. The green processing chain's management considers environmental impacts and material consumption throughout the product's life cycle, from design to production to transportation and use, and works to reduce negative environmental impacts through a variety of activities that maximize the plant's economic, social, and ethical benefits.
   2. An essential duty for the plant is to manage the green supply chain, which aims to limit the use of natural resources by minimizing the amount of energy and primary natural resources used in the manufacturing process. In addition, improved environmental awareness and support of waste reduction measures, such as reuse and recycling, will help to minimize waste from factory output.
   3. The axis dimensions were interpreted differently, according to authoritative factorial analysis.
   4. There is a moral, direct link between the green prejudging chain's management and the client's dimensions and immersion.
   5. In terms of the strength of its link with the variable, the customer came first after green marketing, customer engagement came second after green distribution, third after green design, fourth after green production, and finally after green buying.
   6. There is a moral and direct link between managing the green supply chain and its dimensions and achieving excellence.
3. **Recommendations**
4. The need of paying more attention to the positive role played by green supply chain management in attaining excellence in green procurement performance, given the numerous benefits it provides, particularly its role in achieving excellence performance.
5. The plant's management should conduct extensive employee awareness campaigns to emphasize the importance of environmental preservation, reduce pollution levels caused by manufacturing processes to a minimum, and achieve the lowest level of pollution in the surrounding environment.
6. The plant in question should assist in the management of the green processing chain by ensuring that its practices (green purchasing, green design, green manufacturing, green distribution, and green marketing) are used as competitive processes by which competition can compete, achieve its goals, and stay in the market.
7. Because green supply chain management techniques are one of the conditions for Excellence performance, the plant's management is responsible for creating the right atmosphere for their implementation as well as providing the necessary support and capabilities.
8. Green procurement activities should be prioritized due to their impact on the integration of green processing chain activities.
9. **References**
10. Amemba,C.S.,Nyaboke,P.G.,Osoro.A.,&Mburu,A.(2013).Elements of Green Supply Chain Management.European Journal of Business and Management.5(12)
11. Asrawi,I.(2016).Optimization Models in Green Supply Chain Management,This Thesis is Submitted in Partial Fulfillment of the Requirements for The Degree of Master of Engineering Management, Faculty of Graduates Studies, An-Najah National University, Nablus.
12. Ballard,p.J.,(2013),Measuring P Measuring Performance Ex formance Excellence: K cellence: Key Performance Indicat formance Indicators For Institutions Accepted into the Academic Quality Improvement Program (AQIP),A dissertation submitted to the Graduate College In partial fulfillment of the requirements For the degree of Doctor of Philosophy Educational Leadership, Research, and Technology Western Michigan University .
13. Biagi,A.,(2021),Use storytelling as a communication technique to improve Customer engagement towards a brand: proposing a brand Story for Poliziano winery (Montepulciano, Tuscany),Master's in Hospitality and Tourism Management.
14. Eriksson, H. (2002). Benefits from TQM for organisational performance (Doctoral dissertation, Luleå tekniska universitet).
15. Eygelaar,S.,(2004),the applcation of the excellnce model to enhanch health model to enhanch health service delivery and performance excellence in a state department,RAU University,ournal of Human Resource Management, 2004, 2 (3), 32-41.
16. Hertz,H.S.,Health Care Criteria For Performance Excellence , 2011 , The Malcolm Baldrige National Quality Awards , U.S.A.
17. Huiyu,C.,& Weiwei ,W.,(2010),Green supply Chain Management For a Chinese auto manufacturer, Master’s Thesis in Industrial Engineering and Management, university of Gavle.
18. Karlsson ,A.,& Karlsson, E.(2020).Green Supply Chain Practices for a Consumer Health business in the UK market, The implications of implementing Green Packaging. Master’s thesis in the Management and Economics of Innovation Program and Supply Chain Management Program. Chalmers University of Technology
19. Kholis,N.,Ratnawati,A.,(2021),The Effects of Customer Engagement and Brand Trust on Brand Loyalty: A Case Study of BPJS Healthcare Participants in Indonesia, Journal of Asian Finance, Economics and Business Vol 8 No 11,0317–0324.
20. Loch,C.H.,Chick,S.E., Huchzermeier,A.,(2008),Management Quality and Competitiveness, Lessons from the Industrial Excellence Award.
21. makima.S.M.,(2019),Green supply chain performance check Management in the oil industry in Tanzania a case study of Tasama Pipes Ltd.A Dissertation of Masters of Supply Chain Management (MSCM) of College of Business Educatio.
22. Masocha, R.; , (2021), Green Marketing Practices: Green Brands, and Advertising Branding and its relationship to the performance of small and medium-sized enterprises In South Africa, Journal of Sustainability Science and Management Volume 16, Number 1, Jan 2021: 174-192.
23. Muma,B.O.,Nyaoga,R.B.,Matwere,R.B.Nyambega,E.(2014).Green supply chain management and environmental Performance among tea processing firms in KerichoCounty- Kenya.International Journal of Economics, Finance and Management Sciences,2(5).
24. Ninlawan C., Seksan P., Tossapol K., and Pilada W.,(2010),The Implementation of Green Supply Chain Management Practices in Electronics Industry,proceedings of international Mulitconference of Engineer and computer scientists2010 vol 3 Imecs2010,march 17-9,2010,hong kong.
25. Novitasari,M.,&Agustia,.D.,(2021)Green Supply Chain Management and Firm Performance: The Mediating Effect of Green Innovation, Journal of Industrial Engineering and Management.14(2), 391-403.
26. Omoifo,D.O.,(2020),Improving Customer Value Co-creation through Customer Engagement and Requirements Engineering Practices in a Small Software Company, Master’s Degree Programme – Computer, Communication & Information Sciences,Title Page Aalto University.
27. Pakwihok,S.,(2010),achieving superior corporate performance and the charac teristics of managerial dimensions:the stock exchange of thailand,A Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree of Doctor of Philosophy (Development Administration) School of Public Administration National Institute of Development Administration.
28. Pirot,B.M.,(2016)Conceptual Framework of Performance Management for Northern Iraq Construction Industry,Eastern Mediterranean University.
29. Priyashani,L.N.,&Gunarathne,G.C.L.,(2021),Impact of Green Supply Chain Management Practices on Organizational Performance of the Manufacturing Sector in Sri Lanka,Vidyodaya Journal of Management 2021,Vol.07(1),0125.
30. Rather,R.A., Sharma,J.,(2017),Customer engagement for evaluating customer Relationships in hotel industry.
31. Roberto,A.L.B.,(2017),Drivers and Outcomes of Customer Brand Engagement on Online Social Media Based Tourism Brands,Master Dissertation in Manageme
32. Sarkis.J and Dou,Y.2018.Green Supply Chain Management.
33. Sirvi,R., Ramu,G.R., Revelli,V.,Kumar,G.S., Pattnaik,C.S.,(2021),The Role of E-commerce on Customer Engagement. In 2021,Vol 6 Issue 2,ISSN: 2455-2631.
34. So, K. K. F., King, C., & Sparks, B. (2014). Customer engagement with tourism brands: Scale development and validation. Journal of Hospitality & Tourism Research, 38(3), 304-329
35. Sukendia,J.,Harianto,N., Wansagac,S., Gunadid,W.,(2021),The Impact of E-Service Quality On Customer Engagement, Customer Experience and Customer Loyalty in B2c E-Commerce,Turkish Journal of Computer and Mathematics Education.
36. Tondera,E.V.,& Petzerb,D.J.,(2018),The interrelationships between relationship marketing constructs and customer. Engagement dimensions.
37. Vivek,S.D.,(2009),A scale of consumer engagement,Submitted in partial fulfillment of the requirements For the degree of Doctor of Philosophy ,University of Alabama
38. Wongthongchai,J.,&Saenchaiyathon,k.(2019).The Key Role of Institution Pressure on Green Supply Chain Practice and the Firm’s Performance.Journal of Industrial Engineering and Management,12(3).
39. Wu,D.,(2009),Measuring Performance in Small and Medium Enterprises in the Information & Communication TechnologyIndustries,A thesis submitted in fulfillment of the requirements for the degree of Doctorate of Philosophy,RMIT University.
40. Yazdani,A., Soukhakian,M.A.,Mozaffari,M.R.,(2013),Evaluation of Critical Success Factors in Total Quality ManagementImplementationand Prioritization with AHP – Case Study: Pars Oil And Gas Company,Islamic Azad University,Iran.vol.2, No.