



Sigit Hermawan_Umsida <sigithermawan@umsida.ac.id>

Resent: A Request to review a CSREM paper

3 messages

Scott Lam <scottlam@erpenvironment.com>
To: sigithermawan@umsida.ac.id

13 January 2022 at 10:28

Dear Sigit Hermawan,

CORPORATE SOCIAL RESPONSIBILITY AND FIRM PERFORMANCE: GREEN SUPPLY CHAIN MANAGEMENT AS A MEDIATING VARIABLE

Happy New year to you!

How are you doing? I hope that you and your family are keeping well and that you had a lovely Christmas and new year celebration. It's my great pleasure to correspond with you. It is indeed very worrying to see the increasing number of Covid infected cases and the emerge of the new variant- Omicron. I hope that the new variant would soon diminish with the continuous effective vaccine rollout program.

With regards to the review for the above-titled paper which I sent earlier, I would like to check and see if you have received this review request. It seems that we have not received your confirmation of receipt. I will look forward to receiving your advice.

Thank you once again for your great help and support.

Looking forward to hearing from you soon.

Please do keep well and stay healthy.

All the best in the year of 2022.

Have a great day and take care,

With thanks and best wishes,

Scott

Manager - Editorial Office

ERP Environment- HK

17C Conway Mansion, [29 Conduit Road, Mid-levels, Hong Kong](#)

Email: scottlam@erpenvironment.com

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From: Scott Lam [mailto:scottlam@erpenvironment.com]**Sent:** Sunday, January 09, 2022 10:27 PM**To:** 'sigithermawan@umsida.ac.id'**Subject:** Re: A Request to review a CSREM paper**Importance:** High

Dear Sigit Hermawan,

CORPORATE SOCIAL RESPONSIBILITY AND FIRM PERFORMANCE: GREEN SUPPLY CHAIN MANAGEMENT AS A MEDIATING VARIABLE

Happy New year to you!

How are you doing? I hope that you and your family are keeping well and that you had a lovely Christmas and new year celebration. It's my great pleasure to correspond with you. It is indeed very worrying to see the increasing number of Covid infected cases and the emerge of the new variant- Omicron. I hope that the new variant would soon diminish with the continuous effective vaccine rollout program.

My name is Scott Lam and I am the Editorial Assistant for the journal - I administer the editorial process ranging from submission, review, revision and, for accepted papers, submission to John Wiley and Sons for typesetting and publication.

We have been struggling to find suitable reviewers to review this paper submitted to "Corporate Social Responsibility and Environmental Management" journal. We are facing a tough time under the COVID-19. Most of our reviewers are trying really hard to keep everything on schedule and we are struggling to secure reviewers under this circumstance. Therefore, our editor, Richard Welford has asked me to write to you to sincerely ask if you could please review it as you have been suggested by the authors of the paper as a referee with particular expertise in this area. We do hope that you will therefore agree to the review request. We would be really grateful for your help.

I am attaching the paper and the reviewers' notes, and would be grateful if you could please acknowledge receipt by replying to this email.

As usual, we would ask you to send in your review within six weeks, in this case by 22nd February 2022. If you have a problem with the timescale, or any other queries, please let me know as soon as possible.

Thank you once again for your great help and support.

Looking forward to hearing from you soon.

Please do keep well and stay healthy.

Happy, wonderful and healthy new year!

All the best in the year of 2022.

Wish you a good start for the new week.

Have a great day and take care,

With thanks and best wishes,

Scott

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2 attachments

csr reviewers' notes (updated).doc
29K



csrem.docx
122K

Sigit Hermawan_Umsida <sigithermawan@umsida.ac.id>
To: Scott Lam <scottlam@erpenvironment.com>

13 January 2022 at 15:12

Dear Scott

I am very happy to receive your emails and offers. And I will do a review of the article as your offer.

Best regards
Sigit Hermawan.
[Quoted text hidden]

Scott Lam <scottlam@erpenvironment.com>
To: Sigit Hermawan_Umsida <sigithermawan@umsida.ac.id>

13 January 2022 at 17:32

Dear Sigit Hermawan,

CORPORATE SOCIAL RESPONSIBILITY AND FIRM PERFORMANCE: GREEN SUPPLY CHAIN MANAGEMENT AS A MEDIATING VARIABLE

Lovely to hear from you. I hope that you and your family are keeping well. It's my great pleasure to correspond with you.

Thank you so much for accepting to review the paper. Sure, that would be great. I will look forward to receiving your review by email accordingly.

Looking forward to hearing from soon.

Thank you once again for your great help and support.

Please do keep well and stay healthy.

Happy, wonderful and healthy Chinese new year! All the best in the year of the Tiger.

Have a great day and take care,

With thanks and best wishes,

Scott

Manager - Editorial Office

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17C Conway Mansion, 29 Conduit Road, Mid-levels, Hong Kong

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Sigit Hermawan_Umsida <sigithermawan@umsida.ac.id>

Reminder: A Request to review a CSREM paper

5 messages

Scott Lam <scottlam@erpenvironment.com>

24 February 2022 at 08:48

To: Sigit Hermawan_Umsida <sigithermawan@umsida.ac.id>

Dear Sigit Hermawan,

CORPORATE SOCIAL RESPONSIBILITY AND FIRM PERFORMANCE: GREEN SUPPLY CHAIN MANAGEMENT AS A MEDIATING VARIABLE

First of all, I would like to wish you a happy , healthy and prosperous Chinese New year!

How are you doing? I hope that you and your family are keeping well. It's my great pleasure to correspond with you again.

Further to our previous correspondence dated on 13th January, 2022, with regards to the review request for the above-titled paper, I would like to let you know that I will look forward to receiving your review by email accordingly. Thank you.

Could you please kindly provide us with some update on the review progress?

Looking forward to hearing from you soon.

Thank you once again for your great help and support.

Please do keep well and stay healthy.

Happy, wonderful and healthy Chinese new year! All the best in the year of the Tiger.

Have a great day and take care,

With thanks and best wishes,

Scott Lam

Manager - Editorial Office

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From: Sigit Hermawan_Umsida [<mailto:sigithermawan@umsida.ac.id>]

Sent: Thursday, January 13, 2022 4:13 PM

To: Scott Lam

Subject: Re: Resent: A Request to review a CSREM paper

Dear Scott

I am very happy to receive your emails and offers. And I will do a review of the article as your offer.

Best regards

Sigit Hermawan.

On Thu, 13 Jan 2022 at 10:28, Scott Lam <scottlam@erpenvironment.com> wrote:

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Sent: Sunday, January 09, 2022 10:27 PM

To: 'sigithermawan@umsida.ac.id'

Subject: Re: A Request to review a CSREM paper

Importance: High

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MANAGEMENT AS A MEDIATING VARIABLE

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Thank you once again for your great help and support.

Looking forward to hearing from you soon.

Please do keep well and stay healthy.

Happy, wonderful and healthy new year!

All the best in the year of 2022.

Wish you a good start for the new week.

Have a great day and take care,

With thanks and best wishes,

Scott

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Sigit Hermawan_Umsida <sigithermawan@umsida.ac.id>
To: Scott Lam <scottlam@erpenvironment.com>

25 February 2022 at 01:05

Dear Scott Lam.

First, First, I apologize for being a little late in responding to this email and also in completing the article review.

Second for the results of the review that the article can be accepted for publication with minor revisions. The results of the review and comments can be seen in the attachment.

Regards.

Sigit Hermawan

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2 attachments

 **csrem - by SH.docx**
109K

 **csr reviewers' notes (updated) - by SH.doc**
33K

Scott Lam <scottlam@erpenvironment.com>
To: Sigit Hermawan_Umsida <sigithermawan@umsida.ac.id>

25 February 2022 at 09:49

Dear Sigit Hermawan,

CORPORATE SOCIAL RESPONSIBILITY AND FIRM PERFORMANCE: GREEN SUPPLY CHAIN MANAGEMENT AS A MEDIATING VARIABLE

Lovely to hear from you. I hope you and your family are keeping well. It's my great pleasure to correspond with you again.

Thank you so much for your help in reviewing the paper. Well received your valuable comments with thanks.

I will forward it to our editor for his decision and we will let you know if we need further clarification from you. Thank you so much indeed.

Thank you once again for your great help and support.

Please do keep well and stay healthy.

Have a great weekend.

Have a great day and take care,

With thanks and best wishes,

Scott

Manager - Editorial Office

ERP Environment- HK

17C Conway Mansion, 29 Conduit Road, Mid-levels, Hong Kong

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Sigit Hermawan_Umsida <sigithermawan@umsida.ac.id>
To: Scott Lam <scottlam@erpenvironment.com>

10 July 2022 at 06:24

Dear Scott Lam,

I hope you and your family are keeping well. I am Sigit Hermawan who has reviewed articles "CORPORATE SOCIAL RESPONSIBILITY AND FIRM PERFORMANCE: GREEN SUPPLY CHAIN MANAGEMENT AS A MEDIATING VARIABLE". With this letter, can I get a certificate as proof that I have reviewed the article?

Thank You, Have a great day and take care.

Sigit Hermawan

Associate Professor In Accounting of Universitas Muhammadiyah Sidoarjo
East Java, Indonesia.

Email : sigithermawan@umsida.ac.id

Phone : +6285730900014, +62318545444

[Quoted text hidden]

Scott Lam <scottlam@erpenvironment.com>
To: Sigit Hermawan_Umsida <sigithermawan@umsida.ac.id>

10 July 2022 at 12:00

Dear Sigit Hermawan,

CORPORATE SOCIAL RESPONSIBILITY AND FIRM PERFORMANCE: GREEN SUPPLY CHAIN MANAGEMENT AS A MEDIATING VARIABLE

Lovely to hear from you. Yes, we are doing well thank you. I hope you and your family are keeping well and that you had a lovely weekend too. It's my great pleasure to correspond with you again.

Thank you once again for your help in reviewing the paper. I am now attaching the certificate hereby as per your request.

Thank you once again for your great help and support.

Please do keep well and stay healthy.

Wish you a good start for the new week.

Have a great day and take care,

With thanks and best wishes,

Scott

Manager - Editorial Office

ERP Environment- HK

17C Conway Mansion, 29 Conduit Road, Mid-levels, Hong Kong

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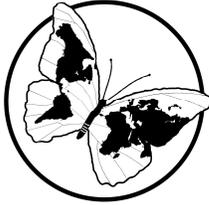
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[Quoted text hidden]

 **Certificate of reviewing for CSREM.pdf**
121K



CERTIFICATE OF APPRECIATION

To whom it may concern,

**"CORPORATE SOCIAL RESPONSIBILITY AND FIRM PERFORMANCE:
GREEN SUPPLY CHAIN MANAGEMENT AS A MEDIATING VARIABLE"**

This is to certify that Sigit Hermawan, acted as a guest reviewer to review and provide the review for the above-titled paper for the Corporate Social Responsibility and Environmental Management journal on 25th February, 2022.

Thank you for your attention.

Sincerely,

For and on behalf of
ERP Environment

.....
Authorized Signature(s)

Mr. Scott Lam
Corporate Social Responsibility and Environmental Management
Manager - Editorial Office

CORPORATE SOCIAL RESPONSIBILITY AND ENVIRONMENTAL MANAGEMENT

GUIDE FOR REVIEWERS

The journal, *Corporate Social Responsibility & Environmental Management* provides a practical resource for the ever increasing number of organisations concerned about social and environmental responsibilities in the context of sustainable development and are interested in developing tools to improve their performance and accountability in these areas. The focus of the journal is on practical advice for the development to tools, practical case studies and an assessment of the relative strengths and weaknesses of different approaches. It encourages debate over the development of issues as well as monitoring the demands being made of various stakeholder groups. It discusses issues of methodology, principles, practice, science, technology and law. It is a refereed journal and contributions of a high quality aimed at an interdisciplinary audience are invited.

In order to assist reviewers in their task, critical questions which should be asked are set out below. Nevertheless, you are welcome to use your own additional criteria. Typically, a review would address these questions in a 150-500 word report which should be sent to us to be relayed directly back to authors. The editorial policy is for references to be 'double blind', i.e. neither the author's nor the reviewer's names are shown on papers or reviews, so please do not indicate your name on reviews. Your opinion is also requested on whether the manuscripts should be:

1. **Accepted with no (or minor) corrections (V)**
2. Rewritten by the author(s) taking into account your comments and suggestions
3. Rejected.

As the quality of a journal is strongly related to the quality of the reviewing process, we greatly appreciate the efforts you put in and the contributions you give in making the journal a success.

CSREM gives top priority to articles which meet high standards of validity AND are written for a practitioner audience.

- Is the work consistent with the overall philosophy of the journal? **YES**
- Is there a solid theoretical basis or literature review? **NO**
- If a research article, are the research design and instruments valid and reliable?**YES**
- Are there consistencies in statistical or design data?**YES**
- Can the paper be fully understood by the targeted audience? **YES**

Title

- Does the title accurately summarise the content? **YES**

Abstract

- Does the Abstract adequately summarise the text? **YES**

Does the article feature?

- New, original ideas or research findings?**RESEARCH FINDINGS**
- Is guidance given on how to implement ideas or use findings?**IMPLEMENT IDEAS**
- If known information, is it presented in a novel or exciting way?**EXCITING WAY**
- Is there a clear description of a valid methodology?**YES**
- Is there a clear demonstration of a valid process, test, model or analytical tool?**YES**
- Does it extend research knowledge in development/environment related areas?**NOT YET**
- Does it integrate tested ideas into a practical theory or model?**NOT YET**

Argument

- Does the manuscript develop a logical argument?**YES**
- Are related or competing explanations acknowledged?**YES**
- Is the argument readily apparent and clear to the reader?**NOT YET**
- Are there sufficient case studies and examples to add colour, relevance and credibility?**NO**

Figures and Tables

- Are there any sections where figures or tables could replace text?**YES**
- Are all figures or tables appropriate or necessary?**YES**
- Accuracy and format (**YES**)

Referencing

- Are all relevant sources (stated or unstated) acknowledged?**YES**
- Is the format consistent?**YES**

GENERAL ISSUES

CSREM requires concise articles of 3500 - 6000 words. Reviewers should carefully consider whether longer articles could be edited without losing critical information.

- Is the writing style concise with no repetition or padding?**YES**
- Is interest kept throughout and do any sections tend to drag?**NO**
- Can the manuscript be better structured?**YES**

Corporate Social Responsibility and Firm Performance: Green Supply Chain Management as A Mediating Variable

Abstract

This study aimed to examine the effect of corporate social responsibility and firm performance with green supply chain management as a mediating variable. This study used PROPER companies listed on the Indonesia Stock Exchange for the 2015-2019 period. The results obtained in this study showed that corporate social responsibility had a positive effect on green supply chain management, green supply chain management had a positive effect on firm performance, corporate social responsibility had a positive effect on firm performance, and green supply chain management mediated the effect between corporate social responsibility and firm performance. Companies in Indonesia are faced with pressure from stakeholders related to the impact caused by companies on the environment. This can encourage the implementation of corporate social responsibility and green supply chain management in companies in Indonesia so that firm performance can be improved in the company.

Keywords: *Corporate Social Responsibility, Green Supply Chain Management, Firm Performance, PROPER companies, path analysis*

INTRODUCTION

The Indonesian government issued regulations regarding the Company including the implementation of corporate social responsibility. Corporate social responsibility is a commitment carried out by the Company to improve a sustainable economy so that it is useful to improve the quality of life and environment, both for the Company itself and the community (Law Number 40 of 2007, 2007). The government regulates the implementation of corporate social responsibility for Indonesian companies to increase awareness, fulfill developmental legal needs, and strengthen other regulations regarding social and environmental responsibility in Indonesia (Government Regulation Number 47 of 2012, 2012). Then, the implementation of corporate social responsibility is explained in company reports. With internal and external pressures, in social relations with the community, companies and environmentally friendly supply chain relationships can create environmental development that gives advantages to firm performance, so that corporate social responsibility and green supply chain management can improve firm performance.

An increase in public awareness of the impact that the company has on the community and the environment has made corporate social responsibility an important issue for the company (Amran et al., 2017). Corporate social responsibility is a multifaceted concept consisting of corporate social responsibility to employees, customers, the environment, the media, and partnerships with NGOs. There are several ways in realizing corporate social responsibility, including assisting suppliers in developing products and the use of safe processes and technologies for the environment (Agan et al., 2016). Companies that are active in implementing corporate social responsibility activities can become the best-performing companies (Martinez-Conesa et al., 2017). Therefore, companies can improve firm performance by implementing corporate social responsibility.

Green supply chain management is a supply chain relationship of a company by considering efforts to protect the environment and society. Companies will tend to get higher benefits by implementing green supply chain management when the company acknowledges green supply chain management practices as the main selling point and applies them to the company (Choi et al., 2017). This is because green supply chain management practices have a significant effect on environmental, social, operational, and economic performance (Qorri et al., 2018).

Previous studies stated that companies that are actively involved in implementing corporate social responsibility had a positive effect on their firm performance (Wei et al., 2020). However,

external corporate social responsibility had no effect on the company's operational profitability and internal corporate social responsibility had no effect on the company's market value (Yoon & Chung, 2018). There was a positive effect between corporate social responsibility and green supply chain management, which was a social improvement, conducive environmental benefits for green supply chain management (C. Wang et al., 2020). Green supply chain management practices had an effective impact on governance mechanisms to achieve customer relationships and economic performance. Developing unique capabilities that led to competitive advantages and improving firm performance could also be achieved through green supply chain management (Bu et al., 2020; Zhu et al., 2017). Therefore, the role of corporate social responsibility and green supply chain management is increasingly important for companies because they can affect firm performance.

This study examined the relationship between corporate social responsibility, green supply chain management, and firm performance. Inconsistent results are still found in previous studies in the relationship between corporate social responsibility, green supply chain management, and firm performance so that this study can provide knowledge and information for companies in Indonesia, especially publicly listed companies. Companies that involve corporate social responsibility allow the management to improve their social image so as to improve the determination of higher performance standards for the company management (Naseem et al., 2020). However, corporate social responsibility can result in expenses for the company even though corporate social responsibility can be determined by managers through cost-benefit analysis, but it does not generate revenue so that it will have a negative effect on firm performance (Riyadh et al., 2019). Companies will get less pressure from stakeholders when a corporate social responsibility strategy is implemented so that the implementation of green supply chain management is possible to comprehend (Sarkis et al., 2011; Wolf, 2014). Green supply chain management positively affects firm performance, especially the impact on environmental performance that can be achieved through operational and economic performance (Fang & Zhang, 2018). Due to the gaps in previous studies, this study can answer: 1) does corporate social responsibility and green supply chain management have a positive effect on firm performance?, 2) does corporate social responsibility have a positive effect on green supply chain management?, 3) is green supply chain management able to mediate the relationship between corporate social responsibility and firm performance? The objective of this study was to examine the role of corporate social responsibility and green supply chain management in improving firm performance.

This study contributed so that companies pay more attention to environmental and social responsibility by implementing corporate social responsibility and green supply chain management in achieving improvement on firm performance. Corporate social responsibility is the company's responsibility for the environment and society both internally and externally by increasing a sustainable economy. Meanwhile, green supply chain management is a company's supply chain by considering environmental health within it. By conducting this research, companies can increase awareness of environmental and social responsibility by considering green supply chain management so that it can improve firm performance.

LITERATURE REVIEW

Corporate Social Responsibility

Corporate social responsibility is the responsibility of company management, not only to maximize company profits, but also to consider social issues. Corporate social responsibility is an effort in the company's sustainable business that has benefits for the company. Corporate social responsibility can improve the welfare of the company's internal stakeholders by increasing the profitability of the company's short-term operations, and can increase market value by increasing a good reputation and customer loyalty (Price & Sun, 2017; Yoon & Chung, 2018). Corporate social responsibility activities can also provide benefits to companies through the relative emphasis on value-giving activities (Jia, 2020). The behavior of company leaders is greatly influential in the application of corporate social responsibility. Leaders must behave proactively to understand that the short-term costs incurred by the company related to the implementation of corporate social

responsibility can increase the company's profitability in the long term. This is intended so that the company can enjoy the potential benefits of implementing corporate social responsibility (Saha et al., 2020).

Green Supply Chain Management

Green supply chain management can be defined as an integration of business processes by company management by way of collaboration of supply chain partners with other stakeholders. The demands of responding to the environment from stakeholders make companies tend to be involved in implementing green supply chain management so that legitimate support and resources from stakeholders can be obtained (Bu et al., 2020). Green supply chain management is the incorporation of environmentally friendly initiatives into every aspect of supply chain activities. This does not only integrate manufacturing and distribution processes to customers, but also covering the source, product design, product development, manufacturing, transportation, packaging, storage, collection, disposal, and post-sale services including product end-of-life management (Chiu & Hsieh, 2016; Min & Kim, 2012). The implementation of green supply chain management can minimize the adverse environmental impacts caused by company activities (Habib et al., 2020). Saving resources and energy, reducing waste, and using less packaging are some of the company's activities in starting environmental practices that support companies to develop environmental performance, which can also reduce production costs to improve the efficiency of company resources (Yildiz Çankaya & Sezen, 2019).

Firm Performance

Firm performance is a reflection of the company's ability to achieve company goals to obtain maximum benefits. An improvement in firm performance is an important factor for companies in making decisions in implementing particular organizational policies and practices (Yang et al., 2019; Zhu et al., 2016). The firm performance consists of assets, company profits, and return on investment (Minh et al., 2020). Firm performance can also show the extent to which a company can achieve its production, human resources, marketing, and financial goals (Abeysekara et al., 2019). Internal management practices, particularly for environmental performance and economic performance, are efficient in improving firm performance (Fang & Zhang, 2018). The firm performance will direct investors to place shares in the company.

Corporate Social Responsibility and Green Supply Chain Management

The relationship between corporate social responsibility and green supply chain management is that, by implementing corporate social responsibility, the company can consider the environment and community to make strategic decisions, which can provide benefits in implementing green supply chain management. Corporate social responsibility is an action taken by companies related to balancing environmental, social, and economic factors (Halkos & Nomikos, 2020). Corporate social responsibility has a positive effect on green supply chain management because companies that adopt green supply chain management can gain insights from corporate social responsibility (C. Wang et al., 2020). Green Supply Chain Management assists companies to improve the company's ability to meet the demands of customers who are aware of the environment, improve company reputation, and reduce legal risks related to environmental violations (Bu et al., 2020; Chan, 2005). Corporate social responsibility is a mechanism to encourage companies to be more innovative, efficient, and effective (Martinez-Conesa et al., 2017) so that corporate social responsibility can support companies in implementing green supply chain management, including the provision of environmentally friendly products. Therefore, the researcher proposed the following hypothesis:

H₁ : Corporate social responsibility has a positive effect on green supply chain management

Green Supply Chain Management and Firm Performance

The relationship between green supply chain management and firm performance is the company's effort to preserve the environment in the supply chain, reducing raw material costs by using recycled materials, thus improving firm performance. In improving environmental and financial performance, managers need to consider internal green supply chain management, green supply chain management with suppliers, and green supply chain management by considering customers and take a more strict environmental monitoring-based approach (Laari et al., 2016). In producing safer and cheaper products, companies need to find and manage relationships with environmentally friendly suppliers. This is carried out to respond to the increasing demand for environmentally friendly products, as well as government and community attention to the environment (Bu et al., 2020). There are important factors in predicting performance, which are four determinants of green supply chain practices, including green manufacturing eco-design, collaboration with customers, and environmentally friendly information systems. Thus, it can be said that firm performance can be improved if the company proactively implements green supply chain management (Khan & Qianli, 2017; Zhu et al., 2017). Therefore, the researcher proposed the following hypothesis:

H₂ : Green supply chain management has a positive effect on firm performance

Corporate Social Responsibility and Firm Performance

Corporate social responsibility is not only a corporate social obligation, but can be a concept of sustainable development and can generate high firm performance. The implementation of corporate social responsibility in companies aims to obtain maximum benefits because corporate social responsibility can provide a positive image for the company so that it can gain social trust from the general public and earn maximum company profits (Javeed & Lefen, 2019). Contributing to society and paying attention to environmental problems are what managers must carry out in implementing corporate social responsibility (Jang et al., 2019). The implementation of corporate social responsibility can also be carried out by companies by considering internal stakeholders. In improving firm performance, companies can invest in corporate social responsibility activities such as training and increasing employee commitment to the company. Employees who are committed to the company can improve firm performance from time to time because it can lead to employee retention and fewer company costs in hiring new employees (Choongo, 2017). Thus, the implementation of corporate social responsibility is able to increase environmental and social trust in the company so that it can gain maximum benefits. Therefore, the researcher proposed the following hypothesis:

H₃ : Corporate social responsibility has a positive effect on firm performance

Mediating Effects of Green Supply Chain Management

There are several previous studies that examined the relationship between corporate social responsibility and firm performance. However, it is necessary to add another variable as mediation in the relationship between corporate social responsibility and firm performance. Green supply chain management is the mediating variable in this study. The implementation of green supply chain management practices in companies can be driven by the implementation of corporate social responsibility actions such as minimizing negative impacts on the natural environment, improving the welfare of internal stakeholders and the community (C. Wang et al., 2020). Practically, green supply chain management practices can show effective governance mechanisms to achieve the company's environmental and economic performance from a customer relationship perspective (Zhu et al., 2017). Therefore, the researcher proposed the following hypothesis:

H₄ : Green supply chain management is able to mediate the relationship between corporate social responsibility and firm performance

RESEARCH MODEL

This study focused on studies between corporate social responsibility, green supply chain management, and firm performance. The objective of this study was to examine the direct and indirect relationship between these three variables. The conceptual framework of this study is as follows:

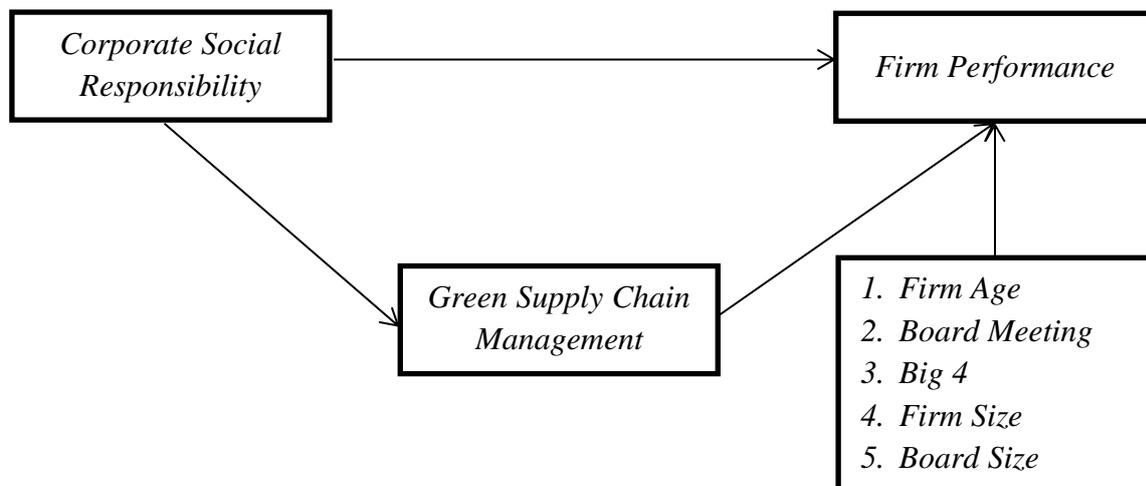


Figure 1. The relationship between Corporate Social Responsibility, Green Supply Chain Management, and Firm Performance

RESEARCH METHODOLOGY

Research Design

This study used quantitative research methods that focused on empirical research on the effect of corporate social responsibility on firm performance. In this study, the direct relationship was tested using SPSS and the indirect relationship was tested using the Sobel calculator (www.quantpspy.org) on the variables in this study. This type of research data was secondary data, in which the sample in this study was selected using the purposive sampling method. The population in this study was 211 PROPER companies listed on the Indonesia Stock Exchange for the 2015-2019 period. This study collected the data from the Indonesia Stock Exchange and OSIRIS software. There were two equations in this study, consisting of as follows:

$GSCM = \alpha_1 + \beta_1 CSR + e$	(1)
$FP = \alpha_2 + \beta_2 CSR + \beta_3 GSCM + \beta_4 FA + \beta_5 BM + \beta_6 Big4 + \beta_7 FS + \beta_8 BS + e$	(2)

DEFINITION OF THE OPERATIONAL VARIABLES

Dependent Variable

Firm Performance

Firm performance is the company's ability to utilize its resources to generate profits and be operationalized in return on assets (ROA) (Liu et al., 2020). This study used ROA as the ratio of firm performance measurement. ROA can show the company's operational performance for a particular period and can be formulated as follows (Ciftci et al., 2019):

$$ROA = \frac{EBIT}{TA}$$

Notes

ROA : *Return on Assets*

EBIT : *Earnings Before Interest and Tax*

TA : *Total Assets*

Independent Variables

Corporate Social Responsibility

Corporate Social Responsibility is a company's operating activity that is carried out in the company's economic, social, and environmental sustainability (Riyadh et al., 2019). Corporate social responsibility is carried out by the company to solve environmental and social problems (Halkos & Nomikos, 2020). Corporate social responsibility from 2015 to 2019 was calculated using the measurement of corporate social responsibility in accordance with the Global Reporting Initiative (GRI) standards. If the company implements GRI standard reporting, the company is given a score of 1. However, if the company does not apply reporting according to the GRI standards, it will be given a score of 0 (Vacca et al., 2020).

Green Supply Chain Management

Green supply chain management is a practice adopted by companies in company operations including green policies, transportation, and environmentally friendly sales (Laari et al., 2016). Green supply chain management is obtained from the analysis of the company's annual report using some indicators and measured in ratios. The indicators used in this study were as follows: (1) Have an ISO 9000 or ISO 14000 certificate, (2) Implementing green distribution and marketing, (3) The products use reverse logistics, the packaging can be reused and recycled, (4) Establishing supplier relationship closeness to determine the purchasing criteria and materials from suppliers, and (5) The quality of the product meets customer needs (Asif et al., 2020; Sharma et al., 2017; Yildiz Çankaya & Sezen, 2019).

Control Variables

This study used control variables including firm age, board meeting, big 4, firm size, and board size. Firm age can be measured using the logarithm of years of operation as the age of the company (Ciftci et al., 2019). Board meetings can be determined by the number of meetings held during the year by top-level managers (Eluyela et al., 2018). The Big 4 public accounting firm can be measured by giving a score of 1 for companies being audited by a public accounting firm and a score of 0 for companies audited by other public accounting firms (Dinarjito & Febriansyah, 2020). Firm size can be measured using the logarithm of the company's total assets (J. X. Wang & Zhao, 2020). Board size can be measured by the number of commissioners who occupy the company (Said et al., 2009).

RESULTS AND DISCUSSION

Descriptive Statistics and Correlation

Table 1 shows descriptive statistics for the independent, dependent, and control variables. The sample in this study consisted of PROPER companies listed on the Indonesia Stock Exchange for the 2015-2019 period. The descriptive statistical table below shows that the minimum and maximum scores of firm performance were -0.115 and 0.235, those of corporate social responsibility were 3.000 and 85.000, and those of green supply chain management were 0.000 and 1.000.

Table 1. Descriptive Statistics

	N	Mean	Median	Std	Minimum	Maximum
FP	211	0.078	0.075	0.058	-0.115	0.235
GSC	211	0.584	0.600	0.177	0.000	1.000
CSR	211	45.858	43.000	22.069	3.000	85.000
FirmSize	211	13.761	15.000	3.862	4.341	19.679
FirmAge	211	3.614	3.689	0.448	1.792	4.771
BoardSize	211	5.085	5.000	2.564	1.000	21.000
BoardMeeting	211	10.052	8.000	8.663	0.000	52.000
Big4	211	0.365	0.000	0.483	0.000	1.000

Table 2 shows the Pearson correlation test. The correlation between corporate social responsibility and green supply chain management was positive with a significance level of 1%. The correlation between green supply chain management and firm performance was positive with a significance level of 1%. The correlation between corporate social responsibility and firm performance was positive with a significance level of 1%.

Table 2. Pearson Correlation

	FP	GSCM	CSR	Firm Size	Firm Age	Board Size	Board Meeting	Big4
FP	1.000							
GSCM	0.291*** (0.000)	1.000						
CSR	0.278*** (0.000)	0.242*** (0.000)	1.000					
Firm Size	0.348*** (0.000)	0.204*** (0.003)	0.240*** (0.000)	1.000				
Firm Age	-0.028 (0.685)	0.037 (0.592)	-0.039 (0.575)	0.134* (0.053)	1.000			
Board Size	-0.014 (0.835)	0.234*** (0.001)	0.147** (0.033)	0.086 (0.214)	0.094 (0.176)	1.000		
Board Meeting	0.102 (0.139)	0.085 (0.221)	0.058 (0.399)	0.109 (0.116)	0.030 (0.666)	0.213*** (0.002)	1.000	
Big4	0.109 (0.113)	0.058 (0.401)	0.218*** (0.001)	0.022 (0.755)	-0.075 (0.275)	0.163** (0.018)	0.001 (0.987)	1.000

Notes: *, **, *** shows a significance of 10%, 5% and 1%

Model 1

Model 1 in this study used simple linear regression to examine the effect of corporate social responsibility on firm performance. The results of the simple linear regression can be seen in Table 3 and Table 5. Based on the results of the t-test, it can be seen that the t-test for corporate social responsibility on green supply chain management was 3.61 with a significance value of 0.000 (sig < 1%). Therefore, this shows that corporate social responsibility had a positive effect on green supply chain management so that H₁ was accepted.

Model 2

Model 2 in this study used multiple linear regression to test the effect of the corporate social responsibility, green supply chain management, firm size, firm age, board size, board meeting, and big 4 on firm performance. Based on Table 3, it can be seen that the t-value for the green supply chain management variable on firm performance was 3.34 with a significance value of 0.001 (sig < 5%). This showed that corporate social responsibility had a positive effect on firm performance so that H₂ was accepted. The t-test value on corporate social responsibility on firm performance was 2.33 with a significance value of 0.021 (sig < 5%). This showed that corporate social responsibility had a positive effect on firm performance so that H₃ was accepted. In the control variables, firm size had a t-test value of 4.20 with a significance value of 0.000 (sig < 1%). This showed that firm size had a positive effect on firm performance. Firm age had a t-test value of -0.80 with a significance value of 0.422 (sig > 10%). This showed that firm age had no effect on firm performance. Board size had a t-test value of -2.05 with a significance value of 0.041 (sig < 5%). This showed that board size had a negative effect on firm performance. The board meeting had a t-test value of 1.18 with a significance value of 0.240 (sig > 5%). This showed that the board meeting had no effect on firm performance.

Big 4 had a t-test value of 1.16 with a significance value of 0.246 (sig > 5%). This showed that big 4 had no effect on firm performance.

Table 3. Regression Results of Firm Performance and Green Supply Chain Management

	(1) GSCM	(2) Firm Performance
CSR	0.002*** (3.61)	0.000*** (2.33)
GSCM		0.073* (3.34)
Firm Size		0.004*** (4.20)
Firm Age		0.007*** (-0.80)
Board Size		0.003** (-2.05)
Board Meeting		0,001*** (1.18)
Big 4		0.009*** (1.16)
_cons	0.495 (18.12)	0.009 (-0.27)
R ²	0,0587	0.2220
Ajd R ²	0,0542	0.1962
N	211	211

Mediation Effects

The results of the mediation test in this study can be seen in Table 4. The indirect relationship in Table 4 showed that the t-value was 2.48 with a significance value of 0.013 (sig < 5%). This showed that green supply chain management could mediate the effect of corporate social responsibility on firm performance.

Table 4. Mediation Test Results

	Input	Test Statistic	Std. Error	p-value
a	0.0001414	2.48	0.000057	0.013
b				
Sa				
Sb				

Table 5. Summary of Hypothesis Testing

		Regression Coefficient	T-Value	P-Value	Information
H ₁	CSR -> GSC	0.0026198	3.61	0.000***	Had a positive effect
H ₂	GSC-> FP	0.0729149	3.34	0.001***	Had a positive effect
H ₃	CSR -> FP	0.0004124	2.33	0.021**	Had a positive effect
H ₄	CSR-> GSC -> FP	0.0001414	2.48	0.013**	Had a positive effect

In this study, the first hypothesis showed that corporate social responsibility could drive the implementation of green supply chain management. This supports the study conducted by (C. Wang et al., 2020) which stated that corporate social responsibility could provide insights in adopting green

supply chain management. The second hypothesis showed that there was an effect of green supply chain management and firm performance. These results are in line with the study conducted by Fang & Zhang, (2018) which stated that green supply chain management practices had a positive effect on firm performance. Eco-design in the implementation of green supply chain management could improve the company's economic performance so that it could affect firm performance. The third hypothesis showed that there was an effect between corporate social responsibility and firm performance, which this finding is in line with the study conducted by Choongo, (2017). Firm performance could be improved through the implementation of corporate social responsibility such as providing training and development for employees to increase employee commitment to the company.

This study did not only show a direct effect between corporate social responsibility and firm performance, but also showed an indirect effect between corporate social resonance and firm performance through the mediation of green supply chain management. In this study, it can be seen that green supply chain management was able to mediate the effect of corporate social responsibility on firm performance, which this result is in line with the study conducted by C. Wang et al., (2020). Therefore, it can be interpreted that the implementation of corporate social responsibility could improve green supply chain management and produce better firm performance.

CONCLUSION

This study examined the direct and indirect effects of corporate social responsibility, green supply chain management, and firm performance. The direct relationship tested corporate social responsibility on firm performance. Meanwhile, the indirect relationship tested green supply chain management as a mediating variable in the effect of corporate social responsibility on firm performance. Most of the results obtained are in line with the hypotheses in this study. Corporate social responsibility had a positive effect on green supply chain management, green supply chain management had a positive effect on firm performance, corporate social responsibility had a positive effect on firm performance, and green supply chain management mediated the effect between corporate social responsibility and firm performance.

There were several limitations to this study. First, this study only involved companies registered in PROPER Indonesia, where the PROPER is a company rating in environmental management. Second, this study only involved PROPER companies listed on the Indonesia Stock Exchange for the 2015-2019 period. Third, this study only analyzed corporate social responsibility, firm performance, and green supply chain management. Further researchers are suggested to consider the performance and application of other green such as green innovation, green purchasing, etc., can use other types of companies, and can extend the research period.

Apart from the limitations of this study, we believe that this study can provide insight into corporate social responsibility in improving firm performance in companies through green supply chain management.

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Edited By: Prof. Richard Welford, Sasin School of Management, Bangkok
 Impact factor (2021): 8.464
 Journal Citation Reports (Clarivate, 2022): 33/155 (Business) 12/127 (Environmental Studies) 37/226 (Management)
 Online ISSN: 1535-3966
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 July 2022

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135	International Journal of Physical Distribution and Logistics Management	journal	1.950 Q1	117	50	144	3218	1208	131	6.55	64.36	
136	Corporate Social Responsibility and Environmental Management	journal	1.945 Q1	82	156	460	12314	4312	458	9.25	78.94	
137	Journal of Cleaner Production	journal	1.921 Q1	232	5326	12943	362638	145613	12771	10.96	68.09	
138	Journal of Manufacturing Technology Management	journal	1.898 Q1	76	83	205	6008	2055	199	9.70	72.39	
139	Human Resource Development Review	journal	1.874 Q1	52	22	56	1916	336	45	6.11	87.09	
140	Review of Public Personnel Administration	journal	1.853 Q1	48	53	91	4097	491	90	4.83	77.30	

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