

The Role of Sustainable Strategies, Sustainable Structure Towards the Sustainable Performance in Family-Owned- Businesses

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ABSTRACT

Sustainability is a theme of the day and affecting socially, economically, and environmentally to future generations. The impact of social disruption, and recognize the environmental issues and redesign their policies accordingly particularly sports goods industry of Punjab. This letter intent to establish sustainable strategies have an impact on sustainable performance with the mediating role of sustainable structure. The religiosity has been tested as a moderating variable in this relationship. This study tests the multidimensional construct sustainable strategies to measure the sustainable performance of manufactures from the sports goods industry Pakistan. The results revealed that sustainable performance is linked with sustainable strategies however, sustainable structure indicates a positive and insignificant relationship with sustainable performance. The religiosity shows a positive and significant relationship with sustainable performance. The moderating effect of religiosity was not significant (sustainable structure and sustainable performance, sustainable strategies and sustainable performance). This study proposes testing of other environmental concerns and social factors to measure the sustainable performance of SMEs in Pakistan.

Keywords: *sustainable performance, religiosity, sustainable strategies, sustainable structure, social*

Introduction

The term sustainable performance has been used in different context in different countries, for example, America, Asshidin, Abidin, and Borhan, (2016); China, United States, and Taiwan, Lin and Chen, (2006); China and Japan, Wang and Yang, (2008); Qin and Brown, (2008); Egypt, Mostafa, (2010); United Kingdom, Diamantopoulos, Schlegelmilch, and Palihawadana, (2011); Iran, Fakharmanesh and Ghanbarzade Miyandehi, (2013); and Malaysia (Tabassi, Esmaeilzadeh, & Sambasivan, 2012). However, in academic literature sustainable performance is defined in a different context of different countries (Haque, Anwar, Yasmin, Sarwar, & Ibra, 2015). Conventionally, the term sustainable plays a significant role to motivate and manage the consumer's purchases of products and services is considered as a predecessor

(Bilgihan, Kandampully, & Zhang, 2016). In literature, most of the studies related to consumer behaviour and understanding level towards purchasing power of products can be achieved by studying through intentions (Ghalandari & Norouzi, 2012; Awan, Siddiquei, & Haider, 2015). Pandza, (2015) described the strong relationship between these two predecessors, Sustainable performance assists in defining the purchase behaviour of consumers in any particular economy. Therefore, the term consumer's intention is very important in terms of behaviour in different theories like the theory of reasoned action (TRA). In the start of the 20th century the emergence of environmental concerns among the societies, push the organizations to consider environment-related components in their strategies (Adams, Jeanrenaud, Bessan, & Denyer, 2016). Since the last few decades, most of the

researchers studied has been documented on Sustainable performance that is forced to purchase green products for welfare and well-being of organization (Kline, Barbieri, & Lapan, 2016). *Green behaviour* is behaviour that significantly reduces the harm to the environment by reducing the waste, and minimizes the energy use that provides the different type of advantages in different sector of organization. Well established literature affirms that Sustainable performance mediate the relationship with green behavior of customers with perspective of green products (Ford & Despeisse, 2016). Joshi and Rahman, (2015) claims that green purchase intention has a positive effect on green behavior towards green products in market. The *organization green image* is interrelated with sustainable development of organization that shows the positive things towards the Sustainable performance of any individual in society (Liobikiene, Mandravickaitė, & Bernatoniene, 2016). Therefore, it is very important source in sustainability of organization. Furthermore, the idea of green business is the part of organization green image that provides positive relationship towards the green behavior consumers. So that, if the intensity of green behavior is increase than Sustainable performance will also be increase. Moreover, there is a positive relationship between organization green image and firm performance (Paul, Modi, & Patel, 2016). The term *environmental concern* includes different types of issues that is typically related with climate change, knowledge about clean energy and similar energy sources (Yadav, Kumar Dokania, & Swaroop Pathak, 2016). Most of studies are related

with environmental concern that is significantly impact on purchase intention of individual for environmentally effective products. Environmental concern facilitates the organizations and provides the knowledge about the issues and limitation of natural resources. As a result, environmental concern is positively related with purchase intention of consumer about green products which eventually measure performance (Kumar & Ghodeswar, 2015). *Environmental knowledge* facilitates the organizations in terms of improving manufacturing processes to achieve the outcome as a green products and it has positive and significant relationship with survival and sustainability (Yadav & Pathak, 2016). Furthermore, most of studies claims that lack of environmental knowledge is an underpinning factor which effect the organizations market share, sales, profitability (Duffield & Whitty, 2015). Sustainable performance is positively linked with sustainable strategies including socially, environmentally and economically which eventually translated into organizational performance (Shin, Thai, Grewal, & Kim, 2017). Most of the past studies indicates that sustainable strategies boost the market share based on green environment and green marketing. Moreover, in literature sustainable strategies and sustainable performance has a significant relationship with respect of green behavior of consumer (Mohd Suki, 2016).

Research Objectives

This letter aims to understand the impact of social sustainability, (green behavior and organizational green image) economic sustainability, and environmental sustainability (environmental concern and

environmental knowledge) measures the sustainable strategies, while sustainable structure mediates the relationship between sustainable strategy and sustainable performance. Moreover, religiosity moderates the relationship sustainable structure and sustainable performance in the domain of family-owned businesses. Research objectives are given below:

1. To examine the relationship between sustainable strategies and sustainable structure
 - a. To examine the relationship between social sustainability and sustainable strategies
 - i. To examine the relationship between green behavior (required and voluntary) and social sustainability
 - ii. To examine the relationship between organization's green image and social sustainability

- b. To examine the relationship between economic sustainability and sustainable strategies
- c. To examine the relationship between environmental sustainability and sustainable strategies
2. To examine the relationship between sustainable strategies and sustainable performance
3. To examine the mediating role of sustainable structure between sustainable structure and sustainable performance
4. To examine the moderating role of religiosity between sustainable strategies and sustainable performance
5. To examine the moderating role of religiosity between sustainable structure and sustainable performance

Theoretical Framework

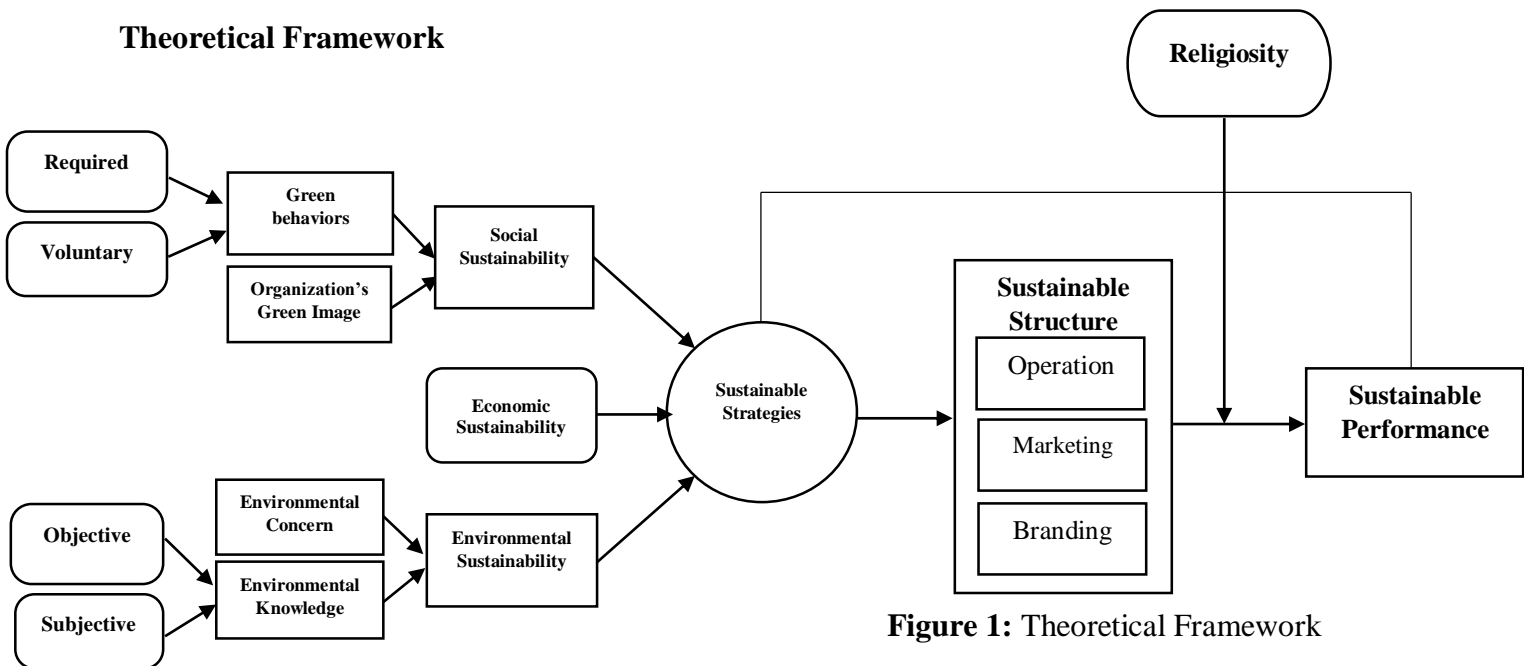


Figure 1: Theoretical Framework

Literature Review

In current competitive environment customer attraction and customer retention is key issue

which is a point of interest for the organizations. With the emergence of environmental and ethical concerns survival

and sustainability of firms linked with ethical and environmental issues. So the sustainable performance of consumers is may depends on the sustainable structures, and sustainable strategies which must deals with environmental as well as social and economic issues in current competitive environment. A number of studies documented that sustainable performance is directly associated with environmental and social/ethical issues for example (Follows & Jobber, 2000; Yamoah, Duffy, Petrovici, & Fearn, 2016). So, environmental, social and economic sustainability has been taken as independent variables. Sustainable Structure

Sustainable operations

The present study on sustainable operations is defined as overall operations or strategies that are based on environment practices to resolve different issues related to reproduction, minimal wastage, and recycling (Heeks, Subramanian, & Jones, 2015). However, most of the studies on sustainable operations described the positive relationship between sustainable strategy, purchase intension and firm performance, mostly through innovation process and enhance the products in more effective way (Beske & Seuring, 2014). Green supply chain management is playing a significant role in operational activities of organization. Although, green supply chain management practices have positive effect on both environmental and economic performance of production and managing different activities of firm (Chin, Tat, & Sulaiman, 2015).

Sustainable marketing

Sustainable marketing is defined as environmental and social point of view. Although, sometimes defined as a green

marketing and cause related marketing as well. Furthermore, sustainable practices in terms of marketing is more important about the sustainable products, in which included green products, more environment friendly products and socially strategic according to organization (Zeriti, Robson, Spyropoulou, & Leon, 2014). Marketing is most important in terms of organizational function that allows different companies to negotiate related to act as green initiatives and set sustainability strategies according to their business interest (Hillebrand, Driessen, & Koll, 2015).

Sustainable Branding

The term branding is defined with respect of sustainability that creates relationships among organization and customer with the combination of social environment. Green initiatives are the main source to provide sustainability to organizations in terms of branding in effective manner (Amini & Bienstock, 2014; Almeida, Agostinho, & Giannetti, 2015). The impact of green initiatives towards customers is positive as brand communication. Specifically, brand communication build interest in customer towards product through sustainability and support green initiatives of the brand for create better way for the long time period (Rivera, Bigne, & Curras-Perez, 2016). Most of studies defined brand as tool of organization for marketing their products to provide marketing techniques to their managers for addressing and educating different customers about their products. However, sustainability-based brand help to deliver the knowledge and improving their organizational performance (McDonald, Weerawardena, & Madhavaram, 2015).

Furthermore, branded products are highly related with strategies so that customer's interest towards second-hand products of branded products is highly effect on other local products (Park & Kim, 2016).

Sustainable strategy

The sustainable strategy refers as a development and design that should be supportive and aligned with managerial strategies to achieve the state of most sustainable organization (Rauter, Jonker, & Baumgartner, 2017). Sustainable strategies generate or can be a source of comparative advantage with the presence of strategic flexibility. However, most of organizations in developing countries are facing challenge in terms of building some sustainable strategies. Antecedents of sustainable strategy needs to consider the role of environmental factors to ensure the long-term survival, continuity and sustainable growth of organizations (Bhupendra and Sangle, 2015). Most of the studies based on successful organizations revealed that sustainability (in terms of strategies, processes) was the key component of their functions (Bateh, Heaton, Arbogast and Broadben, 2013). The connection between society, environment and economic development of organization are the part of sustainable strategies (Severo, Guimaraes, & Dorion, 2015).

Social sustainability

The *social sustainability* is achieved by the organizational activities related to maintenance and generate the different types of expertise in terms of green behavior of employees and organization's green image. (Sari, Shaharoun, Ma'aram, & Yazid, 2015). According to organization and management scholars, the term *Green behavior* is defined

for two ways. The first term is defined as organizations promote different types of activities related to environment sustainability organization are called as "green" organizational practices (Testa, Annunziata, Iraldo, & Frey, 2016). While the second term is based on individual behavior through environmental sustainability are called "green" behaviors (Schmidt, Lee, Winstein, & Wulf, 2018). Particularly, some researchers presented different types of business goals in terms of behavior are referred as *required behavior* while the second one is *voluntary behavior* that is related with organizational and psychological environment that creates the task performance (Carsrud, Brannback, Elfving, & Brandt, 2017). These two classifications make a difference among organizational green practices and individual green behavior. An *organization's green image* is based on sustainable organization that are focused on green and environment friendly activities for the purpose to run all working strategies related to production and operational activities (Hsu, Tan, & Mohamad Zailani, 2016). On the other hand, it can be defined as "meets the needs of the present world without compromising the ability of the future generations to meet their own needs" (Anderson, 2006).

Economic sustainability

For achieved *economic sustainability* is to create the enough cash flow and generates maximum return for the long term (Uwonda & Okello, 2015). However, these all activities called capabilities that make a complex sustainable strategy by using knowledge and combining different

operational activities (Chouinard & Ridgeway, 2011).

Environmental sustainability

The term *environmental substantiality* is gained from environmental concern and environmental knowledge by using different natural resources and try to minimize errors and wastage of material (Das, 2016). Dixon, (2017) described the term *environmental concern* in which people have a knowledge related to environmental issues that they can find a better way or clear these issues by using personal contributions in organization activities. Most of the recent studies related to environmental concern that are specifically bothered to environmental problems (Hew, 2016). However, the consequences are not in positive effect on environmental concern but included some other factors that can make a better and environment friendly behavior (Ali & Ahmad, 2016). Bong Ko and Jin, (2017) defined environmental knowledge as “a general knowledge of facts, concepts, and relationships concerning the natural environment and its major ecosystems”. Therefore, environmental knowledge is based on different types of basic relationships related to environmental side and contacts and focused carefully about sustainable development of organization (Pascual, Balvanera, Diaz and Pataki, 2017). In literature environmental knowledge is defined into different categories one is objective knowledge related with perceived and second is subjective knowledge related with solid environmentally friendly activities. The term *Objective knowledge* is defined about problems of environmental activities it includes conceptual and asserting knowledge. While term *Subjective*

knowledge is defined about to prevent these environmental problems it includes strategically and action- related knowledge (Medeiros, Ribeiro, & Cortimigl, 2016). Most of the recent studies indicates about the relationship between sustainable strategy and green behavior in terms of customers’ green behavior and product sustainable strategy. Sustainable strategy is a main source to develop effective product in a market (Bonn, Cronin Jr, & Cho, 2016). However, eco-information provided best opportunity to provide effective product therefore, the green behavior will be increase. Although, sustainable strategy of products will be positively influence on the green behavior of customers (Drexler, Fiala, Havlickova, & Potuckova, 2018).

A sustainable strategy is a main source for develop their products to maintain the sustainability in organization. Although, sustainability in organization ultimately increase green behavior that can help to increase their productivity level with limited resources (Tietenberg & Lewis, 2016). Sustainable strategy make organization more sustainable by using environment friendly and green products. According to this, the impact of sustainable strategy on organization’s green image is positive with respect of sustainable development (Hsu, Tan, & Mohamad Zailani, 2016).

According to Raineri and Paille, (2016) employees with more environmental concern impact the positive effect on organization because this positive effect can make sustainable strategies. In most of studies researchers indicated about the relationship of sustainable strategy and environmental concern has a positive relationship in terms

of sustainable development (Agan, Kuzey, Acar, & Acikgoz, 2016). Most of recent studies indicates that environmental knowledge plays a vital role in any kind of organization (Martensson & Westerberg, 2016). However, employee's environmental knowledge enhances the abilities to know about environmental awareness, people attitudes, decisions and finally their participation in organization. According to this, it is found that there is a positive relationship between environmental knowledge of employees and sustainable strategies (Zareie & Navimipour, 2016).

The role of religiosity

Religiosity (religious commitment) refers to *“the degree to which a person adheres to his or her religious values, beliefs, and practices and uses them in daily living and consumption behavior”*. Key factor plays a critical factor in purchase behavior is religiosity. It has been well established in existing literature religiosity plays a critical role in purchase intension (Teng & Wang, 2015). The purchase intention of consumers may be affected by the religiosity about the particular products and services which effect the firm performance (Awan, Siddiquei, & Haider, 2015).

Hypothesis Development

This study tests the role of religiosity between sustainable structure and sustainable performance in developing Islamic countries especially in Pakistan, Malaysia, and Bangladesh. Therefore, this leads us to formulate the following hypothesis;

H1: Sustainable strategies has a significant relationship with a sustainable structure

H1a: Social sustainability has a significant relationship with sustainable strategies

H1a₁: Green behaviour (required and voluntary) has a significant relationship with social sustainability

H1a₂: Organization's green image has a significant relationship with social sustainability

H1b: Economic sustainability has a significant relationship with sustainable strategies

H1c: Environmental sustainability has a significant relationship with sustainable strategies

H2: Sustainable strategy has a significant relationship with sustainable performance

H3: Sustainable structure significantly mediate the relationship between sustainable strategies and sustainable performance

H4: Religiosity significantly moderate the relationship between sustainable strategies and sustainable performance

H5: Religiosity significantly moderate the relationship between sustainable structure and sustainable performance

Entrepreneurs are the main source to develop the economy in terms of entrepreneurial businesses, employment generation, and economic growth. In Pakistan, most of entrepreneurial businesses are based on partnership and sole proprietors (Elert, Andersson, & Wennberg, 2015). Most of them are owned and operated by families are called family-owned businesses. According to World Bank and Small and Medium Enterprises Development Authority (SMEDA) around 6.8 million businesses are registered in Pakistan and nearly 90% businesses are based on families (The World

Bank, 2018; SMEDA, 2018). Sports goods industry Punjab, Pakistan has been considered as unit of analysis. The sports goods industry of Pakistan are one the leading sector significantly contributing in total exports of Pakistan. A number of world-renowned brands are sourcing from Punjab, Pakistan e.g. Adidas, Nike, PUMA, ZARA and FIFA. Approximately 97% companies, firms and associations registered in sports goods industry of Punjab, Pakistan are operated and managed by the families which contribute to 1.51% of total exports of Pakistan (Butt, 2019). In spite of, sports goods industry of Pakistan has a competitive advantage and high demand around the world, a little or no steps has been taken related to environmental and social/ethical issues instead of concerns from developed economies. The exports of sports goods industries have been declining since last decade due to environmental degradation and child labor concerns raised by the developed nations. Pakistani sports goods industry lag behind as compare other South Asian economies in dealing with environmental degradation and child labor for example 11 firms from Bangladesh 5 firm from Sri Lanka got the certification of LEED (Leadership in Energy and Environment Design) while only 2 firms from Pakistan was able to gain this certification (The Green Building Information Gateway, 2014). Furthermore, Sialkot Chamber of Commerce and Industry (SCCI) and government of Pakistan played a role in eradication of child labor in collaboration of International Labor Organization (ILO). However, no or limited role has been played in terms of environmental degradation and related

programs. A limited literature has been documented in Pakistan on the environmental, social and economic sustainability in terms of purchase intension. Thus, the results of current study will facilitate the sports goods industry and to policy makers in government of Pakistan in provide the valuable insights about the impact of social, environmental and economic sustainability and purchase intension.

Methods

Survey based method is more appropriate for descriptive-correlation nature of study (Case & Lingerfelt, 1974; Hernndez Sampieri, Fernndez Collado, & Baptista Lucio, 2006). The population is sports goods industry (manufacturing) of Pakistan. Sports goods industry of Pakistan namely manufacturing inflatable balls, Gloves, protective gears, composite hockey, wooden bats and other wooden products, other items and sports gears along with sportswear. This sector contributes approximately \$450 million per annum and approximately 60,000 work force is working in 1,500 SMEs in sports goods industry of Pakistan. To calculate the sample size, total population of 1,500 firms (manufacturing) based on the dataset was available with Sialkot chamber of commerce was considered. To calculate the minimum sample size, based on effect size 0.30 (medium), confidence level=95% the results indicates that minimum sample size is 136. Moreover, tabulation method (Krejcie & Morgan, 1970) clams that minimum sample size should be 306. The response rate for survey based studies in Pakistan was 55% while considering this in total 557 questionnaires were distributed. Response

rate of current study was 58% due to self-administration technique was used for data collection in current study and total questionnaire received was 338 out of which 20 questionnaires were discarded due to missing values and total 308 questionnaires were considered for analysis.

Items to previously use in literature to measure the underpinning constructs, social sustainability, economic sustainability, and environmental sustainability to measure sustainable strategies as elaborated by (Wang, Hawkins, Lebrede, & Berman, 2012). To ensure the accuracy of measurement of items were modified accordingly to nature and culture of industry. The reliability and validity analysis has been conducted by the author. Sustainable structure was elaborated by (Sautron, et al., 2015), items to measure sustainable performance has been taken from (Chen, Okudan, & Riley, 2010), and religiosity has been measured on the elaboration given by (Hofmann & Walach, 2011). According to theoretical contributions items of

questionnaire were modified with minimum adjustments. To SEM-PLS (Structural Equation Modelling-Partial Least Square) technique was chosen to achieve the research objectives of current study based on the criteria defined by (Chin & Newsted, 1999).

Results

Table 1 describes the demographics of respondents from the sports goods industry of Pakistan. Simple random sampling technique was used to collect the data from the SMEs registered under Sialkot Chamber of Commerce. The sample of 308 SMEs (small 123, medium 93, and large 92) has been collected and segregated on the basis age and qualification. The respondents of surveys include managers and owners of SMEs with the age range of 25-40 (29.54%) to 41-60 (39.28%), and 61-79 (31.18%) of total sample size, while the qualification range from middle to masters 51.62% (Middle to High School), 29.54% (High school to DAE), and 18.84% (Graduation to Masters).

Table 1: Descriptive statistics (Demographics of Respondents)

		Frequency	Percent	Cumulative Percent
Size	Small (10-49 employees)	123	39.93	39.93
	Medium (50-150 employees)	93	30.19	70.12
	Large (151-250 employees)	92	29.88	100
Age	25-40 Years	91	29.54	29.54
	41-60 Years	121	39.28	68.82
	61-79 Years	96	31.18	100
Education	Middle to High School	159	51.62	51.62
	High School to DAE	91	29.54	81.16
	Graduation to Masters	58	18.84	100.0

Table 2: Correlation Matrix

	ES	EC	EK	ES	GB	OGI	S.Pro	R	SS	Sus-Stra	Sus-Stru
Economic sustainability	1.00										
Environmental concern	0.79	1.00									
Environmental knowledge	0.71	0.84	1.00								
Environmental sustainability	0.79	0.97	0.94	1.00							
Green behavior	-0.25	-0.38	-0.54	-0.46	1.00						
Organization's green image	-0.55	-0.38	-0.43	-0.42	0.26	1.00					
Sustainable Performance	0.25	0.26	0.20	0.24	0.13	-0.12	1.00				
Religiosity	0.25	0.20	0.15	0.19	0.13	-0.12	0.69	1.000			
Social sustainability	-0.53	-0.48	-0.61	-0.56	0.76	0.82	-0.01	-0.00	1.00		
Sustainable strategies	0.90	0.93	0.91	0.96	-0.47	-0.57	0.242	0.20	-0.67	1.00	
Sustainable structure	0.32	0.26	0.19	0.24	0.09	-0.12	0.650	0.74	-0.03	0.26	1.00

Table 1 reports the correlation of coefficient among the variables. Which shows the weak, strong and moderate relationship with significant and insignificant level. Therefore, the relationship of environmental knowledge and environmental concern is $r = 0.848$, shows the strongest positive relationship with significant level as p-value is less than 5%. The relationship of organization's green image and green behavior is $r = 0.266$, shows the weak positive relationship with significant level as P- value is less 5%. And the relationship of sustainable performance and organization's green image is $r = -0.118$, show the weakest positive with significant relationship as P- value is less than 5%. There is no multi-collinearity issue between

independent variables. If the value of coefficient of correlation is more than 0.90 it means that there is issue of correlation exist.

Evaluation of Measurement model

The measurement model evaluation is a process to evaluate the relationship between indicators or measured constructs. Three statistical tests was performed (i) factorial analysis (ii) reliability (internal consistency) and convergent validity, and (iii) discriminant validity. The factorial analysis considered the minimum threshold value of item 0.7, minimum threshold value of cronbach's alpha and composite reliability to ensure the internal consistency was 0.70, moreover, and the value of average variance extracted was 0.50.

Table 2: Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Economic sustainability	0.794	0.811	0.861	0.558
Environmental concern	0.848	0.908	0.885	0.576
Environmental knowledge	0.823	0.840	0.881	0.651
Environmental sustainability	0.903	0.933	0.922	0.558
Green behavior	0.824	0.838	0.919	0.849
Moderating Effect 1	1.000	1.000	1.000	1.000
Moderating Effect 2	1.000	1.000	1.000	1.000
Organization's green image	0.820	0.857	0.810	0.777
Sustainable Performance	0.821	0.789	0.871	0.782

Religiosity	0.862	0.909	0.891	0.783
Social sustainability	0.267	0.883	0.870	0.732
Sustainable strategies	0.853	0.943	0.892	0.725
Sustainable structure	0.822	0.836	0.876	0.587

While, the discriminant validity was ensured through cross-loading and use ensure the greatest load in each measured indicator. This indicator was considered as indicator of discriminant validity.

Evaluation of Structural Model

The evaluation of structural model ensure the relationship measure measured constructs, four statistics was used for structural model

evaluation (i) multi-collinearity, (ii) path coefficient, (iii) coefficient of determination, (iv) f-square effect. The current study ensure the value of multi-collinearity was less the 5.0, the path coefficient values of each measured construct is given in table 3. The coefficient of determination value for sustainable performance was 0.5320 and change in r-square was 0.507.

Table 3: Path coefficient table

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Economic sustainability -> Sustainable strategies	0.338	0.330	0.042	8.003	0.000
Environmental concern -> Environmental sustainability	0.594	0.594	0.038	15.713	0.000
Environmental knowledge-> Environmental sustainability	0.445	0.444	0.040	11.247	0.000
Environmental sustainability -> Sustainable strategies	0.618	0.618	0.039	15.918	0.000
Green behavior -> Social sustainability	0.590	0.592	0.086	6.862	0.000
Organization's green image -> Social sustainability	0.665	0.589	0.292	2.278	0.023
Moderating Effect 1 -> Sustainable performance	-0.010	-0.037	0.094	0.103	0.101
Moderating Effect 2 -> Sustainable performance	-0.008	-0.018	0.089	0.088	0.930
Religiosity -> Sustainable performance	0.468	0.490	0.163	2.872	0.004
Social sustainability -> Sustainable strategies	-0.142	-0.142	0.052	2.738	0.006
Sustainable strategies -> Sustainable performance	0.064	0.066	0.070	0.914	0.170
Sustainable strategies -> Sustainable structure	0.268	0.270	0.041	6.536	0.000
Sustainable structure -> Sustainable performance	0.270	0.253	0.162	1.667	0.096
R-Square	0.5320				
Change in R-Square	0.5070				

The results indicate that moderating effect of religiosity is insignificant on sustainable structure and Sustainable performance while sustainable structure mediate the relationship between sustainable strategies and purchase intension. Table 3 result shows the direct relationship between dependent and independent variables by indicating the values of β , t and p with moderating effect. The results indicate that social, economic and environmental sustainability has positive and significant relationship with sustainable strategies the t and p-values of respective constructs are as (2.738 (0.006), 8.003 (0.000), and 15.918 (0.000)). The results

conclude that all three constructs measure the sustainable strategies. Sustainable strategies have a positive and significant relationship with sustainable structure with the t-statistics (6.536), the p-value (0.000). However, the sustainable strategies have positive and insignificant relationship with sustainable performance as the t-value is (0.914) and the p-value is (0.170). Sustainable structure also indicates insignificant and positive relationship with Sustainable performance with t-value (1.667), p-value (0.096). The results indicate that religiosity does not moderate the relationship between sustainable strategies and sustainable

performance, and sustainable structure and sustainable performance however, religiosity has positive and direct relationship with sustainable performance.

Conclusion

The present study tests the impact of sustainable strategies as multi-dimensional variable on the sustainable performance with the mediating role of sustainable structure on the sports goods industry. The overall results indicate the positive and significant relationship among the measured constructs however, religiosity indicates insignificant impact on the relationship between sustainable structure, sustainable strategies and sustainable performance. Moreover, sustainable structure indicates an insignificant relationship with sustainable performance. The results are supports the myth that the family-owned businesses more concerns with social, economic, and environmental sustainability (sustainable strategies) because they have more one stake as compare to non-family-owned businesses. Sports goods industry of Pakistan face a lot of criticism from international community during last two decades and demand for improvements in terms of environmental friendly products and literature on family-owned businesses indicates the approximately 3 to 5 percent businesses survive in third-generation. The results of current study affirm that sustainable strategies play a positive and significant role in sustainable performance and firm's profitability. Future research studies needs to test this model on other sectors of Pakistan and in south Asian countries. This study proposes testing of other environmental concerns and social factors to measure the

sustainable performance of SMEs in Pakistan operating in other sectors.

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