

KEY FACTORS AFFECTING THE INTENTION OF SUPPLY CHAIN PROFESSIONALS TO ADOPT SUSTAINABLE PROCUREMENT AND SUPPLY CHAIN PRACTICES IN BANGLADESH

By

Noor-E-Jannat
22382033

A thesis submitted to BRAC Institute of Governance and Development (BIGD) in
partial fulfillment of the requirements for the degree of
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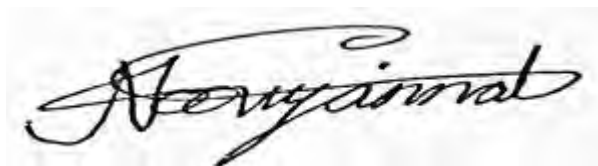
BRAC Institute of Governance and Development (BIGD)
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Declaration

It is hereby declared that

1. The thesis submitted is my own original work while completing degree at Brac University.
2. The thesis does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The thesis does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all the main sources of help.
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Noor-E-Jannat
22382033

Approval

The thesis/project titled “Key Factors affecting the intention of Supply Chain Professionals to adopt Sustainable Procurement and Supply Chain Practices in Bangladesh” submitted by

Noor-E-Jannat ID- 22382033

of fall 2024 has been accepted as satisfactory in partial fulfillment of the requirement for the degree of Masters in Procurement and Supply Management on 18 December 2024.

Examining Committee:

Supervisor:
(Member)

Dr. Md. Moniruzzaman
Faculty, MPSM, BRAC University

Program Coordinator:
(Member)

Full Name
Designation, Department
Institution

External Expert Examiner:
(Member)

Full Name
Designation, Department
Institution

Departmental Head:
(Chair)

Full Name
Designation, Department
Institution

Ethics Statement

The following ethical concerns governed the thesis to guarantee that the research was carried out honestly and openly and to prevent any harm to participants:

Participants were given the option to withdraw from the study at any time. They were also informed about the nature of the research and the questionnaire, and their consent was obtained before the study began. Respondents' identities were kept private. The APA referencing system was used to acknowledge the works of other authors used in the dissertation. Misunderstandings regarding the paper's purpose were avoided. All potential conflicts, affiliations, and sources were disclosed. To the best of the researcher's ability, all bias in the primary data findings was avoided. All research-related communications were conducted with honesty, integrity, and transparency.

Abstract

The importance of sustainable procurement and supply chain practice in addressing the problems of resource scarcity, climate change, and environmental degradation has gained more attention in recent years. This paper sought to understand the factors that influence the intention of professionals to adopt SP and SC practices in Bangladesh. Based on the scholars' studies and to further research the key factors influencing adopting sustainable procurement and supply chain practices, this paper proposes a conceptual model of sustainable supply chain management to examine the organizational, regulatory, economic, market, and knowledge factors. Survey data from 117 supply chain professionals was analyzed statistically, and six hypotheses were established to assess the adoption intention of supply chain professionals. The regression model indicates that economic and organizational factors are statistically significant. Cost reduction, tax exemption, financial incentives advantage, top management's commitment, pressure from investors, shareholders, upstream and downstream partners, and enhanced product or service quality are significantly responsible for influencing adoption intention and successful implementation of sustainable procurement and supply chain practices.

Keywords: Sustainable procurement, Sustainable, Supply chain practices, Adoption intention, Supply Chain Professionals, Bangladesh

Dedication

I sincerely dedicate my research work to my loving husband Md. Abul Bashar and my one and only daughter Isabella Noor. Without their continuous and unconditional support, I could not complete this work. I am Grateful to them from the bottom of my heart and forever indebted to them.

Acknowledgment

I'm grateful to Almighty for providing me with the bravery, endurance, and strength to start this study and finish it. To claim credit for this dissertation alone would be blatantly unjust. I want to start by sincerely thanking my supervisor, Dr. Md. Moniruzzaman, Brac University, for his unwavering support and prompt comments on my report. He has given me tremendous support and wise counsel during the research, and he has given me insightful advice, motivation, and direction in my pursuit of knowledge. I am appreciative of his invaluable help. I also want to thank my family for their infinite support in helping me finish my studies. I am grateful to my husband for being my biggest supporter and for constantly encouraging me to pursue my goals while also meeting my research needs. Last but not least, I want to express my gratitude to my MPSM classmates for their continuous support and encouragement, which inspired me to work on this dissertation.

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List of Acronyms

SCM	Supply Chain Management
SSCM	Sustainable Supply Chain Management
GSCM	Green Supply Chain Management
SP	Sustainable Procurement
SC	Supply Chain
GP	Green Purchasing

Glossary

Sustainable Supply Chain	This phrase typically describes a supply chain management strategy that takes social and environmental concerns into account. Businesses actively seek and provide goods and services in a way that is morally, ecologically, and socially responsible.
Sustainable Procurement	Sustainable procurement is the phrase used to describe purchasing decisions that try to satisfy an organization's needs for goods or services while also minimizing the environmental impact of such purchases.
Green Purchasing	Green purchasing, also known as environmentally preferable purchasing (EPP), is the practice of buying goods and services that, in comparison to similar goods and services offered by competitors, have less of an impact on the environment and human health.
Green Supply Chain Management	Using the 4R1D (reduce, reuse, recycle, reclaim, and degradable) principle, green supply chain management (GSCM) integrates sustainable environmental practices into traditional supply chains, from manufacturing to operations to end-of-life management.
Intention	An intention is a concept that you want to put into action. It's an intention if you mean something. Your intention is your aim, purpose, or goal. Whether you succeed or fail, it's something you want to do.

CHAPTER 1

INTRODUCTION

1.1 Background of Study

The coordination and management of a complicated web of operations necessary to provide a final product to a consumer or end-user is known as supply chain management. Purchasing raw materials and parts, producing and assembling goods, storing them, entering and tracking orders, distributing them via different channels, and ultimately delivering them to the client are all steps in this crucial business process (Bowersox & Closs, 1996). External suppliers, internal corporate operations, external distributors, and clients (commercial or end-user) make up a company's supply chain structure. Businesses may participate in several supply chains at the same time. Global actors dispersed across time zones and geographic borders make management and coordination even more difficult. The importance of a sustainable supply chain in addressing the problems of resource scarcity, climate change, and environmental degradation has gained more attention in recent years. By lowering environmental risks and impacts and increasing the ecological efficiency of the companies and their partners, environmentally sustainable supply chain management has become a key organizational concept to meet corporate profit and market share goals (Van Hock & Erasmus, 2000). Sarkis (2012) states that for the past 20 years, the linkage of supply chain management (SCM) and environmental concerns has flourished as a subfield. A mix of green purchasing, green manufacturing, and green logistics can be used to indicate broadly sustainable or green supply chain management (Singh & Sharma, 2015). The sustainable supply chain is now an essential component of many businesses in today's business environment. It boosts business process efficiency and moves organizations closer to sustainability (Stentoft & Lüthje, 2012).

Since businesses have realized that implementing green technology improves operations, such as lowering energy-related expenses, and has a significant impact on the relationships between suppliers and customers within the company, businesses across a range of sectors worldwide are growing increasingly concerned about environmental degradation (Ikram et al., 2021; Lin et al., 2020). Multinational corporations, for instance, have set up international networks of suppliers in order to capitalize on the unique features of each

nation's industry and create a competitive edge (Dunning, 1993). One such instance is Walmart, the biggest retailer in the world, which has committed to operating with zero waste by 2025. Walmart has adopted a number of green supply chain strategies, including cutting packaging waste, utilizing renewable energy, and streamlining transportation routes, in order to accomplish this goal. Walmart, therefore, was able to lower its operating expenses while also enhancing its environmental performance (khan, 2023). One well-known example of incorporating sustainability into corporate strategy is the Swedish furniture company IKEA. IKEA has set aggressive goals to cut greenhouse gas emissions, employ renewable energy, and promote sustainable procurement methods. In order to meet these goals, IKEA has made investments in solar and wind energy projects and collaborated with suppliers to enhance their environmental performance. IKEA has thus been able to lessen its negative effects on the environment while simultaneously enhancing its reputation as a brand and fostering more consumer loyalty (khan, 2023).

In addition, sustainable procurement is "a process whereby organizations meet their needs for goods, services, work, and utilities in a way that achieves value for money on a whole-life basis in terms of generating benefits not only to the organization but also to society and the economy, while minimizing damage to the environment," according to the Sustainable Procurement Task Force (DEFRA, 2006). A key tactic for tackling a number of corporate ethical and social responsibility issues, such as child labor and sweatshops, workplace safety, violations of human rights, diversity and equal opportunity, and environmental responsibility, is sustainable procurement (Blome & Paulraj, 2013; Brammer & Walker, 2011; Carter & Jennings, 2004). Practices like sustainable procurement are becoming essential corporate sustainability initiatives and interventions as a result of growing awareness of sustainability issues and increasing pressure on corporate entities to act morally by making deliberate efforts not to harm society and the environment (Goebel et al., 2012; Joseph et al., 2018; Marshall et al., 2019). In this context, the Triple-Bottom Line (TBL) concept (Elkington, 1998) emerged, which requires businesses to assess their supply chain management and procurement practices in the environmental, economic, and social domains (Dyllick & Hockerts, 2002; Padin et al., 2016; Dos Santos et al., 2014; Yun et al., 2019).

For instance, suppliers who take social and environmental considerations into account in their operations may benefit the purchasing organization by increasing efficiency, lowering the chance of supply disruption, and protecting its reputation. At the same time, manufacturers must successfully incorporate environmental concerns into their routine operations and onto their strategic planning agenda due to tighter restrictions and increased community and consumer pressures. Because of this, it is now more crucial than ever for enterprises to include environmental considerations in supply chain management in order to obtain and preserve a competitive edge. The recent activity of the business research community on the subject of supply chain sustainability is common (Carter & Rogers, 2008; Seuring et al., 2008; Jayaraman et al., 2007).

Furthermore, Bangladesh is constantly at risk from climate change since it is located in a low-lying geographic area. Bangladesh ranks seventh among nations most impacted by climate change, according to the Global Climate Risk Index 2024. Despite being one of the fastest-growing economies, Bangladesh still needs to catch up and adopt sustainable supply chain management techniques. By cutting expenses and increasing productivity, the sustainable supply chain has the potential to make Bangladeshi companies more competitive. Businesses can lessen their influence on the environment, increase their productivity and competitiveness, and support the nation's efforts to achieve sustainable development by implementing environmentally conscious practices into their operations (khan et al., 2023). Bangladesh's economy depends on the implementation of sustainable supply chain management (SSCM) for a number of reasons. First of all, people around the world are becoming more conscious of how their consumption habits affect the environment. Businesses can improve their competitiveness in the global market, draw in new clients, and boost their reputation by implementing SSCM techniques. This is particularly important for Bangladesh's export-focused sectors, like clothing, textiles, and medicines. Additionally, SSCM processes can help organizations reduce costs and boost efficiency. By optimizing their supply chain logistics, companies can lower transport expenses, accelerate delivery times, and enhance customer satisfaction. Finally, the Bangladeshi government has acknowledged the significance of sustainable development and has implemented a number of initiatives to support SSCM principles. The government has created policies, including the Industrial Policy and the National Environment Policy. Businesses can obtain incentives like tax exemptions, subsidies, and preferential treatment by adhering to certain rules and laws.

Therefore, if an organization's supply chain professionals' intentions have the potential to impact the adoption and practice of sustainable supply chain management and procurement, it is possibly necessary to recognize the factors influencing these intentions and the degree to which they impact the adoption of sustainable supply chain management practices within the organization. This knowledge can help to strengthen sustainable supply chain management and procurement practices. The problem, though, is that there needs to be more research on the relationship between the factors influencing professionals' intentions as well as organizational sustainable supply management and procurement practices. The study provides a sufficient and systematic comprehension of this subject in light of these findings. By developing a thorough framework to investigate the elements influencing Bangladeshi supply chain professionals' intention to adopt sustainable supply chain management and procurement methods, this study fills a vacuum in the literature. The main influencing factors examined in this study are those within the Bangladeshi context. Additionally, this study examines the link between construct and latent variables using structural hypothesis analysis.

1.2 Research Problem

If we talk about the management decision problem, then it is obvious to ask why do professionals have a rising intention to adopt Sustainable Procurement and Supply Chain Practices in Bangladesh? Possible answer could be sustainable procurement and supply chain practices are crucial for several reasons (economic, ethical, and social), one of the most prominent being the influence of a company's supply chain on the environment as well as natural resources.

Global warming is one of the most serious concerns that we face as a human civilization today, and governments, businesses, and individuals all around the world are being encouraged to do their part to reduce greenhouse gas emissions and avoid global warming.

Because a company's supply chain accounts for a significant percentage of its carbon footprint (more than 80% of total emissions), if we are to reduce carbon emissions worldwide, businesses of all sizes must rethink their supply chains and procurement procedures. Sustainable procurement and supply chain practices are no longer a 'nice to have'; they are becoming a must. In addition to environmental preservation, sustainable procurement may help promote CSR, improve brand image, decrease supply chain risks, help the companies to comply with environmental legislation, and more - all of which can be critical when attempting to differentiate firms from the competition. Moreover, the research problem is to identify key factors that affect the intention to adopt Sustainable Procurement and Supply chain Practices.

1.3 Research Objectives

1.3.1 Broad Objective

This study assessed the key factors affecting the intention of supply chain professionals in Bangladesh to adopt sustainable procurement and supply chain management practices.

1.3.2 Specific Objectives

- i) To determine the Economic factors that affect the adoption intention of sustainable procurement and supply chain Practices
- ii) To determine the Organizational factors that affect the adoption intention of sustainable procurement and supply chain Practices
- iii) To determine the Regulatory factors that affect the adoption intention of sustainable procurement and supply chain Practices
- iv) To determine Market factors that affect the adoption intention of sustainable procurement and supply chain Practices
- v) To determine Knowledge factors that affect the adoption intention of sustainable procurement and supply chain Practices
- vi) To assess the intention behind the adoption decision of sustainable procurement and supply chain practice among professionals in the context of Bangladesh

1.4 Research Questions

RQ1: Do Economic Factors have any significant influence on professionals' Intention toward Sustainable Procurement (SP) and Supply Chain (SC) Practices?

RQ2: Do Regulatory Factors have any significant influence on professionals' Intention toward SP and SC Practices?

RQ3: Do Organizational Factors have any significant influence on professionals' Intention toward SP and SC Practices?

RQ4: Do Market Factors have any significant influence on professionals' Intention toward SP and SC Practices?

RQ5: Do Knowledge Factors have any significant influence on professionals' Intention toward SP and SC Practices?

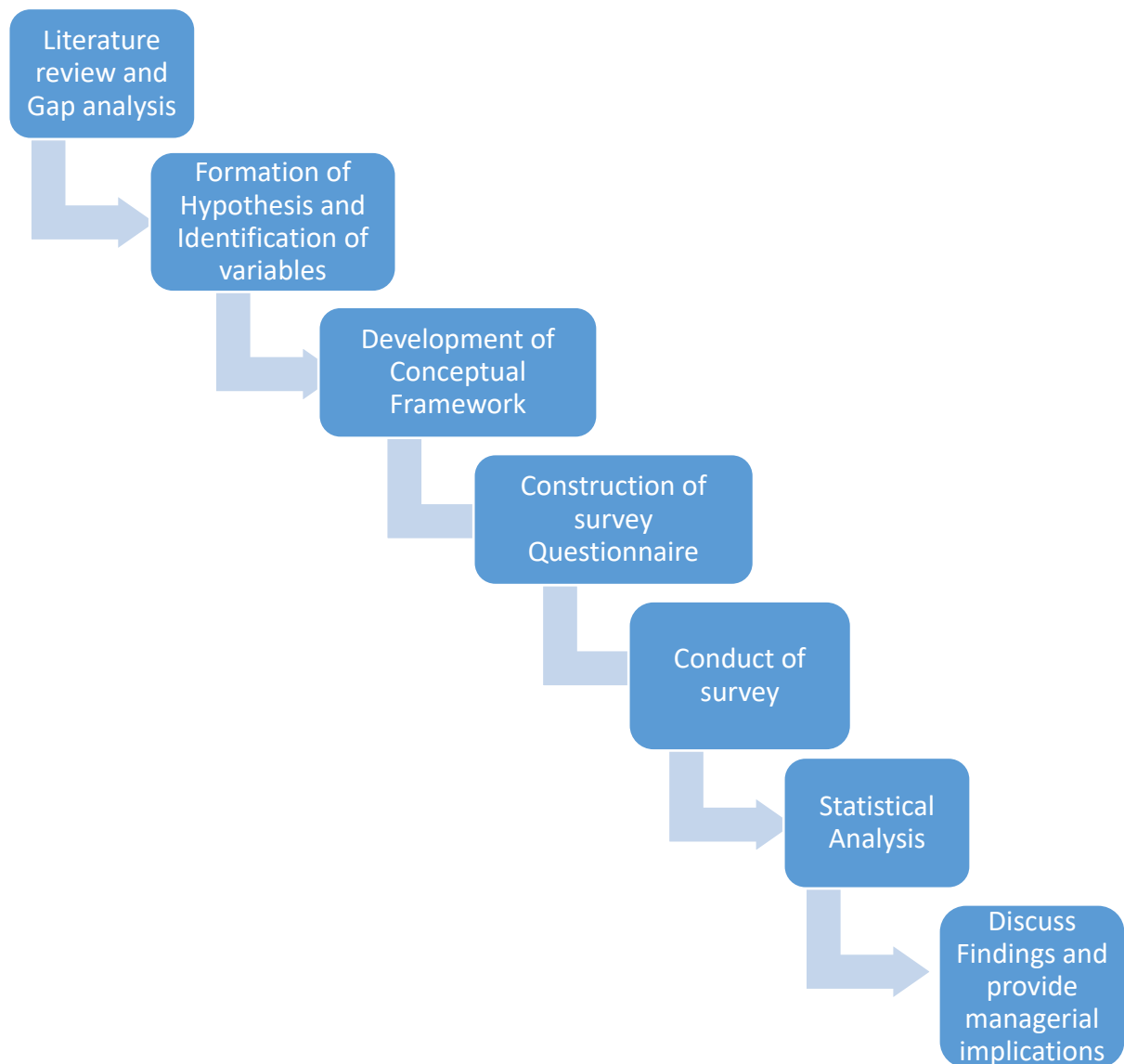
RQ6: Does Professionals' intention to adopt SP and SC Practices have any significant influence on their adoption decision?

1.5 Scope of the Study

I have completed my thesis on key factors that affect the intention of professionals to adopt sustainable procurement and supply chain practices in Bangladesh. Hence, I covered only the organizational, knowledge, government and legal, market, and financial factors that affect the adoption intention of sustainable procurement and supply chain practice. My study group is based on the supply chain professionals who are currently employed in the public and private sectors in Bangladesh. The thesis does not cover the barriers that affect the adoption decision or performance implications of sustainable procurements and supply chain practice. It only covers the attitude and intention of Bangladeshi supply chain professionals toward the adoption of SP and SC practices.

1.6 Research Design

I have completed my thesis on key factors that affect the intention of professionals to adopt sustainable procurement and supply chain practices in Bangladesh. Hence, I covered only the organizational, knowledge, government and legal, market, and financial factors that affect the adoption intention of sustainable procurement and supply chain practice. My study group is based on the supply chain professionals who are currently employed in the public and private sectors in Bangladesh. The thesis does not cover the barriers that affect the adoption decision or performance implications of sustainable procurements and supply chain practice. It only covers the attitude and intention of Bangladeshi supply chain professionals toward the adoption of SP and SC practices.



CHAPTER 2

REVIEW OF LITERATURE

2.1 Literature Review

This section presents a theoretical basis for this study, gives some general background information on SP and SSCM, and then develops several hypotheses that will be assessed within this framework.

According to Seuring & Müller (2008), SSCM is the management of material, information, and capital flows and the interaction among companies along the supply chain while taking goals from all three dimensions of sustainable development into consideration, namely economic, environmental and social, which arise from customer and stakeholder requirements. Revenue, cost, profitability, customer satisfaction, higher sales, and capital investment are typically considered economic factors (Hassini E. et al., 2012), while environmental factors include green production, green design, green procurement, internal environmental management, green packaging, investment recovery, and green transportation (Sarkis, J., 1998; Luthra, S. et al., 2014). Social factors include partner rights, employee safety, employee benefits, and community safety and welfare (Awaysheh & Klassen, 2010). Other researchers believe "The term "sustainable supply chain management" describes the growing consciousness of social responsibility and environmental preservation in all facets of the supply chain and upholding the idea of the sustainable growth of society, the environment, and people along the entire supply chain (Pagell & Shevchenko, 2014; Cecchini, L. et al., 2016; Seuring & Müller, 2008). Internal and external driving forces and internal and external restrictions are the determinants of sustainable supply chain management. Organizational, strategic, and enterprise-specific factors are the primary internal driving factors; laws and regulations, systems, markets, social factors, industry competitors, and customer demand factors are the

primary external driving factors; management cost resources and the company's lack of awareness of sustainable development are the primary external constraints; and government intervention, low-cost competition, and supplier factors are the primary external constraints (Walker, H. et al., 2012; Hall, J., 2000).

Over the last few decades, supply chain and environmental concerns in sustainable supply chain management (SSCM) have emerged as a significant approach for industrial firms and their supply chains to improve overall performance and competitiveness. As a result, a company's competitive advantage is no longer only defined by its internal procedures and activities; instead, it is dependent on how well it manages its connections with supply chain partners to improve sustainability. In addition, there is a growing recognition within the corporate sector that to address the current sustainability challenges in the supply chain, a strong commitment and coordinated efforts are required (Andersen & Skjoett-Larsen, 2009; Hervani et al., 2005; Wolf, 2014).

In recent years, corporates have begun to integrate sustainability measures into their supply chains in addition to their conventional parameters, such as price, quality, and reliability, as a result of stakeholder awareness and pressure. Companies have begun to acknowledge the significance of social and environmental responsibility and its impact on firm performance (Porter & Linde, 1995; Zadek, 2004). Therefore, organizations contribute to society by enhancing workplace conditions, reducing waste, and utilizing resources more effectively. To enhance the company's overall sustainability, new strategies are arising to strengthen corporate social performance in its global operations. This emphasis is a response to the growing competitive pressure, government regulations, criticism from non-governmental organizations, and the demands of more stakeholders (Sarkis, 1998).

As corporate social and environmental concerns gained importance, stakeholders sought to understand how corporate strategies included these elements in the company's financial objectives (Zadek, 2004). Customers are also putting more and more pressure on businesses to create safe, high-quality products using cutting-edge manufacturing techniques that are less harmful to communities and the environment (Lash & Wellington, 2007). Therefore, businesses must not only implement sustainable practices but also communicate with stakeholders and other parties effectively. Stakeholder satisfaction can increase when a company can successfully convey its strategies and policies through corporate social responsibility reports (Freeman, 2004; Walsh, 2005; Campbell, 2007).

Additionally, the successful introduction and implementation of social or environmental programs in the SSCM activities of a company are dependent upon the support of senior management (Dey et al., 2011; Pagell & Wu, 2009). To speed up the effective implementation of SSCM, top and middle management levels must have personal intentions, claim Luthra et al. (2016). It is commonly believed that senior management support is necessary and frequently a significant factor in the successful adoption and execution of the majority of inventions, technologies, and initiatives. Intangible assets, including consumer loyalty and reputation, are included in the value of a corporate brand (Dey et al., 2011). The reputation and brand value of a company may be adversely affected by its SSCM vulnerabilities (Andersen & Skjoett-Larsen, 2009). In contrast, a company's reputation and brand value are enhanced, and product sales increase because of an active response to sustainability issues (Dey et al., 2011; Heikkurinen, 2010).

Furthermore, Customers are among the most influential stakeholders for any organization, and their purchasing or boycotting decisions can have either a positive or negative impact on the organization's performance (Collins et al., 2007). In addition, the pressure of NGOs and public sentiments are also substantial factors that may motivate companies to implement SSCM

practices (Sharfman et al., 2009). For instance, this is demonstrated by a campaign initiated by Greenpeace against Nestle, which accuses the organization of procuring unsustainable palm oil. This practice has resulted in the deforestation of rainforests (Wolf, 2014). These findings support the claim that the community and customers serve as the main drivers behind businesses' adoption of SSCM practices (Oelze et al., 2014; Sharfman et al., 2009). Government influence could be a powerful motivator for businesses to improve their SSCM procedures.

On the other hand, the absence of regulations can slow the adoption of SSCM (Cheung et al., 2009; Faisal, 2010). Numerous academics have shown that government laws and regulations significantly affect sustainable supply chain management practices (Min & Galle, 2001; Linton, J.D. et al., 2007). Through management method incentives, governments can encourage businesses to adopt sustainable supply chain management methods (Zhu, Q.H., 2008). The government's enactment of pertinent rules and regulations can enable businesses to adopt sustainable supply chain management, according to Walker and Brammer's study on sustainable supply chain management through environmental protection (Walker & Brammer, 2012). By fostering public and consumer awareness campaigns about environmental and social sustainability issues, the government may considerably increase demand for sustainable practices and products at the supply chain level. Likewise, the government can strengthen SSCM adoption through the use of fiscal measures like levies and taxes, market incentives like grants and incentives, or direct legislation.

Because of the present global agenda for sustainable development, contemporary SSCM research has focused on a variety of ways to help reduce waste, pollution, raw resources, and other sustainability concerns (Agrawal et al., 2022). Additionally, external factors have influenced supply chain companies' actions, demanding the application of social and environmental norms in company-supplier and company-consumer collaborations. Such

variables may function in conjunction with the firm's economic performance and organizational image to differentiate it from competitors (Vasconcelos et al., 2016). Emami et al. (2022) suggest that forming strategic alliances with other organizations is a viable option for improving performance and survival in today's competitive market. Therefore, Environmental and social issues are crucial for a company's sustainability (Basiri & Heydari, 2017; Zhang & Yousaf, 2020; Panda, 2014; Panda et al., 2015, 2017). It is vital to collaborate with suppliers to enhance environmental performance and implement green supply chain practices (Das et al., 2018; Govindan et al., 2015). It is essential to set up a collaborative effort among the supply chain participants to effectively implement green or sustainable supply chain practices, which are designed to minimize environmental impacts and optimize social and economic benefits. This concept has been emphasized in prior research studies (Asif et al., 2020; Chen et al., 2022; Tseng et al., 2019). For instance, In developing countries, supply chain partners must collaborate to implement GSCM practices, according to a review study conducted by Asif et al. (2020). Chen et al. (2022) demonstrated a conceptual model that emphasizes collaboration as a critical factor in the application of SSCM or GSCM practices. Additionally, Tseng et al. (2019) recommended that the successful implementation of GSCM practices requires collaboration with downstream and upstream supply chain partners, including suppliers, customers, and logistics. The potential to implement eco-friendly transportation practices, such as the use of fuel-efficient vehicles and reduced emission routes, is present through collaboration with logistic service providers (Alzaman, 2014).

On the other hand, sustainable purchasing practices, such as purchasing products with minimal environmental impact, may be implemented through collaboration with distributors and customers (Dhull et al., 2016). The environmental risks and opportunities throughout the supply chain can be identified and addressed through collaboration among the supply chain partners. This includes the reduction of waste and the implementation of more efficient energy

in the production process, as well as the mitigation of the environmental impact of transportation and packaging. Therefore, it is crucial to establish a collaborative relationship between downstream and upstream supply chain partners to effectively implement the practices that result in enhanced operational, environmental, and competitive advantage performance.

Lately, studies have identified SP practices as crucial instruments that firms may use to increase their profitability (McMurray, A.J. et al., 2014; Chan & Wong, 2012). Environmentally conscious purchasing, for instance, can boost organizational net income and lower overall expenditures, both of which enhance a company's financial performance, according to Chan and Wong (2012). Similarly, it has been stated that procurement firms that are best in class have achieved incremental cost reductions of up to 12% (Bobis & Staniszewski, 2009). Through innovation, SP techniques reduce production costs overall (Porter & van, 1998), and by leveraging excess discretionary spare resources to offset the risk and unpredictability of implementing supply-side environmental measures (Menguc B. et al., 2010), more extraordinary financial performance can be attained. Numerous studies have shown that firm image, innovation, competitiveness, foreign direct investment, and strategic goals and targets are all powerfully and favorably correlated with sustainable procurement practices (Roos, R., 2012; Surajit, B., 2012; Bobis & Staniszewski, 2009; McMurray, A.J. et al. 2014.) For instance, Surajit (2012) reported that after adopting world-class procurement practices, Indian manufacturing companies have improved their competitiveness and image, as well as achieved their strategic goals and targets. Yeow and Edler (2012) said that a systemic and service-oriented approach, as well as securing a "space" and some degree of flexibility to innovate, are the best ways to enable sustainable procurement. Furthermore, Diab et al. (2015) discovered a robust positive correlation between the quality and operational performance of the Jordanian food sectors and green procurement (GP). Additionally, Kim and Chai (2017) offered empirical

support for the beneficial relationship between performance supplier integration and environmental practices.

Colicchia et al. (2011) studied the tactics used by the companies in various supply chain phases. Sustainable procurement is crucial for the incoming supply chain since it lowers input costs and production-level waste and hazardous emissions. Choosing environmentally friendly forms of transportation, optimizing logistics and vehicles, and storing goods are all part of outbound supply chains. Green building techniques and green energy sources ought to be incorporated.

Besides, some behavioral factors that were evaluated to determine their effects on SSCM practices include top management commitment, performance-reward linkage, effective organizational communication, internal training on green adoption, employee empowerment, team building, mutual trust, and respect, minimizing obstacles to change adoption, green motivation, and strategic planning toward green innovation (Muduli et al., 2013). Govindan et al. (2014) examined several factors that influence SSCM practices and discovered that competitiveness and top management commitment to green practices were the two most important factors. Employee pressure was the least important factor.

Moreover, one of the widely recognized dimensions of GSCM practice is the implementation of green purchasing. Lee (2008) posits that a purchasing organization that has implemented a green supply chain initiative will prioritize the green practices of its suppliers, tiny and medium-sized enterprises. The buying firm may implement collaboration-based activities, such as joint research, environmental information sharing, and training, to guarantee that suppliers achieve their environmental objectives. Other organizations may adopt a less collaborative approach by requiring their suppliers to implement environmental systems, such as ISO 14001. External motivators, notably customer pressure, are the primary factors driving the adoption of ISO 14001. This is supported by Heras-Saizarbitoria et al. (2011) and Vachon (2007).

Additional aspects of sustainable procurement that have been examined in the literature include the promotion of resource reduction, recycling, and reuse (Large & Thomsen, 2011; Diabat & Givindan, 2011).

According to Lin et al. (2020), who evaluated the effects of organizational, environmental, and technological innovation factors on the adoption of SSCM, SSCM adoption was significantly correlated with perceived relative advantage, perceived cost, top management support, complexity, compatibility, firm size, customer pressure, regulatory pressure, and human resources.

Based on the above scholars' studies, and in order to further research the key factors influencing sustainable procurement and supply chain practices adoption, this paper presents a conceptual framework of sustainable supply chain management to examine the organizational, regulatory, economic, market, and knowledge factors.

From the Literature Review, I have identified five independent variables: Economic, Organizational, Market, Knowledge, and Regulatory factors, which may have a direct and positive influence on professionals' intention toward SP and SC practices.

Table 1.1 Scale of Study

Authors	Variables	Items
Ghazilla R, Sakundarini N, Abdul-Rashid S, Ayub N, Olugu E, Musa S. (2015)	Economic	E1: Cost Savings E2: Financial Incentives
Rakesh D. Rauta, Balkrishna Narkhedeb, Bhaskar B. Gardasb. (2017) Jihui Wu, Xiaofei Zhang and Jianjun Lu. (2018)	Organizational	OR1: Top Management Commitment and Leadership OR2: Pressure from Upstream and Downstream Partners OR3: Quality Improvements OR4: Shareholders and investors pressure
Bhool R, Narwal M. (2013) Jia, F; Zuluaga, L; Bailey, AR; et al. (2018).	Regulatory	R1: Government and Legal Requirements R2: CSR
Rao P, Holt D. (2005) Diabat A, Kannan G. (2011) D Andalib Ardakani ,A, Soltanmohammadi. (2018)	Market	M1: Competitive Advantage M2: Brand Image and Market Share

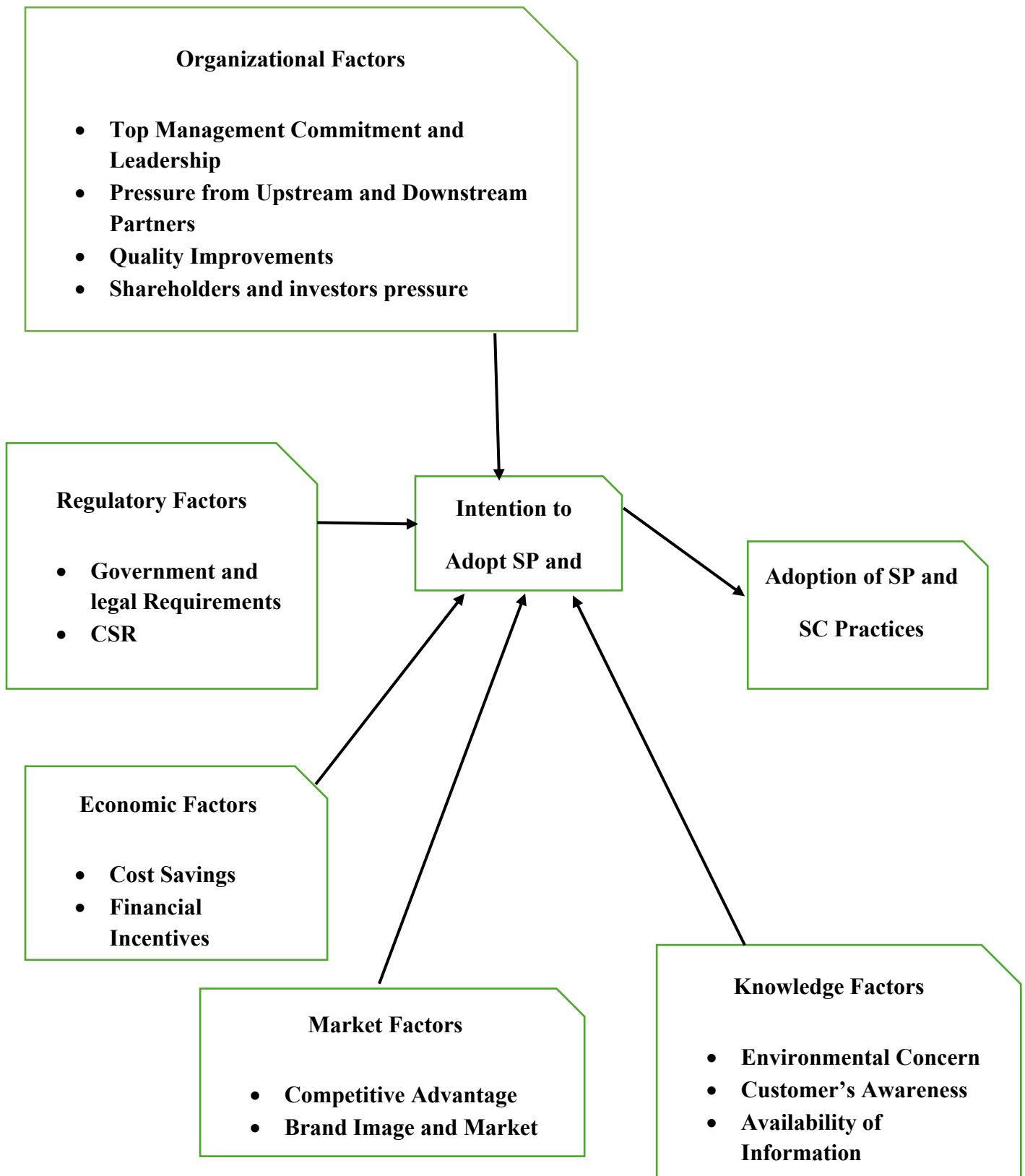
Authors	Variables	Items
Ghazilla R, Sakundarini N, Abdul-Rashid S, Ayub N, Olugu E, Musa S. (2015). Toke L, Gupta R, Dandekar M.(2010) D Andalib Ardakani , A Soltanmohammadi.(2018)	Knowledge	K1: Environmental Concern K2: Customer's Awareness K3: Availability of Information

I have identified the relevant demographic and organizational factors that may influence the intentions toward SP and SC practices among professionals in Bangladesh. I have identified some of the demographic profiles of the study group, like their level of education, years of job experience, whether they have supply chain-related degrees, current job position level, etc. On the other hand, some organizational factors like the Legal Status of the organization, environmental certification and existing sustainable guidelines of the organization, etc., have been identified from the literature review.

Table 1.2 Organizational and Demographic Variables

Authors	Variables
Hassan Younis. (2016)	Legal Status of the organization
	Environmental Certification, Sustainable Guidelines
	Current job position
	Level of education

2.3 Conceptual Framework



Source: The Author (2024)

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Sources of Data

There are two sources of data in this thesis-

Primary Data: A survey was conducted to identify the intention to adopt sustainable procurement and supply chain practices for professionals in Bangladesh.

Secondary Data: Journals, Articles, and reports on related topics were analyzed to access the study gap and review literature.

3.2 Sample size

The survey was conducted using convenience and snowball sampling techniques to test hypotheses. The sample involved supply chain professionals from Bangladesh's public and private sectors, such as top management, middle management, and supervisory level. The questionnaire was sent to 130+ practitioners, of which 117 responses were received.

3.3 Questionnaire

A framework for the study is developed with the variables that will be used to examine the validity of the research hypotheses. The survey used a questionnaire to obtain data on the factors influencing professionals' adoption intentions for SP and SC practices (Appendix 1).

The questionnaire had two parts. The first group of questions comprises general information required to identify the respondents' profile and organization. The second group of questions included variables prepared to determine the adoption intention toward SP and SC practices. The respondents responded on a five-point Likert Scale containing five items (1-strongly Strongly Disagree, 2-disagree, 3-neutral, 4-agree, 5-strongly Strongly Agree).

The question items were primarily adopted from the literature review. The final questionnaire comprised 23 questions. Respondents spent 6-7 minutes filling out the entire questionnaire.

The survey instrument was refined during a pretest to ensure the internal consistency of the measured instrument, with the involvement of five respondents. As a result, the phrasing of several questions was changed to make them easily understandable.

3.4 Data Collection and Analysis Tools

Google form was used for the questionnaire survey, and the link was sent via email and WhatsApp. Data analysis was performed following the completion of the online survey. I analyzed the survey responses using IBM SPSS software (IBM et al., USA).

3.5 Data Analysis Method

Five independent variables- Organizational, Regulatory, Market, Economic and knowledge- and dependent variables were measured on a five-point Likert Scale. Several Statistical techniques were used, including Cronbach's, frequency analysis, descriptive analysis, regression analysis, independent t-test, one sample t-test, correlation, cross-tabulation, etc. For testing the hypotheses, the t-test was used to accept/reject the hypotheses by testing the average mean of a single sample based on the value of the scale midpoint: the higher the value, the more favorable the intention, and vice versa. A mid-point three (3) was selected by adding the lower coded value and the upper coded value of the Likert Scale and dividing it by 2.

3.6 Research Hypotheses

Based on the previous discussion and research electives, it is predicted that Economic, Regulatory, Organizational, Market, and knowledge factors directly and positively impact professionals' intention toward Adopting Sustainable procurement and Supply Chain Practices in Bangladesh. Their intention to adopt SP and SC practices directly impacts their adoption decision. The following six sets of hypotheses can be developed from the graphical model.

H1: Economic Factors have a significant influence on professionals' Intention toward Sustainable Procurement (SP) and Supply Chain (SC) Practices.

H2: Regulatory Factors have a significant influence on professionals' Intention toward SP and SC Practices.

H3: Organizational Factors have a significant influence on professionals' Intention toward SP and SC Practices.

H4: Market Factors have a significant influence on professionals' Intention toward SP and SC Practices.

H5: Knowledge Factors have a significant influence on professionals' Intention toward SP and SC Practices?

H6: Professionals' intention to adopt SP and SC Practices has a significant influence on their adoption decision.

3.7 Project Timeline

Detailed Work Plan of the Thesis Work

Title of the Thesis: "Key factors affecting the intention of professionals to adopt Sustainable Procurement and Supply Chain Practices in Bangladesh".

Table 2.1 Project Timeline

SI No	Contents of the Thesis	Month									
		Februar y	August		September		October		November		
		Week 1-4	Week 1-4	Week 5-8	Week 1-2	Week 3-4	Week 1-2	Week 3-4	Week 1	Week 2	
1	Introduction- Background of the study, Research Objective, and Design of the research	10%									
2	Literature Review			25%							
3	Research Methodology			30%							
4	Data Collection (Primary and Secondary)					40%					
5	Analysis of Primary and Secondary Data							50%			
6	Discussion								70%		
7	Conclusion, Recommendation and Findings, Scope for Further Research								80%		
8	Abstract/Executive Summary									90%	
9	Formatting and Editing									100%	

CHAPTER 4

FINDINGS AND DISCUSSION

4.1 Sample Profile

Of the total respondents, 23.9% are working in government organizations, 44.4% are in private organizations, 18.8% are from multinational organizations, and the rest are from semi-government organizations and PLC (Appendix B (A-1), Figure 1). 2.6% of respondents are from top management, 59% from middle management, 38.5% from supervisory level. (Appendix B (A-3), Figure 2). 17.9% of respondents have 1 to 3 years of job experience, 15.4% have 4-6 years of experience, 12.8% have 7-9 years of experience, 21.4% have 10-12 years of job experience, 18.8% have 13-15 years of experience and rest, 13.7%, have 16 years and above job experience. (Appendix B (A-5), Figure 3). 16.2% have honors degrees, 82.9% have master's degrees, and only 0.9% have more advanced degrees like MPhil or PhD (Appendix B (A-7), Figure 4). 64.1% have Specialized Supply Chain Degrees like MPSM, PGD, MCIPS, PMP, etc. (Appendix B (A-8), Figure 5). 65% of respondents said their organizations have national or international environmental certifications (For example, ISO 14001, LEED, FSC, or any other certification) (Appendix B (A-9), Figure 6). 81.2% of respondents said their organizations follow environmental Guidelines for Sustainable Procurement and Supply Chain Practices (Appendix B (A-10), Figure 6).

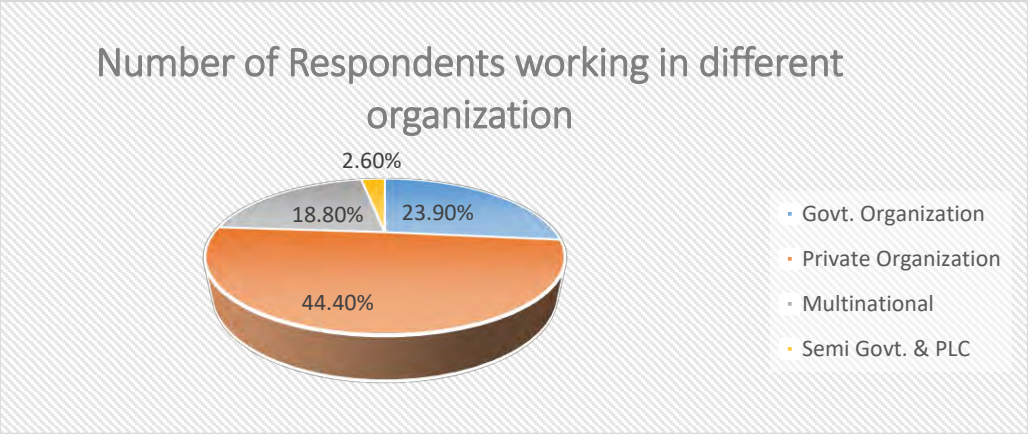


Figure 1.1: Number of Respondents working in Different Organizations
Source: Study Data (2024)

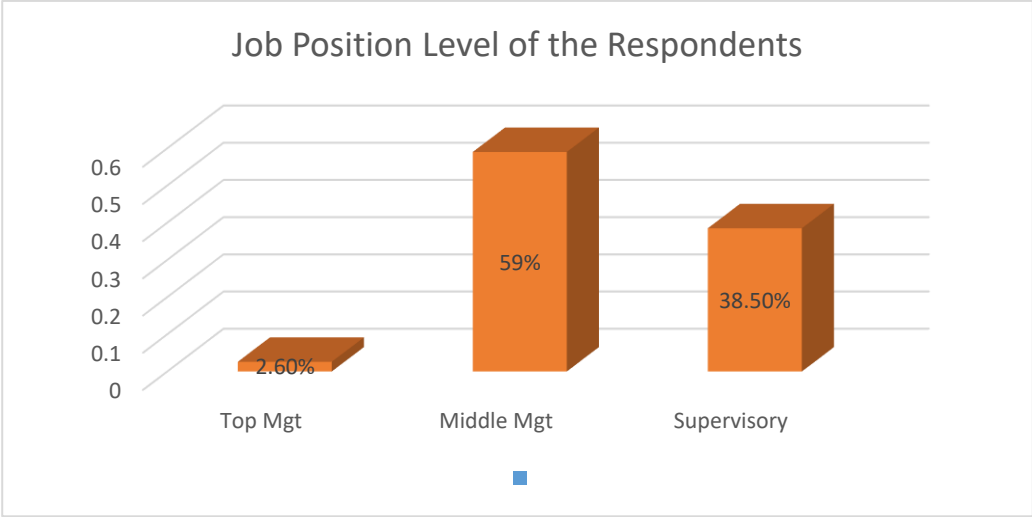


Figure 1.2: Job Position Level of Respondents
Source: Study Data (2024)

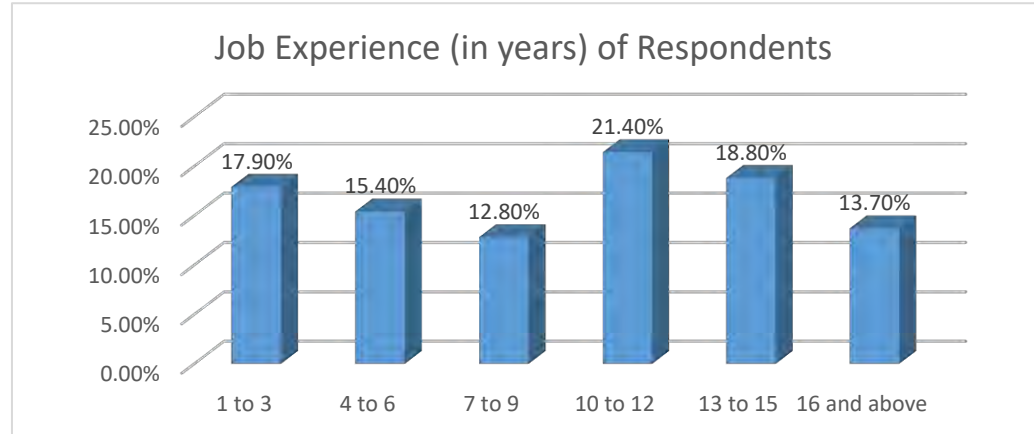


Figure 1.3: Job Experience (in Years) of Respondents
Source: Study Data (2024)

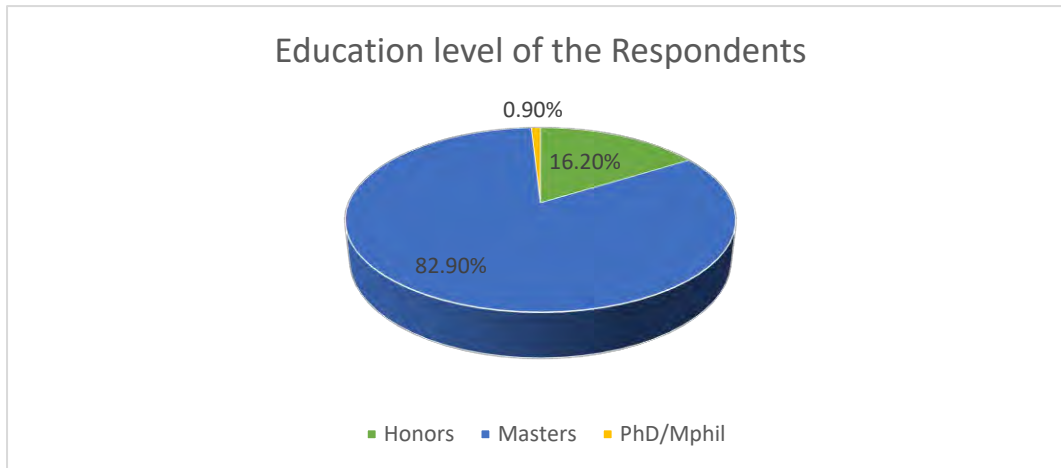


Figure 1.4: Education Level of the Respondents

Source: Study Data (2024)

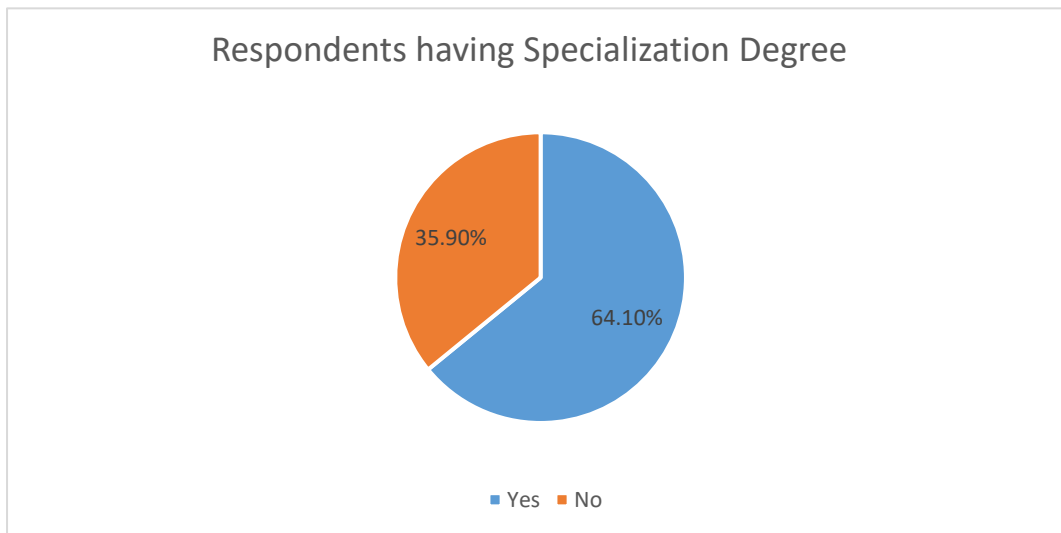


Figure 1.5: Respondents having Specialization Degree

Source: Study Data (2024)

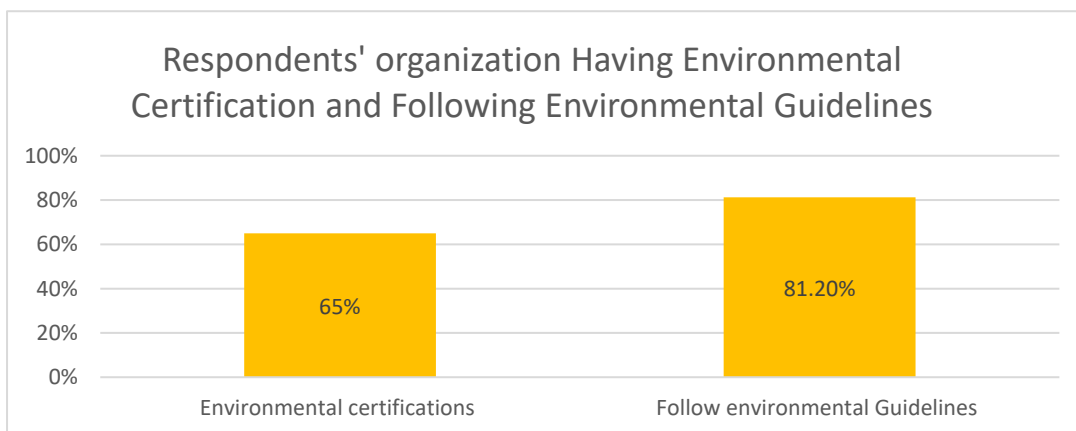


Figure 1.6: Respondents' organization having Environmental Certification and following Environmental Guidelines

Source: Study Data (2024)

4.2 Measurement of the Reliability of Data

The data set was first tested using Cronbach's alpha to assess reliability. Internal consistency values of the measurement items were evaluated before entering the structural analysis. Theoretically dependability is defined as the extent to which measures are error-free and produce consistent findings (Cronbach, 1951; Peter, 1979). The overall Cronbach's alphas of all variables is 0.903, which is more than favorable, and Nunnally suggested the value should be 0.50 (1970). The reliability test results show that the data collected from the survey are reliable and suitable for further analysis.

Table 3.1 Reliability Test value

Variables	Cronbach's alpha
Economic	0.559
Regulatory	0.531
Organizational	0.808
Market	0.583
Knowledge	0.641
Dependent Variables	0.938

Source: Study Data (2024)

From the reliability test, I find that most of the Cronbach's Alpha for all variables is between 0.531 and 0.938, which means that all the variables have an internal consistency of 53.1% to 93.8% among each other. Therefore, item scales for all the individual variables are perfect for further regression analysis.

Economic

In Appendix B, A-12, I consider cost and incentives for measuring economic factors. From the reliability test, I find that Cronbach's Alpha is 0.559, which means that all the variables have an internal consistency of 55.9% among each other.

Regulatory

In Appendix B, A-13, I consider legal pressure and CSR to measure regulatory factors. From the reliability test, I find that Cronbach's Alpha is 0.531, which means that all the variables have an internal consistency of 53.1% among each other.

Organizational

In Appendix B, A-14, I consider top management commitment, investor pressure, upstream-downstream pressure, and product quality for measuring organizational factors. From the reliability test, I find that Cronbach's Alpha is 0.808, which means that all the variables have an internal consistency of 80.8% among each other.

Market

In Appendix B, A-15, I consider competitiveness and market share for measuring market factors. From the reliability test, I find that Cronbach's Alpha is 0.583, which means that all the variables have an internal consistency of 58.3% among each other.

Knowledge

In Appendix B, A-16, I consider environmental concerns, information availability and customer awareness for measuring knowledge factors. From the reliability test, I find that Cronbach's Alpha is 0.641, which means that all the variables have an internal consistency of 64.1% among each other.

Dependent Variables

Appendix B, A-17 considers the intention and adoption decision of SP and SC practices for measuring dependent variables. From the reliability test, I find that Cronbach's Alpha is 0.920, which means that all the variables have an internal consistency of 92% among each other.

4.3 Regression Analysis

Model Summary

The value of R square is 0.428 and R is 0.654 with 0.520 standard error.

Table 3.2 Model Summary

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654 ^a	.428	.402	.520
a. Predictors: (Constant), Knowledge Mean, Economic Mean, Regulatory Mean, Market Mean, Organizational Mean				
b. Dependent Variable: I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices				

Source: Study Data (2024)

That means the intention of supply chain professionals to adopt SP and SC practices is only 42.8% influenced by economic, organizational, regulatory, market, and knowledge factors. The rest 57.2% is influenced by some other factors that I have not considered in my research.

ANOVA Test

The F value of the test for the data is 16.606. The p-value associated with this F value is very small, .000 which is less than the alpha value 0.05. The study shows that there is a positive significant impact of these independent variables on the dependent variable and the model best fits the data set that has been analyzed. Thus, the model applied is significantly good enough to predict the dependent variable.

Table 3.3 ANOVA Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.456	5	4.491	16.606	.000 ^b
	Residual	30.022	111	.270		
	Total	52.479	116			
a. Dependent Variable: I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices						
b. Predictors: (Constant), Knowledge Mean, Economic Mean, Regulatory Mean, Market Mean, Organizational Mean						

Source: Study Data (2024)

Tests of Hypothesis

The hypotheses tests of the independent variables (Economic, Organizational, Regulatory, Market, and Knowledge) are as follows.

Table 3.4 Coefficient value, T-Value and P value of independent variables

Independent Variables	Standardized Coefficient(β)	T Value	P value (sig.)
Economic	.231	2.763	.007
Regulatory	.160	1.763	.081
Organizational	.409	3.644	.000
Market	.049	.517	.606
Knowledge	-.043	-.398	.691

Source: Study Data (2024)

Economic Factors

The Economic Factors have a positive influence ($\beta=.231$) on SP and SC practices adoption intention and the P value (0.007) is lower than the alpha value (0.05). So H1 is accepted.

Regulatory Factors

The Regulatory Factors have a positive influence ($\beta=.160$) on SP and SC practices adoption intention and the P value (0.081) is higher than the alpha value (0.05). So H2 is rejected.

Organizational Factors

The Organizational Factors have a positive influence ($\beta=.409$) on SP and SC practices adoption intention and the P value (0.000) is lower than the alpha value (0.05). So H3 is accepted.

Market Factors

The Market Factors have a positive influence ($\beta=.049$) on SP and SC practices adoption intention and the P value (0.606) is higher than the alpha value (0.05). So H4 is rejected.

Knowledge Factors

The knowledge Factors have a negative influence ($\beta=-.043$) on SP and SC practices adoption intention and the P value (0.691) is higher than the alpha value (0.05). So H5 is rejected.

Intention

From Appendix B (A-19) intention has a positive influence ($\beta = .884$) on SP and SC practices adoption decision and the P value (0.000) is lower than the alpha value (0.05). So, H6 is accepted.

Regression Equation

From Appendix B (A-18) I can formulate a regression equation. As I have rejected Hypotheses 2, 4 and 5 thus Regulatory, Market, and knowledge factors will be excluded from the regression equation.

So, the multiple regression equation:

$$Y = a + b_1x_1 + b_2x_2$$

$$= 1.487 + .231x_1 + .409x_2$$

Where,

x_1 = Economic Factor

x_2 = Organizational Factor

Interpretation

The coefficient of the economic factor is .231, which means that a 100% change in the economic factor value will lead to a 23.1% change in the intention to adopt SP and SC practices, considering all other variables constant. The coefficient of the Organizational factor is .409, which means that a 100% change in the Organizational factor value will lead to a 40.9% change in the intention to adopt SP and SC practices, considering all other variables constant.

4.4 One Sample t-Test

The results of the current research for the first hypothesis (Appendix B (B-1, B-2)) show that economic factors have a significant positive influence on the intention to adopt SP and SC practices. The analysis illustrates that the overall mean score of respondents, which measures Hypotheses 1 as a whole, is 3.987, which is above the scale midpoint (3), with the standard deviation showing small dispersion around this mean. These results were further validated by one sample t-test, which revealed that the overall mean difference for the dimension as a whole was significantly significant ($\text{sig.}=.000$). As a result, hypothesis 1 is accepted, which is that Economic Factors have a significant positive influence on professionals' intention toward Sustainable Procurement and Supply Chain Practices.

After conducting a case study on the procurement methods of an Indian manufacturing company, Surajit (2012) concluded that SP practices enhanced the company's financial performance by increasing sales and market share. Furthermore, the results of Leary study (2016) indicate that the best strategy to increase financial performance appears to be through environmental collaboration with consumers, and internal green supply chain management strategies have the biggest impact on environmental performance.

GSCM is frequently profitable for large businesses due to the direct impact on the profitability of reducing waste, illuminating obsolescence costs, minimizing defects, reducing energy costs, and reducing buffer stocks. Simultaneously, profitability is indirectly influenced by the 5 R's (recycling, reusing, redesigning, refurbishing, and reverse logistics) by reducing production costs. Additionally, the implementation of GSCM enhances the corporate image, which in turn leads to favorable consumer behavior in the form of increased turnover and profitability (Zhu et al., 2007; Lee et al., 2012).

The results of the current research for the second hypothesis (Appendix B (B-1, B-2)) show that regulatory factors have a significant positive influence on the intention to adopt SP and SC practices. The analysis illustrates that the overall mean score of respondents, which measures Hypotheses 2 as a whole, is 4.004, which is above the scale midpoint (3), with the standard deviation showing small dispersion around this mean. These results were further validated by one sample t-test, which revealed that the overall mean difference for the dimension as a whole was significantly significant ($\text{sig.}=.000$). As a result, hypothesis 2 is accepted, which is that Regulatory Factors have a significant positive influence on professionals' intention toward Sustainable Procurement and Supply Chain Practices.

A substantial body of research shows that regulation and legislation are powerful motivators for the adoption of SSCM practices (Ageron et al., 2011; Giunipero et al., 2012). According to Walker et al. (2008), the application of environmental practices is significantly influenced by environmental rules. Additionally, businesses that violate environmental standards risk severe legal penalties and fines, which could have a detrimental effect on their operations.

The results of the current research for the third hypothesis (Appendix B (B-1, B-2)) show that organizational factors have a significant positive influence on the intention to adopt SP and SC practices. The analysis illustrates that the overall mean score of respondents, which measures Hypotheses 3 as a whole, is 3.822, which is above the scale midpoint (3), with the standard deviation showing small dispersion around this mean. These results were further validated by one sample t-test, which revealed that the overall mean difference for the dimension as a whole was significantly significant (sig.=.000). As a result, hypothesis 3 is accepted, which is that Organizational Factors have a significant positive influence on professionals' intention toward Sustainable Procurement and Supply Chain Practices.

According to earlier research, leadership commitment and support are crucial for SSCM plan execution (Ageron et al., 2011; Chan, 2007; Giunipero et al., 2012). Menguc discovered that top management's dedication to environmental conservation was reinforced by market pressure (Menguc, B. et al., 2010). By exerting pressure on businesses that do not adopt sustainable supply chain management in a particular industry, sustainable supply chain management can increase an organization's competitiveness (Cousins P.D. et al., 2004; Teuscher P. et al., 2006)]. Competitors whose businesses were compelled to adopt sustainable supply chain management techniques agreed on sustainable supply chain management, according to Yalabik and Fairchild (Yalabik & Fairchild, 2011).

The results of the current research for the fourth hypothesis (Appendix B (B-1, B-2)) show that there is a significant positive influence of the Market factors on the intention to adopt SP and SC practices. The analysis illustrates that the overall mean score of respondents, which measures Hypotheses 4 as a whole, is 4.222, which is above the scale midpoint (3), with the standard deviation showing small dispersion around this mean. These results were further validated by one sample t-test, which revealed that the overall mean difference for the dimension as a whole was significantly significant (sig.=.000). As a result, the hypothesis 4 is accepted, which is that Market Factors have a significant positive influence on professionals' intention toward Sustainable Procurement and Supply Chain Practices.

Businesses are more likely to safeguard their brand when they adopt sustainable supply chains. Sustainable supply networks can increase consumer loyalty. Recycling, reuse, and waste management are ways that sustainable supply chain management (SSCM) can cut costs. SSCM incorporates economic, social, and environmental aspects into the supply chain. Additionally, it helps boost a business's competitive edge and operational effectiveness. Several authors have discussed the implementation of social sustainability in supply chains in a variety of ways. One useful strategy for introducing social sustainability is ethical corporate purchasing. A skilled policy entrepreneur who can devote his time and institutional policies can act on behalf of socially conscious organizations purchasing (Drumwright, 1994; Maignan et al., 2002; Carter et al., 1999).

The results of the current research for the fifth hypothesis (Appendix B (B-1, B-2)) show that the knowledge factor has a significant positive influence on the intention to adopt SP and SC practices. The analysis illustrates that the overall mean score of respondents, which measures Hypotheses 5 as a whole, is 3.804, which is above the scale midpoint (3), with the standard deviation showing small dispersion around this mean. These results were further validated by one sample t-test, which revealed that the overall mean difference for the dimension as a whole was significantly significant ($\text{sig.}=.000$). As a result, hypothesis 5 is accepted, which is that Knowledge Factors have a significant positive influence on professionals' intention toward Sustainable Procurement and Supply Chain Practices.

The most significant variable that influences environmental management policies is customers (Walker et al., 2008). The demand for green products has increased as a consequence of heightened consumer awareness (Rao & Holt, 2005; Jum'a et al., 2021). A company will go to a great extent to satisfy customers' expectations and implement GSCM practices when they desire and expect an environmentally sustainable product (Luthra et al., 2015). The awareness among the top management and members of the organization about the performance and financial benefits of sustainable supply chain and procurement practice will help them to make knowledgeable, eco-friendly decisions. With the proper and sufficient knowledge and information, sustainable procurement and supply chain practices can be implemented at all levels of management.

The results of the current research for the sixth hypothesis (Appendix B (B-3, B-4)) show that there is a significant positive influence of intention to adopt SP and SC practices on the adoption decision of the professionals. The analysis illustrates that the overall mean score of

respondents, which measures Hypotheses 6 as a whole, is 4.42, which is above the scale midpoint (3), with the standard deviation showing small dispersion around this mean. These results were further validated by one sample t-test, which revealed that the overall mean difference for the dimension as a whole was significantly significant (sig.=.000). As a result, hypothesis 6 is accepted, which is Professionals' intention to adopt Sustainable Procurement and Supply Chain Practices has a significant positive influence on their adoption decision.

The Diffusion of Innovation (DoI) theory asserts that the perceptions of an adopting entity significantly affect the adoption of an innovation (Rogers, 2002, 2003). The implication is that in contexts where SP and SC practices are regarded as novel practices, the perceptions of the adopting individuals or organizations are likely to affect the adoption process of these practices. So, the perceptions of members within organizations that adopt the practice are likely to influence the acceptance and implementation.

4.5 Independent t-Test

From Appendix B (C-1 & C-2), we can say the t-test was statistically significant, with a mean value of intention to adopt SP and SC practices of private, multinational and PLC employees ($M=4.54$, $SD=.5$) was significantly higher (mean difference .404, 95% CI [.147, .666]), than the value of government and semi-government organization employees ($M= 4.14$, $SD=.798$, $t(3.111) = 5.887$, $p < .001$, two-tailed. So, the legal status of the respondents' organizations can significantly explain their intention to adopt SP and SC practices. Similar findings were also captured from cross-tabulation analysis. From Appendix B (E-1.), we can infer that government employees are more neutral (66.7%) about having positive intentions to adopt SP and SC practices. In contrast, private organization employees mostly strongly agree (47.5%) that they intend to adopt SP and SC practices. Furthermore, from Appendix B (E-5.), we can infer that environmental factors affect the decision-making of professionals working in the private sector more (Agree=40.9%) than professionals working in the public sector (Agree= 21.2%). In the context of Bangladesh, professionals of the private sector have more liability and accountability for procurement and SC decisions toward their organization and top management than the public sector professionals; this can be a fact that the legal status of the organization influences the adoption intention of SP and SC practices.

From Appendix B (C-3 & C-4) we can say the t-test was statistically significant, with mean value of intention to adopt SP and SC practices of respondents having job experience of above 10 years ($M=4.56$, $SD=.590$) was significantly higher (mean difference .296, 95% CI [.054, .538]), than the mean value of respondents having job experience below 10 years ($M= 4.26$, $SD=.732$, $t(2.425) = 2.916$, $p<.001$, two-tailed). So, the years of job experience of the respondents can significantly explain their intention to adopt SP and SC practices. The underlying fact can be that with years of experience, professionals get a better understanding of the benefits of SP and SC practices. With that experience, they can have a holistic view of probable positive outcomes that Sustainable practices can bring to the business. Thus, professionals with more experience tend to have positive adoption intentions toward SP and SC practices.

From Appendix B (C-5 & C-6), we can say the t-test was statistically significant, with a mean value of intention to adopt SP and SC practices of respondents having masters or more advanced level of education ($M=4.48$, $SD=.630$) was significantly higher (mean difference .296, 95% CI [.046, .703]), than the mean value of respondents honors degree ($M=4.11$, $SD=.809$, $t(2.259) = 1.380$, $p<.001$, two-tailed). So, the level of education of the respondents can significantly explain their intention to adopt SP and SC practices. Similar findings can be inferred from cross-tabulation analysis. From Appendix B (E-2.), we can see that professionals having specialization degrees or certifications are more likely to have the intention to adopt SP and SC practices (Strongly Agree= 67.2%) than professionals not having any specialization degree (Strongly Agree=32.8%). Likewise, from Appendix B (E-4.), we can say that professionals having a specialization degree in SC are more likely to believe that SP and SC practices improve product quality (Strongly agree= 73.2%) than professionals not having a Specialization degree in SC (Strongly agree=26.8%). Professionals who have a Master's or higher academic degree or specialization degree in SCM can better interpret the sustainability issue that poses challenges or opportunities for the overall supply chain management. Thus, professionals with specialization degrees can better analyze sustainable issues, and by adopting SP and SC practices, they can improve the environmental impact of their business, improve product quality, reduce cost, and enhance their brand image.

From Appendix B (C-7 & C-8) we can say the t-test was statistically significant, with mean value of intention to adopt SP and Sc practices of respondents working in an organization having environmental certification ($M=4.59$, $SD=.546$) was significantly higher (mean difference .495, 95% CI [.252, .737]), than the mean value of respondents working in an

organization not having environmental certification ($M=4.10$, $SD=.768$, $t(4.037) = 3.465$, $p < .001$, two-tailed). So, employees working in organizations with environmental certification can significantly explain their intention to adopt SP and SC practices. From Appendix B (C-9 & C-10), we can say the t-test was statistically significant, with a mean value of intention to adopt SP and SC practices of respondents working in an organization following environmental guidelines ($M=4.51$, $SD=.581$) was significantly higher (mean difference .460, 95% CI [.155, .765]), than the mean value of respondents working in an organization not following environmental guidelines in their procurement and supply chain practices ($M=4.05$, $SD=.899$, $t(2.986) = 15.874$, $p < .001$, two-tailed). So, employees working in organizations with environmental certification can significantly explain their intention to adopt SP and SC practices. Similarly, from cross-tabulation analysis Appendix B (E-3.), we can infer that professionals who are working in organizations that follow environmental guidelines are more likely to have positive intention to adopt SP and SC practices (Strongly agree= 85.2%) than professionals working in organizations that do not follow environmental guidelines (Strongly agree=14.8%). Professionals working in organizations that follow environmental guidelines or have environmental certification feel obliged to align their decisions with the top management. As their top management is highly committed to the implementation of sustainability in procurement and supply chain practices, they also ensure their decision reflects this obligation. Top management is committed to sustainability because it protects natural resources, human well-being, ecological systems, and environmental compliance, as well as improves the brand image. Additionally, it promotes sustained growth and lowers the possibility of legal penalties and damage to a company's reputation.

4.6 Correlations

From Appendix B (D-1), we can infer there is a positive moderate correlation between the knowledge mean and Regulatory mean where $r=.568$ (moderately Strong), knowledge mean and Market mean where $r=.563$ (moderately Strong), economic mean and organizational mean where $r=.462$ (moderately strong), organizational mean and Regulatory mean where $r=.548$ (moderately Strong), organizational mean and Market mean where $r=.583$ (moderately Strong), and there is a strong positive correlation between organizational mean and knowledge mean where $r=.682$ (Strong).

Sustainability is becoming increasingly a "necessity" in the business world. According to Dauvergne and Lister (2013), there are two main reasons why the concept of sustainability has drawn more business attention. The first justification is a business's aim to obtain a competitive edge through increased operational effectiveness, cost savings, and reputational enhancement. Researchers contend that long-term expenditures in sustainability programs increase a company's competitiveness and profitability. (Dauvergne and Lister, 2013; Hervani et al., 2005).

The second important factor is that companies are adapting to the increasing economic, social, and environmental demands of stakeholder groups in order to gain societal legitimacy (Amaechi et al., 2008). As a result, businesses must now more than ever take sustainability practices seriously in light of the shifting business environment.

The research presented by He et al. efficiently maintains supply chains through knowledge management. They introduced a comprehensive framework that integrates sustainability and knowledge management. Hall discovered that the adoption of sustainable supply chain management in the company was more significantly impacted by consumer demand and influence for smaller suppliers (Hall, J., 2000).

Furthermore, the two most significant drivers for the implementation of SSCM, as per the research conducted by Mathiyazhagan et al. (2013), are "central governmental environmental regulations" and "regional environmental regulations," which are situated at the base of the hierarchical structure. Government entities are among the most visible stakeholders that influence product end-of-life management and delivery to consumers (Asif et al., 2020; Srivastava, 2007). The supply chain's overall management segment incorporates green operations. Externally focused customers are the primary influencers of the implementation of green supply chain policies (Wang et al., 2018).

Moreover, SSCM reconciles adverse environmental impacts, social benefits, and profit-generating activities that enhance value along the triple bottom line, thereby providing adopting organizations with a competitive edge.

CHAPTER 5

CONCLUSIONS

5.1 Recommendations

Although implementing SP and SC practices in Bangladesh can be difficult, it is essential to achieving economic growth and sustainable development. The following are crucial actions that can affect Bangladeshi professionals' intentions to adopt them.

A company's senior management is essential in determining the strategic direction, assigning resources, and giving SP and SC initiatives the support they require. Senior management can communicate to staff that sustainability is a top concern for the company by demonstrating a strong commitment to SSCM. This can support the development of a sustainable culture in which all parties involved are inspired and enabled to adopt sustainable supply chain practices. Furthermore, top management can supply the resources—finance, technology, and experience—that are necessary to adopt sustainable practices successfully.

Companies must create a green procurement policy that considers the effects that the goods and services they buy have on the environment and society. Energy efficiency, ethical sourcing, and recycled content are a few examples of criteria that might be included in this policy. If an organization adheres to sustainability requirements, professionals' intentions to adopt will be directly impacted.

Due to several challenges, implementing sustainable supply chain and procurement processes in Bangladesh can take much work. One major obstacle is the need for knowledge and comprehension of sustainable practices among stakeholders and businesses. Nevertheless, by increasing awareness, encouraging cooperation among stakeholders, and offering incentives for sustainable practices, Bangladesh has the opportunity to tackle these difficulties. Businesses can encourage professionals to embrace sustainable practices that will improve their reputation, support economic growth, and protect the environment by tackling these issues and encouraging sustainable practices across the supply chain.

The intention of professionals to adopt will be further influenced by the regulatory policies and incentives that promote sustainable practices and foster a more sustainable and competitive business environment within the organization.

Individuals and organizations in Bangladesh can implement several initiatives to enhance their knowledge and cultivate sustainable procurement and supply chain practices. One solution is to take part in educational and training programs that focus on sustainability and green supply chain management. These programs can provide individuals with the knowledge and skills necessary for recognizing areas for improvement and establishing long-term practices. Another alternative is to get involved in industry associations and events that promote knowledge sharing among stakeholders and sustainable practices. Collaboration on sustainability initiatives, exchanging best practices, and networking with industry colleagues can all help to promote sustainable practices and develop knowledge.

Furthermore, businesses and individuals can uncover new chances for sustainable practices by conducting research and staying up to date on the latest technical breakthroughs and market trends. Finally, creating a favorable atmosphere for professionals to adopt sustainable procurement and supply chain practices in Bangladesh can be accomplished by working with government and non-governmental organizations to understand policy developments and advocating for regulatory frameworks that promote sustainable practices. By adopting these initiatives, individuals and organizations can contribute to the development of a sustainable and competitive business environment in Bangladesh and improve their knowledge.

5.2 Limitations of the Study and Scope for Further Research

A number of further research opportunities are possible, some of which are connected to limitations on how our study's findings can be interpreted.

This study has three primary limitations. First, the small sample size restricts the generalizability of the research findings. In order to test these findings further, more studies are advised, ideally using large surveys. Furthermore, more studies in various fields may be useful in determining the enablers and motivators that influence sector-specific adoption decisions. Second, social desirability bias could have influenced the results since experts may have expressed favorable opinions of the SP and SC procedures used by their companies. Third, the study's use of self-reported data raises another possible drawback. Future studies should consider using a case study methodology to examine how organizational members thoroughly perceive SP and SC characteristics.

The three sustainability dimensions of productivity or performance can be the subject of future studies on sustainable supply chain management. Future studies should examine the effects of variables like perceived risk, organizational culture, product quality, product design, and price on supply chain sustainability. Future research can duplicate the study by incorporating larger organizations, 3PL providers, and logistics firms from various nations to improve generalizability and eliminate the noise generated by firm size and country. It is also possible to evaluate the sustainability dimensions framework in this study in different geographic locations of the world. Future research should also look into how compatibility, relative advantages, and adoption intention complexity interact.

5.3 Conclusion

This study uses statistical analysis tools to examine how supply chain practitioners evaluate the relative importance of Market, organizational, regulatory, economic, and knowledge aspects in adopting sustainable supply chain and procurement strategies. The findings show that, according to the regression model, organizational and economic aspects are statistically important. According to a single sample t-test, each of the five criteria significantly affects professionals' intentions to adopt. Correlation analysis indicates that there are moderate to strong positive relationships between the parameters. Furthermore, the independent t-test explains the intention of implementing SP and SC practices can be explained by years of experience, the organization's legal status, having a specialization degree, organizations having environmental certification and environmental guidelines. The results indicate that the intention of supply chain professionals impacted by tax exemption, financial incentives, and economic cost reduction through the adoption of SP and SC techniques. The intention to adopt sustainable procurement and supply chain practices is greatly influenced by the commitment of top management, pressure from investors and shareholders, upstream and downstream partners, and improved product or service quality. Additionally, professionals' intentions can be effectively influenced by adherence to environmental guidelines and rules and by holding specialized degrees such as MPSM, MCIPS, PMP, or PGD in SCM. Furthermore, to attain sustainable economic growth and environmental protection in Bangladesh the implementation of SP and SC practices is required. Individuals and organizations can take a number of steps to improve their knowledge and adoption of sustainable practices, even in the face of obstacles, including a lack of awareness and comprehension of sustainable practices, limited access to financing, and poor infrastructure. Businesses can improve their reputation, open up new markets, and support the nation's economic development while preserving the environment by using SP and SC practices.

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Appendix A: Questionnaire

Factors Affecting Intention to Adopt Sustainable Procurement and Supply Chain Practices

I Would Like to invite you to participate in a research study that aims to collect data to examine Factors affecting the Intention to adopt Sustainable Procurement and Supply Chain Practices. A sustainable supply chain **uses environmentally and socially sustainable practices at every stage to protect the people and environment across the whole chain.**

This survey is anonymous, and your confidentiality of the information will be maintained in all published and written data analyses.

Thank you for your time and participation.

Which of the following describes the legal status of your organization?

- ☐ Government Organization
- ☐ Semi Government Organization
- ☐ Private Organization
- ☐ Multinational Organization
- ☐ PLC
- ☐ Other

What is your current position level?

- ☐ Top Management (President, Vice President, CEO, Secretarial Position)
- ☐ Middle Management (Director, Senior Manager, Manager, PD)
- ☐ Supervisory Level (Senior officer, Officer, Coordinator)

Please specify your total job experience in years

- ☐ 1-3 years
- ☐ 4-6 years
- ☐ 7-9 Years
- ☐ 10-12 Years
- ☐ 13-15 Years
- ☐ 16 years and above

Please specify your level of Education

- ☐ Honors
- ☐ Masters
- ☐ M.Phil./Ph.D.

Do you have any specialization degree or certification in Supply Chain? (PMP, MCIPS, MPSM, PGD)

- ☐ Yes
- ☐ No

Does your organization have any National or International Environmental Certification? (For Example- ISO 14001, LEED, FSC or any other)

- ☐ Yes
- ☐ No

Does your organization follow environmental guidelines for sustainable procurement and supply chain practices?

- ☐ Yes
- ☐ No

SP (Sustainable Procurement) and SC (Supply Chain) Practices reduce overall operational cost

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

For adopting Sustainable practices financial incentives, tax rebate can be obtained

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

There is government and legal pressure to adopt SP and SC practices

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

SP and SC practices improve social commitment of the organization

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Our top management and leadership is committed to SP and SC practices

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

There is a rising pressure from upstream and downstream partners to adopt SP and SC practices

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

There is pressure from investors and shareholders to adopt SP and SC practices

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Adopting SP and SC practices improves corporate image and market shares

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Implementing SP and SC practices improves product and service quality

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

SP and SC practices enhance the competitiveness of the company

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Availability of information on SP and SC practices influences my decision to adopt them

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

There is pressure from customers to adopt SP and SC practices

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Environmental Concern affecting my decision to adopt SP and SC practices

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

My general Attitude toward SP and SC practices is positive

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

I have positive Intention to adopt SP and SC practices

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

I am willing to adopt SP and SC practices

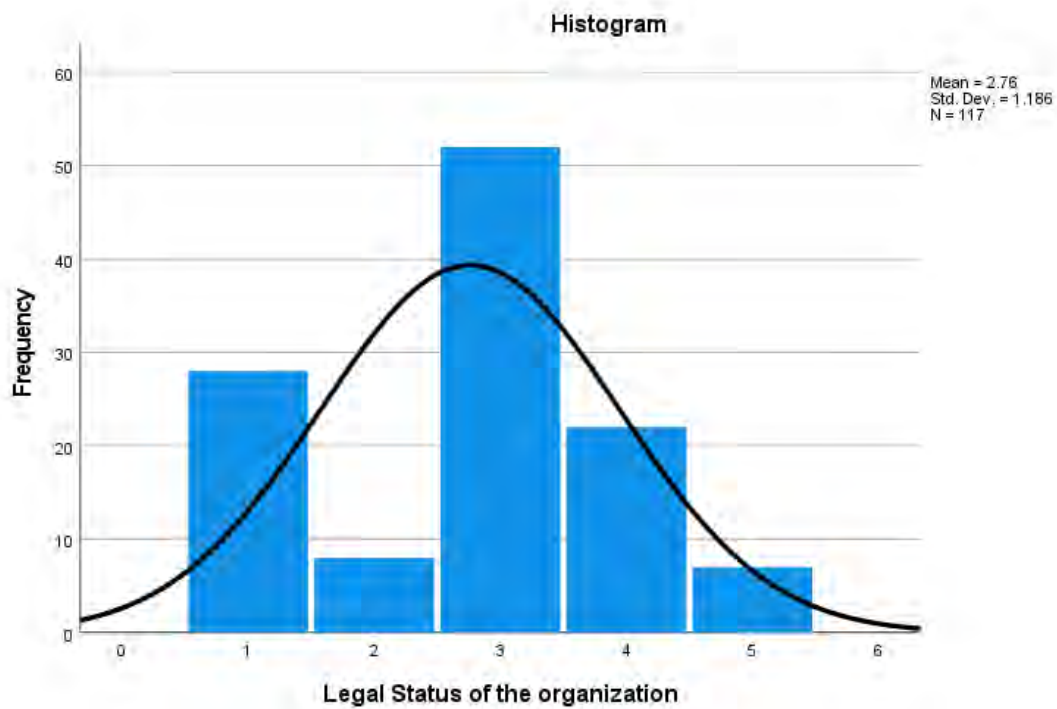
- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Appendix B: SPSS Output

A-1.

Legal Status of the organization		
	N	%
Government	28	23.9%
Semi Government	8	6.8%
Private	52	44.4%
Multinational	22	18.8%
PLC	7	6.0%

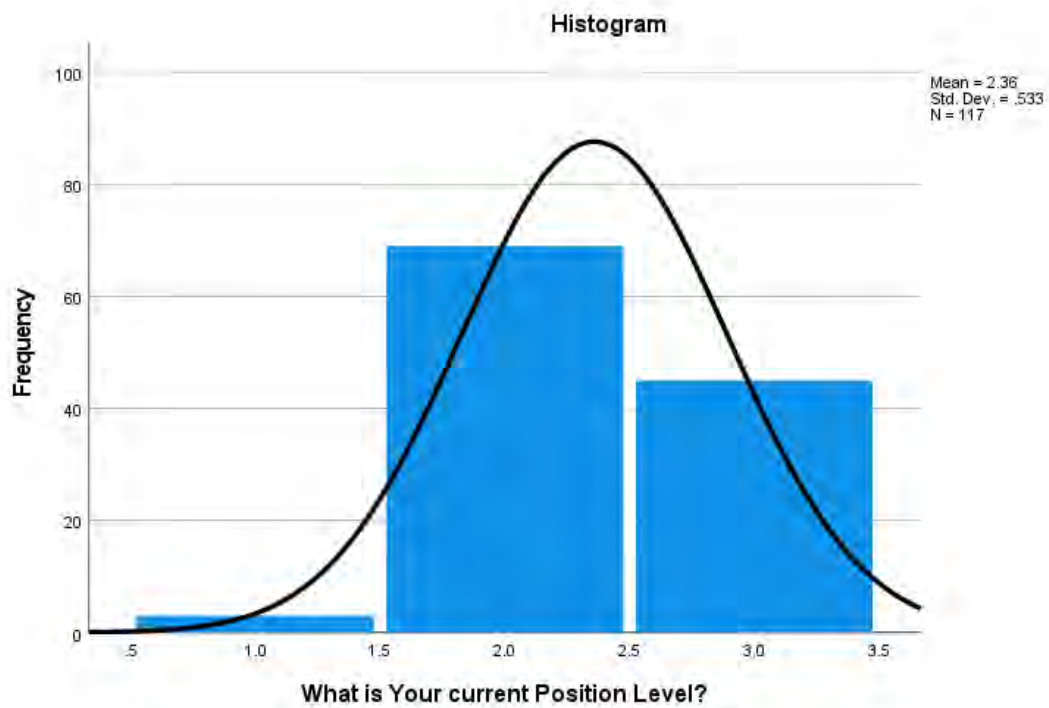
A-2.



A-3.

What is Your current Position Level?		
	N	%
Top Management (President, Vice President, CEO, Secretarial Position)	3	2.6%
Middle Management (Director, Senior Manager, Manager, PD)	69	59.0%
Supervisory Level (Senior officer, Officer, Coordinator)	45	38.5%

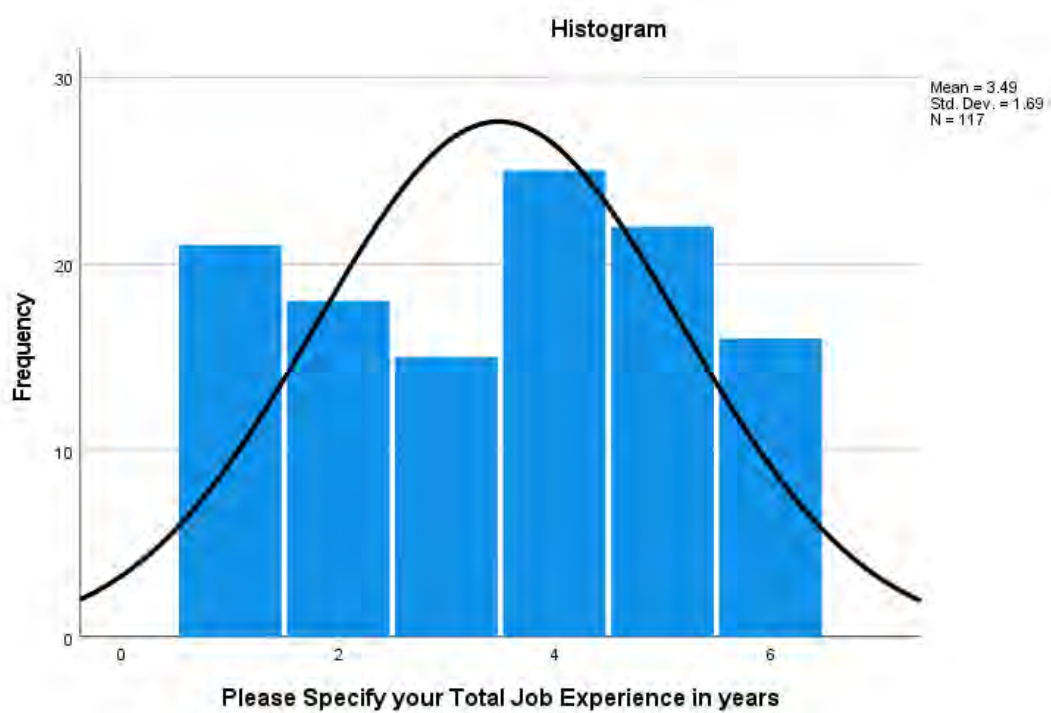
A-4.



A-5.

Please Specify your Total Job Experience in years		
	N	%
1-3	21	17.9%
4-6	18	15.4%
7-9	15	12.8%
10-12	25	21.4%
13-15	22	18.8%
16 and Above	16	13.7%

A-6.



A-7.

Please Specify your level of Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Honors	19	16.2	16.2	16.2
	Masters	97	82.9	82.9	99.1
	M.Phil/PhD	1	.9	.9	100.0
	Total	117	100.0	100.0	

A-8.

Do you have any Specialization Degree or certification in Supply Chain? (PMP, MCIPS, MPSM, PGD)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	42	35.9	35.9	35.9
	Yes	75	64.1	64.1	100.0
	Total	117	100.0	100.0	

A-9.

Does your organization have any National or International Environmental Certification? (For Example- ISO 14001, LEED, FSC or any other)		
	N	%
No	41	35.0%
Yes	76	65.0%

A-10.

Does your Organization Follow Environmental Guidelines for Sustainable Procurement and Supply Chain Practices		
	N	%
No	22	18.8%
Yes	95	81.2%

A-11.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.903	.903	8

A-12.

Economic Variable

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.559	.562	2

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SP (Sustainable Procurement) and SC (Supply Chain) Practices reduce overall operational cost	3.87	.682	.391	.153	.
For adopting Sustainable Practices Financial incentives, tax rebate can be obtained	4.10	.541	.391	.153	.

A-13.

Regulatory Variable

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.531	.531	2

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
There is government and legal pressure to adopt SP (Sustainable Procurement) and SC (Supply Chain) practices	4.27	.631	.362	.131	.
SP and SC Practices improve Social Commitment of the Organization	3.74	.679	.362	.131	.

A-14.

Organizational Variable

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.808	.804	4

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Our Top Management and leadership is committed to SP and SC practices	11.35	5.592	.644	.468	.750
There is a rising pressure from upstream and down stream partners to adopt SP and SC Practices	11.60	5.036	.771	.635	.680
There is pressure from Investors and Shareholders to adopt SP (Sustainable Procurement) and SC (Supply Chain) Practices	11.56	5.973	.615	.478	.763
Implementing SP (Sustainable Procurement) and SC (Supply Chain) Practices improves product and service quality	11.11	6.910	.479	.237	.821

A-15.

Market Variable

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.583	.584	2

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SP and SC Practices enhance the competitiveness of the company	4.25	.481	.412	.170	.
Adopting SP and SC Practices improves corporate image and market share	4.20	.452	.412	.170	.

A-16. Knowledge Variable

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.920	.920	3

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Environmental Concern affecting my decision to adopt SP and SC practices	7.55	2.474	.506	.256	.494
There is pressure from Customers to adopt SP and SC practices	7.88	1.779	.458	.220	.565
Availability of information on SP(Sustainable Procurement) and SC(Supply Chain) practices influences my decision to adopt them	7.41	2.451	.426	.191	.578

A-17.

Dependent Variable

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.938	.938	2

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices	4.40	.432	.884	.781	.
I am willing to adopt Sustainable Procurement and Supply Chain Practices	4.42	.452	.884	.781	.

A-18.

Coefficients ^a											
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.487	.418		3.560	.001					
	Economic Mean	.212	.077	.231	2.763	.007	.470	.254	.198	.734	1.362
	Organizational Mean	.349	.096	.409	3.644	.000	.603	.327	.262	.409	2.442
	Regulatory Mean	.161	.091	.160	1.763	.081	.437	.165	.127	.629	1.591
	Market Mean	.058	.111	.049	.517	.606	.427	.049	.037	.569	1.756
	Knowledge Mean	-.042	.105	-.043	-.398	.691	.420	-.038	-.029	.443	2.260
a. Dependent Variable: I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices											

A-19.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.586	.191		3.073	.003
	I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices	.864	.043	.884	20.237	.000
a. Dependent Variable: I am willing to adopt Sustainable Procurement and Supply Chain Practices						

B-1.

One-Sample Statistics						
		Statistic	Bootstrap ^a			
			Bias	Std. Error	95% Confidence Interval	
					Lower	Upper
Economic Mean	N	117				
	Mean	3.987	.001	.058	3.872	4.103
	Std. Deviation	.6515	-.0066	.0435	.5593	.7249
	Std. Error Mean	.0602				
Organizational Mean	N	117				
	Mean	3.822	.000	.073	3.670	3.952
	Std. Deviation	.7871	-.0063	.0672	.6429	.9087
	Std. Error Mean	.0728				
Regulatory Mean	N	117				
	Mean	4.004	-.001	.063	3.872	4.132
	Std. Deviation	.6679	-.0053	.0528	.5590	.7616
	Std. Error Mean	.0617				
Market Mean	N	117				
	Mean	4.222	.001	.053	4.111	4.325
	Std. Deviation	.5740	-.0057	.0486	.4749	.6639
	Std. Error Mean	.0531				
Knowledge Mean	N	117				
	Mean	3.804	-.002	.064	3.674	3.926
	Std. Deviation	.6919	-.0061	.0524	.5862	.7910
	Std. Error Mean	.0640				
a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples						

B-2.

One-Sample Test						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Economic Mean	16.391	116	.000	.9872	.868	1.106
Organizational Mean	11.300	116	.000	.8222	.678	.966
Regulatory Mean	16.264	116	.000	1.0043	.882	1.127
Market Mean	23.031	116	.000	1.2222	1.117	1.327
Knowledge Mean	12.574	116	.000	.8043	.678	.931

B-3.

One-Sample Statistics						
		Statistic	Bootstrap ^a			
			Bias	Std. Error	95% Confidence Interval	
					Lower	Upper
I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices	N	117				
	Mean	4.42	.00	.06	4.28	4.54
	Std. Deviation	.673	-.005	.035	.596	.737
	Std. Error Mean	.062				
I am willing to adopt Sustainable Procurement and Supply Chain Practices	N	117				
	Mean	4.40	.00	.06	4.28	4.52
	Std. Deviation	.657	-.005	.034	.582	.725
	Std. Error Mean	.061				
a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples						

B-4.

One-Sample Test						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices	22.817	116	.000	1.419	1.30	1.54
I am willing to adopt Sustainable Procurement and Supply Chain Practices	23.066	116	.000	1.402	1.28	1.52

C-1.

Group Statistics					
	Legal Status of the organization	N	Mean	Std. Deviation	Std. Error Mean
I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices	>= 3	81	4.54	.571	.063
	< 3	36	4.14	.798	.133

C-2.

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices	Equal variances assumed	5.887	.017	3.111	115	.002	.404	.130	.147	.662
	Equal variances not assumed			2.743	51.570	.008	.404	.147	.108	.700

C-3.

Group Statistics					
	Please Specify your Total Job Experience in years	N	Mean	Std. Deviation	Std. Error Mean
I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices	>= 4	63	4.56	.590	.074
	< 4	54	4.26	.732	.100

C-4.

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices	Equal variances assumed	2.916	.090	2.425	115	.017	.296	.122	.054	.538
	Equal variances not assumed			2.385	101.537	.019	.296	.124	.050	.543

C-5.

Group Statistics					
	Please Specify your level of Education	N	Mean	Std. Deviation	Std. Error Mean
I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices	>= 2	98	4.48	.630	.064
	< 2	19	4.11	.809	.186

C-6.

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices	Equal variances assumed	1.380	.243	2.259	115	.026	.374	.166	.046	.703
	Equal variances not assumed			1.907	22.416	.069	.374	.196	-.032	.781

C-7.

Group Statistics					
	Does your organization have any National or International Environmental Certification? (For Example- ISO 14001, LEED, FSC or any other)	N	Mean	Std. Deviation	Std. Error Mean
I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices	Yes	76	4.59	.546	.063
	No	41	4.10	.768	.120

C-8.

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices	Equal variances assumed	3.465	.065	4.037	115	.000	.495	.123	.252	.737
	Equal variances not assumed			3.654	62.297	.001	.495	.135	.224	.765

C-9.

Group Statistics					
	Does your Organization Follow Environmental Guidelines for Sustainable Procurement and Supply Chain Practices	N	Mean	Std. Deviation	Std. Error Mean
I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices	Yes	95	4.51	.581	.060
	No	22	4.05	.899	.192

C-10.

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices	Equal variances assumed	15.874	.000	2.986	115	.003	.460	.154	.155	.765
	Equal variances not assumed			2.292	25.213	.031	.460	.201	.047	.873

D-1.

Correlations							
		I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices	Economic Mean	Organizational Mean	Regulatory Mean	Market Mean	Knowledge Mean
Pearson Correlation	I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices	1.000	.470	.603	.437	.427	.420
	Economic Mean	.470	1.000	.462	.254	.436	.285
	Organizational Mean	.603	.462	1.000	.548	.583	.682
	Regulatory Mean	.437	.254	.548	1.000	.391	.568
	Market Mean	.427	.436	.583	.391	1.000	.563
	Knowledge Mean	.420	.285	.682	.568	.563	1.000
Sig. (1-tailed)	I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices	.	.000	.000	.000	.000	.000
	Economic Mean	.000	.	.000	.003	.000	.001
	Organizational Mean	.000	.000	.	.000	.000	.000
	Regulatory Mean	.000	.003	.000	.	.000	.000
	Market Mean	.000	.000	.000	.000	.	.000
	Knowledge Mean	.000	.001	.000	.000	.000	.
N	I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices	117	117	117	117	117	117

	Economic Mean	117	117	117	117	117	117
	Organizational Mean	117	117	117	117	117	117
	Regulatory Mean	117	117	117	117	117	117
	Market Mean	117	117	117	117	117	117
	Knowledge Mean	117	117	117	117	117	117

E-1.

Legal Status of the organization * I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices Crosstabulation									
		I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices						Total	
		Nutral		Agree		Strongly Agree			
		N	%	N	%	N	%	N	%
Legal Status of the organization	Government	8	66.7%	9	20.5%	11	18.0%	28	23.9%
	Semi Government	1	8.3%	4	9.1%	3	4.9%	8	6.8%
	Private	3	25.0%	20	45.5%	29	47.5%	52	44.4%
	Multinational	0	0.0%	10	22.7%	12	19.7%	22	18.8%
	PLC	0	0.0%	1	2.3%	6	9.8%	7	6.0%
Total		12	100.0%	44	100.0%	61	100.0%	117	100.0%

E-2.

Do you have any Specialization Degree or certification in Supply Chain? (PMP, MCIPS, MPSM, PGD) * I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices Crosstabulation									
		I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices						Total	
		Nutral		Agree		Strongly Agree			
		N	%	N	%	N	%		
Do you have any Specialization Degree or certification in Supply Chain? (PMP, MCIPS, MPSM, PGD)	No	8	66.7%	14	31.8%	20	32.8%	42	35.9%
	Yes	3	25.0%	30	68.2%	41	67.2%	74	63.2%
	4	1	8.3%	0	0.0%	0	0.0%	1	0.9%
Total		12	100.0%	44	100.0%	61	100.0%	117	100.0%

E-3.

Does your Organization Follow Environmental Guidelines for Sustainable Procurement and Supply Chain Practices * I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices Crosstabulation									
		I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices						Total	
		Nutral		Agree		Strongly Agree			
		N	%	N	%	N	%	N	%
Does your Organization Follow Environmental Guidelines for Sustainable Procurement and Supply Chain Practices	No	8	66.7%	5	11.4%	9	14.8%	22	18.8%
	Yes	4	33.3%	39	88.6%	52	85.2%	95	81.2%
Total		12	100.0%	44	100.0%	61	100.0%	117	100.0%

E-4.

Do you have any Specialization Degree or certification in Supply Chain? (PMP, MCIPS, MPSM, PGD) * Implementing SP (Sustainable Procurement) and SC (Supply Chain) Practices improves product and service quality Crosstabulation											
		Implementing SP (Sustainable Procurement) and SC (Supply Chain) Practices improves product and service quality								Total	
		Disagree		Nutral		Agree		Strongly Agree			
		N	%	N	%	N	%	N	%	N	%
Do you have any Specialization Degree or certification in Supply Chain? (PMP, MCIPS, MPSM, PGD)	No	6	75.0%	5	35.7%	20	37.0%	11	26.8%	42	35.9%
	Yes	2	25.0%	8	57.1%	34	63.0%	30	73.2%	74	63.2%
	4	0	0.0%	1	7.1%	0	0.0%	0	0.0%	1	0.9%
Total		8	100.0%	14	100.0%	54	100.0%	41	100.0%	117	100.0%

E-5.

Legal Status of the organization * Environmental Concern affecting my decision to adopt SP and SC practices Crosstabulation											
		Environmental Concern affecting my decision to adopt SP and SC practices								Total	
		Disagree		Nutral		Agree		Strongly Agree			
		N	%	N	%	N	%	N	%		
Legal Status of the organization	Government	3	50.0%	6	25.0%	14	21.2%	5	23.8%	28	23.9%
	Semi Government	1	16.7%	2	8.3%	5	7.6%	0	0.0%	8	6.8%
	Private	2	33.3%	15	62.5%	27	40.9%	8	38.1%	52	44.4%
	Multinational	0	0.0%	1	4.2%	16	24.2%	5	23.8%	22	18.8%
	PLC	0	0.0%	0	0.0%	4	6.1%	3	14.3%	7	6.0%
Total		6	100.0%	24	100.0%	66	100.0%	21	100.0%	117	100.0%

E-6.

Legal Status of the organization * Our Top Management and leadership is committed to SP and SC practices Crosstabulation											
		Our Top Management and leadership is committed to SP and SC practices								Total	
		Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
		N	%	N	%	N	%	N	%	N	%
Legal Status of the organization	Government	2	33.3%	3	75.0%	7	29.2%	12	24.0%	4	12.1%
	Semi Government	0	0.0%	1	25.0%	3	12.5%	2	4.0%	2	6.1%
	Private	3	50.0%	0	0.0%	11	45.8%	25	50.0%	13	39.4%
	Multinational	1	16.7%	0	0.0%	2	8.3%	8	16.0%	11	33.3%
	PLC	0	0.0%	0	0.0%	1	4.2%	3	6.0%	3	9.1%
Total		6	100.0%	4	100.0%	24	100.0%	50	100.0%	33	100.0%

E-7.

Does your organization have any National or International Environmental Certification? (For Example- ISO 14001, LEED, FSC or any other) * I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices									
Crosstabulation									
		I have positive intention to Adopt Sustainable Procurement and Supply Chain Practices							
		Nutral		Agree		Strongly Agree			
		N	%	N	%	N	%	N	%
Does your organization have any National or International Environmental Certification? (For Example- ISO 14001, LEED, FSC or any other)	No	10	83.3%	17	38.6%	14	23.0%	41	35.0%
	Yes	2	16.7%	27	61.4%	47	77.0%	76	65.0%
Total		12	100.0%	44	100.0%	61	100.0%	117	100.0%

E-8.

Do you have any Specialization Degree or certification in Supply Chain? (PMP, MCIPS, MPSM, PGD) * Adopting SP and SC Practices improves corporate image and market share Crosstabulation											
		Adopting SP and SC Practices improves corporate image and market share								Total	
		Disagree		Nutral		Agree		Strongly Agree			
		N	%	N	%	N	%	N	%	N	%
Do you have any Specialization Degree or certification in Supply Chain? (PMP, MCIPS, MPSM, PGD)	No	1	50.0%	6	54.5%	23	38.3%	12	27.3%	42	35.9%
	Yes	1	50.0%	4	36.4%	37	61.7%	32	72.7%	74	63.2%
	4	0	0.0%	1	9.1%	0	0.0%	0	0.0%	1	0.9%
Total		2	100.0%	11	100.0%	60	100.0%	44	100.0%	117	100.0%

