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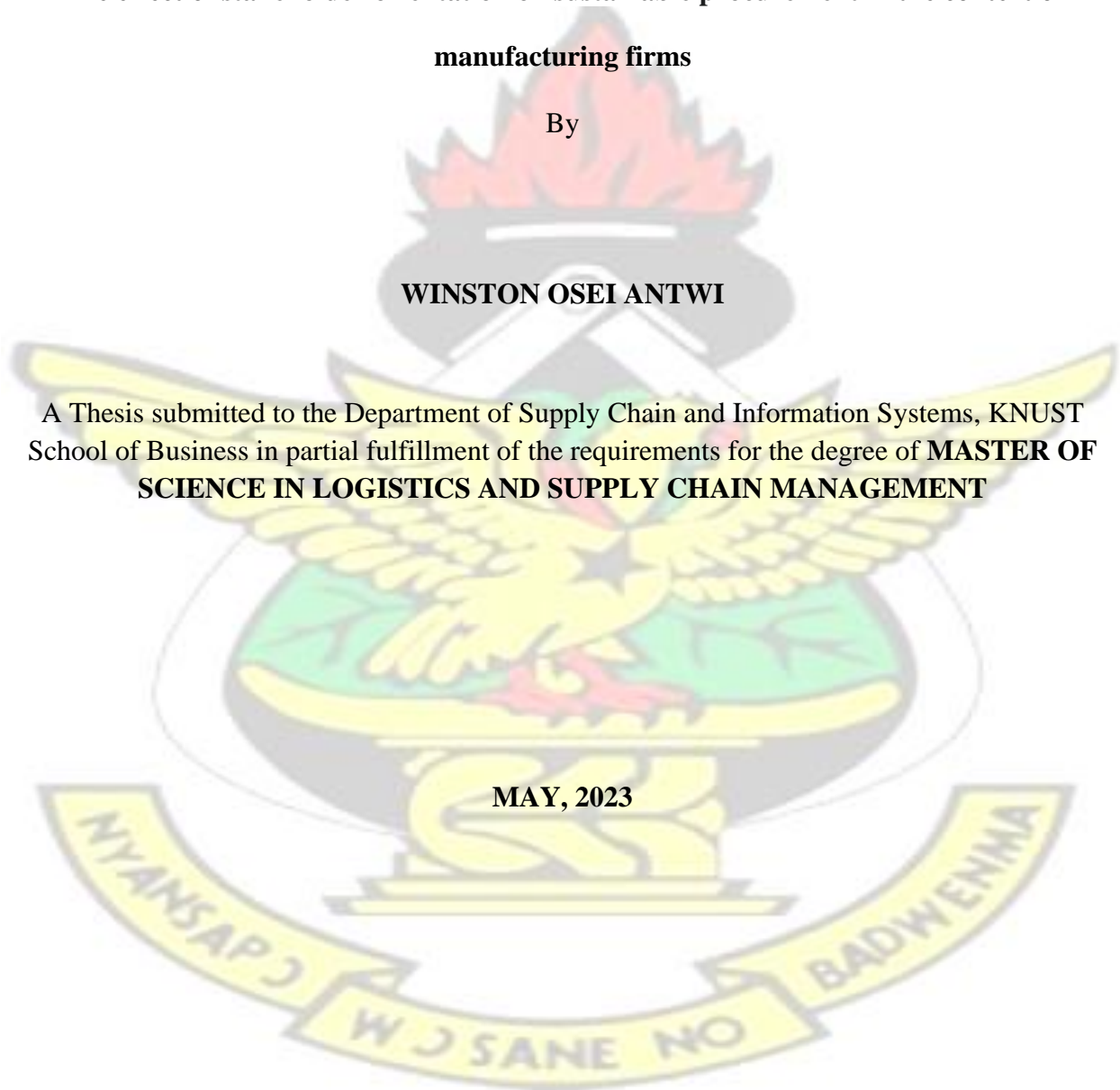
**The effect of stakeholder orientation on sustainable procurement in the context of  
manufacturing firms**

By

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A Thesis submitted to the Department of Supply Chain and Information Systems, KNUST  
School of Business in partial fulfillment of the requirements for the degree of **MASTER OF  
SCIENCE IN LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

**MAY, 2023**



## DECLARATION

I hereby declare that this submission is my work towards the Masters of Science in Procurement and Supply Chain Management and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgment has been made in the text.

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(Supervisor)

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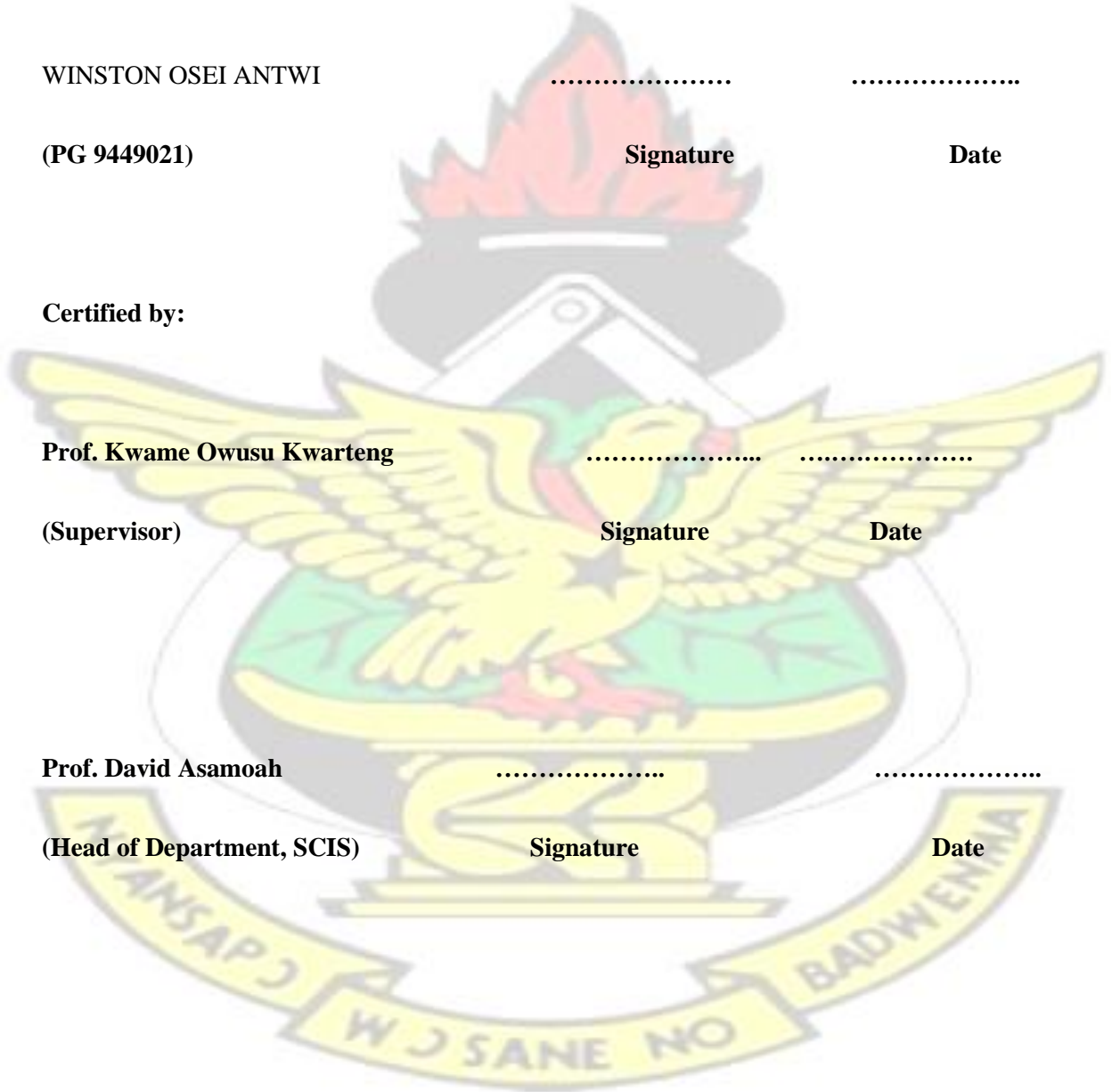
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Date



## DEDICATION

I dedicate this thesis to the Almighty God and my lovely daughter Anne Shirley Amoakowaa Antwi for the love and encouragement given by her.

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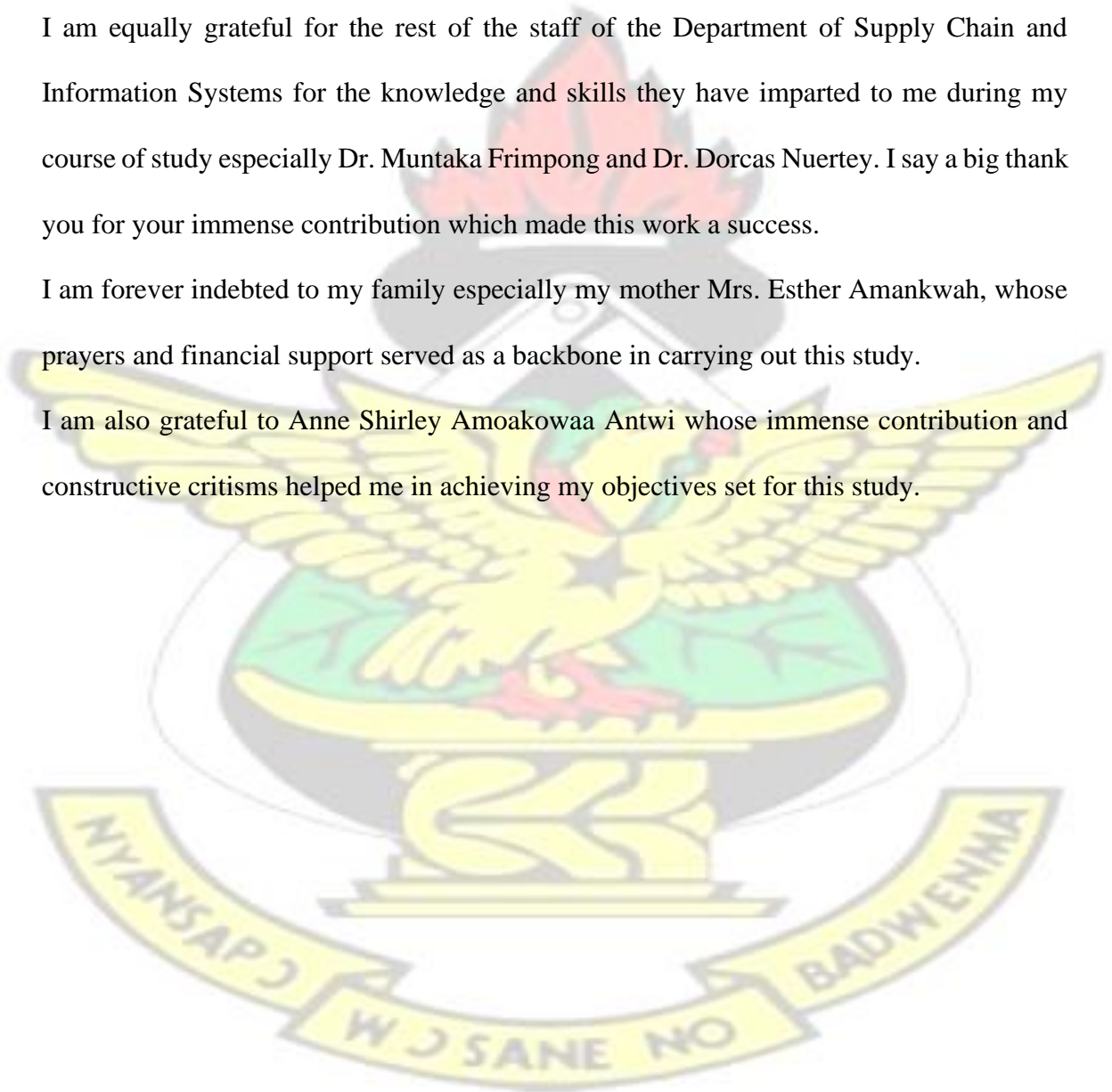
## ACKNOWLEDGMENT

I am grateful to the Almighty God through whose blessings have strengthened me to successfully execute this work. My profound gratitude goes to Prof. Kwame Owusu Kwarteng through whose supervisory role, guidance and advice that I was able to come out with this wonderful piece of intellectual work.

I am equally grateful for the rest of the staff of the Department of Supply Chain and Information Systems for the knowledge and skills they have imparted to me during my course of study especially Dr. Muntaka Frimpong and Dr. Dorcas Nuerthey. I say a big thank you for your immense contribution which made this work a success.

I am forever indebted to my family especially my mother Mrs. Esther Amankwah, whose prayers and financial support served as a backbone in carrying out this study.

I am also grateful to Anne Shirley Amoakowaa Antwi whose immense contribution and constructive criticisms helped me in achieving my objectives set for this study.



## ABSTRACT

The main objective of this study is to investigate the effect of stakeholder orientation on sustainable procurement in the context of manufacturing firms. To address the major goal of this study, three specific objectives were formulated. The study employed a survey design to gather data from 264 managers from the manufacturing companies in Ghana were sampled. Participants in this study were sampled using the purposive sampling. Questionnaire was the main instrument of data collection in this study. Data gathered were analyzed using SPSS and Smart PL-SEM. Results were presented using table and figures. The results showed that customer orientation, public orientation and shareholder orientation all significantly influences sustainable procurement among manufacturing firms in Ghana. The study concludes that customer orientation, public orientation and shareholder orientation remain crucial if firms are to achieve improved sustainable procurement. It is therefore recommended that managers of manufacturing firm should pay close attention to both customer orientation, public orientation and shareholder orientation as they play essential role in their quest to achieve sustainable procurement.

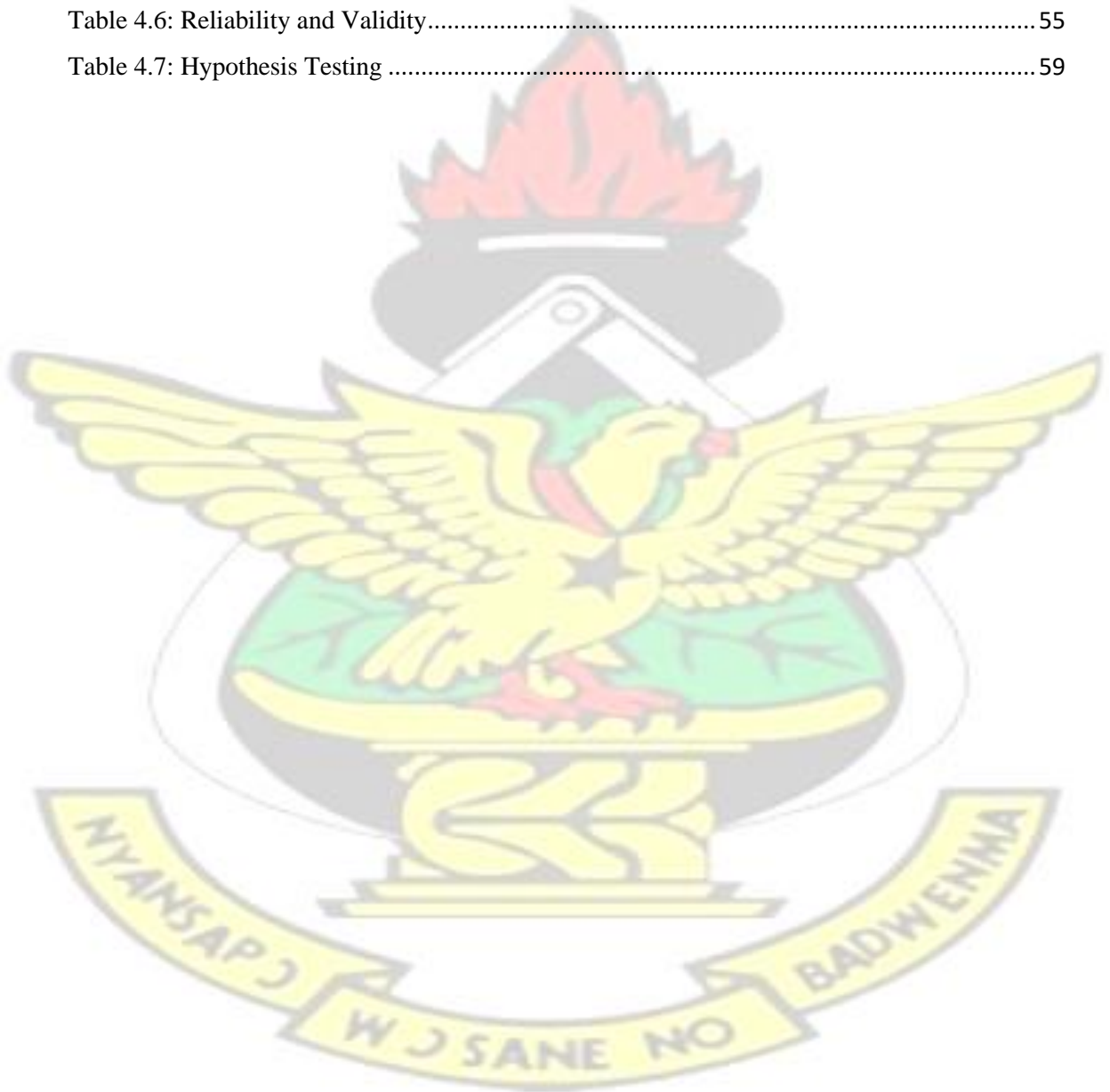
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# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Among the most pressing environmental issues that nations must address today include depletion of natural resources, climate change, and dwindling species diversity (Khan et al., 2021; Wassie, 2020; Ahmadi-Gh and Bello-Pintado, 2022). Emerging economies, such as Ghana's, are struggling with a number of consumption and production issues as they undergo the transition and move towards industrialization (Trading Economics, 2016; Janjua, 2021; Seetharaman et al., 2022). An increasing amount of attention has been paid to the role that manufacturing plays in causing environmental degradation during the past few decades (Syed et al., 2022). Here, the incentives for businesses to undertake environmental responsibility initiatives beyond those required by law are up for discussion. These strategies must balance economic, environmental, and social goals (Ahmadi-Gh, Z. and Bello-Pintado, 2022). Businesses have been challenged by environmental concerns and compelled to adopt sustainable methods.

The manufacturing industry may address issues of economic growth and social justice, as well as reduce its environmental footprint and aid in the greater movement toward sustainable development, through sustainable procurement (Meehan and Bryde, 2015). The term "sustainable procurement" refers to the method by which an organization "meets its needs for goods, works, and utilities in a manner 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" (DEFRA, 2006). Sustainable procurement in the construction industry is the process by which a client and

a participating organization meet design and development requirements in a way that achieves value for money on a whole life basis, thus bringing about positive outcomes for all parties involved in the project, as well as for society, the economy, and the environment as a whole (Alkilani and Jupp, 2013).

Most manufacturing organizations in developing economies have not yet fully adopted sustainable procurement, despite the growing body of knowledge and practice in this area (Islam et al., 2017). Manufacturing companies are developing cross-organizational policies and practices in response to rising sustainability requirements (Meehan and Bryde 2011). Recently, industrial companies' procurement departments have been prioritizing sustainability alongside traditional criteria like price, lead time, adaptability, and risk (Walker and Brammer 2009; Ghadimi et al. 2016). The supplier selection process plays an important role in ensuring that the company's strategic goals are met, especially in light of the current emphasis on outsourcing and sustainability. Academics and professionals alike have only recently prioritized sustainable procurement (Walker et al. 2012; Genovese et al. 2014). Again, there has been rising awareness among stakeholders of the importance of addressing environmental and social issues, which has put pressure on businesses to adopt more environmentally friendly methods of doing business. It is expected of procurement professionals that they will ethically seek items and services that are both commercially viable and environmentally benign (Kaye Nijaki and Worrel 2012; Pagell and Shevchenko 2014; Sarkis and Zhu 2018). In addition, the procurement procedure must meet all applicable laws and the standards of all relevant parties (Shaik and Abdul-Kader 2011; Reuter, Goebel, and Foerstl 2012). As a result, it's clear that everyone involved must play a part if the goal of widespread adoption of environmentally friendly purchasing

procedures is to be realized. In order to successfully execute sustainability efforts, Brulhart Gherra and Quelin (2017) noted that a focus on stakeholders is essential. Long-term thinking businesses can better execute sustainability strategies by bringing together internal and external stakeholders to work toward a common goal. Most of these parties want to see the company deliver on its sustainability promises, and they have the power to pressure the business into enhancing its green practices. It is clear from stakeholder theory that there must be a relationship between corporate principles and firm action, as well as between stakeholders' expectations and social issues (Dowell and Muthulingam 2017; Freeman 1984). This factor is crucial to the company's continued existence (Freeman, 1984; Vurro, et al., 2022) and growth (Donaldson, Preston, 1995; Chowdhury et al., 2022).

In this context, "stakeholder orientation" refers to the extent to which a company's leadership prioritizes stakeholder concerns and incorporates stakeholder insights into internal decision-making processes (Tantalo and Priem, 2014; Bettinazzi, and Zollo, 2017). Although stakeholder orientation is widely acknowledged as a crucial agent influencing environmental agendas of organizations, it is unclear if stakeholder orientation may affect sustainable procurement. This research endeavors to delve into how Stakeholder Orientation affects Sustainable Procurement in the Manufacturing Sector in Ghana.

## **1.2 Statement of the Problem**

Manufacturing firms are seen to constitute essential backbone of economic progress and are recognized to be major drivers to economic growth and national development (Muriithi 2017). In emerging economies, the sector contributes an estimated 85% of production workers contributing 70% of Ghana's GDP. Consequently, having a catalytic effect on

growth in the economy, revenue, and jobs. In addition to improving living standards by providing employment, the sector also responsible for community survival through environmental conservation by being responsible for consumption and production patterns (LPJK 2019). In this regard, sustainable procurement is non-negotiable. Several researchers have conducted studies on the realization of sustainable manufacturing through procurement. Procurement plays a very important role for organizations because of its role in advancing the company's sustainability agenda, given its position and ability to influence external organizations in the supply chain (Seuring 2004) through organizational policies and practices (Renukappa et al. 2016). Procurement is one of the important factors in being able to successfully achieve sustainable manufacturing. Unfortunately, sustainable procurement faces multiple obstacles due to the lack of understanding of sustainable procurement due to the unavailability of sustainable procurement guidelines (Nugroho, 2018; Wirahadikusumah et al., 2021; Ogunsanya et al. (2019). Stakeholder orientation remain a strategic way of pursuing the sustainability agenda, prior studies have established positive effect of stakeholder orientation on acquisition performance (Bettinazzi and Zollo, 2017); firm survival (Vurro et al., 2022); firm economic performance (Vaitoonkiat and Charoensukmongkol, 2020; Chowdhury et al., 2021) and neglected its impact on sustainable procurement. Till date it is unknown how firms could leverage stakeholder orientation to achieve sustainable procurement. This study therefore seeks to answer the question " Does stakeholder orientation enhances sustainable procurement?."

Although stakeholder orientation is widely acknowledged as a crucial agent influencing environmental agendas of organizations, it is unclear if stakeholder orientation may affect

sustainable procurement. This research endeavors to delve into how stakeholder orientation affects sustainable procurement.

Adding to the limited knowledge on how firms could leverage stakeholder orientation to achieve sustainable procurement, The body of literature points to the importance of more than one stakeholder. Nevertheless, the research to date has not moved beyond examining the individual main effects of a firm's orientation toward different stakeholders (Chung-Leung Luk et al., 2005). Research has not examined the combined effects, or the interaction effects, among the components of stakeholder orientation on business performance.

Indeed, Freeman's (1984) stakeholder theory posits that the simultaneous consideration of all relevant stakeholders' interests is what gives a company competitive advantage. If one of the relevant stakeholders is ignored, competitive advantage could be disproportionately damaged. Therefore, the purpose of this study investigates the effect of the multiple dimensions of stakeholder orientation (Stakeholder Orientation, Customer Orientation and Public Orientation) affects sustainable procurement. The study dwells on the stakeholder theory as the theoretical lens of the research. The hypotheses proposed in the study will be validated by the PLS-SEM (variance-based structural equation model) using data gathered from 400 managers of SMEs in Ghana. The findings of this study will provide intriguing insights that contribute to theoretical discussions of stakeholder orientation (Stakeholder Orientation, Customer Orientation and Public Orientation) and sustainable procurement in the context of manufacturing firms in emerging economies. The results provide managerial guidance to guide the use of cutting-edge technologies to improve their innovation in the manufacturing and procurement space.

### **1.3 Objective of the Study**

The main objective of this study is to investigate the effect of stakeholder orientation on sustainable procurement in the context of manufacturing firms. Based gaps identified and discussed in the problem statement three specific objectives were put forward. These objectives include

1. To examine the effect of shareholder orientation on sustainable procurement among manufacturing firms in Ghana.
2. To evaluate the influence of customer orientation on sustainable procurement among manufacturing firms in Ghana.
3. To analyze the influence of public orientation on sustainable procurement among manufacturing firms in Ghana.

### **1.4 Research Questions**

1. What is the effect of shareholder orientation on sustainable procurement among manufacturing firms in Ghana?
2. What is the influence of customer orientation on sustainable procurement among manufacturing firms in Ghana?
3. What is the influence of public orientation on sustainable procurement among manufacturing firms in Ghana?

### **1.5 Significance of the Study**

The study is conducted basically to investigate the influence of stakeholder orientation (Stakeholder Orientation, Customer Orientation and Public Orientation) on sustainable procurement in the context of manufacturing firms in emerging economies. The outcome of this study will make significant practical and theoretical contributions. The nature of the

study is such that it is categorized into two folds with regards to its benefit to the adoption of sustainable procurement. First and foremost, the nature of the study will benefit these firms by contributing immensely towards how these organizations will come out with policies that will ensure that stakeholder issues that confront them are addressed with respect to the recommendations that will be made available in the studies. Again, this study will also contribute to firms with institutional frameworks that by far will ensure effective and efficient stakeholder management to drive growth in SMEs.

The findings of this study will also provide owners and managers and policymakers with insights to put the appropriate strategies and measures in place to boost the sustainable procurement through stakeholder orientation. Therefore, this study may provide a better understanding to both practitioners and regulatory institutions regarding accounting adoption and its outcome in the Ghanaian manufacturing context.

### **1.6 Research Methodology**

The proposed study will employ a positivist research approach which will use of a quantitative methodology. Again, the study also will combine both descriptive and explanatory research design. Combining these two designs enabled the researcher to describe the study variables in the Ghanaian context and also explore the relationship among the variables at the aggregate level. The study population comprised all owners and managers particularly those in charge of accounting and finance in selected manufacturing firms in Ghana. A sample of 200 firms are proposed to be sampled in the study. After selecting the manufacturing firms, the researcher will further have used purposive sampling method to select individuals that are directly involved in the subject under investigation. The study will conduct extensive literature review to help to discover the academic writings



supporting the relevant of topic and the research hypotheses. Again, the study proposes the use of primary source of data to validate the results produced in literature through field survey using questionnaires adopted from previously validated instruments. After the data collection, the primary data that has been gathered from the field will be vetted for accuracy and reliability. The questionnaires that have been adequately filled will be coded into excel for analysis. This study will employ two data analysis approach i.e. descriptive and inferential analysis using multivariate data analyzes such as Structural Equation Modelling (SEM) and factor analyzes in order to fulfil set objectives in chapter one. Descriptive analysis will be based on information provided by respondents concerning their organization (demographical data), which include profile of the organization and the respondents. The essence of the descriptive analysis is to test for normality and this included frequencies, percentages, means, skewness and kurtosis statistics. The motive of this analysis is to ensure that data gathered are suitable for covariance based-SEM analysis. It is done to check for missing data, outliers, and data distribution (Hair et al., 2017). Inferential analysis will be used to test the hypothesis in the study.

### **1.7 Scope of the Study**

The scope sets the context and boundaries of the research. Contextually the study will focus on manufacturing firms across the country. Though many factors may affect manufacturing firms, this study focuses on the effect of stakeholder orientation and sustainable procurement of manufacturing firms.

### **1.8 Limitations of the study**

The study anticipates some limitations. Though prior studies recommend the use of single respondent in a study of this nature, however, in practice no single person controls or

manages the entire firm, this study therefore will be limited by using single respondent. Additionally, including a mediator in the the relationship would be more robust and valid in contexts specific to service delivery or public sector. It would have been useful to employ a longitudinal research design in understanding the level of financial literacy among managers in the context of manufacturing firms in Ghana and the impact of the SO on SP, with evidence from managers of manufacturing firms.

### **1.9 Organization of the Study**

There are five chapters in the study There are five chapters in the study. The study's subject and the intriguing problem at hand are introduced in the first chapter. The study's context, problem statement, research aims and questions, and importance are among the many elements that make up this document. By reviewing pertinent material on the research topic and field, the second chapter comes to a close. An analysis of previous theoretical and empirical efforts is provided in this section. The third chapter outlines the research techniques required to fulfill the study's goals. The study design, data, procedures, and analytical tools are all included in the research methodology. The study's results are outlined in the fourth chapter, which also has pertinent commentary. The last chapter summarizes, concludes, and makes suggestions in light of the research's conclusions.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Chapter two of this thesis is organized into four main sub-headings. The chapter provides information organized under conceptual review, theoretical review, empirical review, and finally the research model and hypotheses development. The Conceptual review section provides definitions, operationalisations, and how the constructs have been used in this study. The theoretical review section also provides the theoretical underpinnings of the study. The various prepositions proposed in this study were depicted using a conceptual framework and various relationships were well discussed. The Chapter ends with research gaps highlighted in the study.

#### **2.2 Conceptual Review**

Definitions, operationalisations, and an explanation of how the constructs were applied in this study are provided in this section. There are three main constructions in the model (Stakeholder Orientation, Sustainable Procurement, Customer Orientation, and Public Orientation). The following sections made these constructions operational.

##### **2.2.1 Stakeholder Orientation**

According to modernist theoretical approaches, an industry's shareholders or founders are its only genuine stockholders (Amiri et al., 2022). Moreover, a managerial division's willingness to protect the interests of its investors is shown by its shareholder orientation. In addition, if the leadership team is dedicated to the best benefits of the organization, it will make every effort to enhance earnings (Shin et al., 2022). According to the strategy implementation viewpoint, a firm's ability to effectively handle the demands of all pertinent

organizational members determines its competitiveness. According to Vaitoonkiat and Charoensukmongkol (2020) multiple-stakeholder orientation paradigm, a powerful different stockholders orientation improves a company's profitability by paying focus on the needs of all four stakeholders involved at once (Ni, 2020). Moreover, the degree by which a company's leadership relates directly to and incorporates the needs of different parties into its judgment call is known as stakeholder orientation (Bettinazzi and Feldman, 2021). Alternatively, stakeholder orientation refers to a style of socially responsible ideals, evaluation, or conduct in which management makes choices and undertakes actions while taking into account the needs of numerous different stakeholders, such as consumers, workers, etc (Cremers et al., 2019). Due to the purpose of this study, the definition of stakeholder orientation by Bettinazzi and Feldman (2021) will be adopted by the study. It states that Stakeholder orientation refers to a style of socially responsible ideals, evaluation, or conduct in which management makes choices and undertakes actions while taking into account the needs of numerous different stakeholders, such as consumers, and workers.

### **2.2.2 Sustainable Procurement**

Organizations are integrating sustainable practices into their operational processes as a result of the mounting demands placed on finite resources and the severe ecological issues (Yu et al., 2020). In addition, a variety of stakeholders, including authorities, customers, and non-profit organizations, put a huge impact on companies adopting sustainable methods of operation (Kannan, 2021). Moreover, companies have created rules and procedures related to their procurement initiatives as a result of the increased demand. In addition, the most important internal reason for organizations to participate in adopting sustainable procuring strategies is cost savings by sustainability products (Zaidi et al.,

2019). Moreover, utilizing existing assets reduces operating costs through ecological procurement (Gholizadeh et al., 2020). Alternatively, sustainable procurement entails incorporating corporate sustainability concepts into the company's procurement practices and choices whilst guaranteeing that continuity to satisfy the needs of the firm's stakeholders (Ogunsanya et al., 2022). Moreover, sustainable procurement is the method by which businesses fulfill their requirements for products, assistance, works, and essential services in a manner that maximizes the return on investment over the course of a project whilst also taking capital into account (Ghadge et al., 2019). In addition, as a result, sustainability benefits communities and their surroundings over time and throughout geographic boundaries (Boruchowitch and Fritz, 2022). Furthermore, even though it applies to the commercial sector, sustainable procurement is a method of purchasing and investing that is often linked to government regulations (Laosirihongthong et al., 2019). In addition, companies that use sustainable growth satisfy their demands for products, resources, and commodities while simultaneously working to maximize economic benefits for themselves as well as the global community (Ryu and Sueyoshi, 2021). For the purpose of this study, the definition of sustainable procurement by Ghadge et al. (2019) will be adopted by the study. It states that sustainable procurement is the method by which businesses fulfil their requirements for products, assistance, works, and essential services in a manner that maximizes the return on investment over the course of a project whilst also taking capital into account.

### 2.2.3 Customer Orientation

Customer orientation describes a company's emphasis on the needs of its clients. Moreover, the evolution of the business tactic was influenced by the value of consumers (Kopalle et al, 2020). Aburayya et al. (2020) highlight that consumers are the dominant contributor to an income statement, and Drucker (1954) has ventured as far as to claim that a business's only legitimate goal is to produce a buyer. Lee et al. (2021) businesses have to be prepared to anticipate, comprehend, and even regulate client demands and preferences. As a result, a firm that values its customers will often devote a significant amount of its assets to achieving these objectives, cultivating a culture of value creation among its staff and preparing them to provide exceptional customer service (Feng et al., 2019). Alternatively, customer orientation is a business strategy that prioritizes the demands of the client over those of the company. Concisely, customer-focused businesses are aware that without continually increasing their consumers' attention, they cannot be successful (Kim and Qu., 2020). Moreover, it is indeed a mode of mind set that ties the company's objectives to those of its clients (Lombardi et al., 2019). Alternatively, customer orientation is a business strategy where a corporation puts the client's needs foremost. Moreover, concentrating on assisting clients in achieving their objectives is essential (Habel et al., 2020). In essence, client demands and desires are prioritized over company requirements. In addition, it indicates that the firm's support staff is concentrated on satisfying client demands in terms of customer care (Alt et al., 2019). Furthermore, customer orientation is the practice of positioning your company to support your customers' success with your good or service (Sun and Zhang, 2021). For the purpose of this study, the definition of customer orientation by Habel et al. (2020) will be adopted by the study. It states that customer orientation is a

business strategy where a corporation puts the client's needs foremost. Concentrating on assisting clients in achieving their objectives is essential.

#### **2.2.4 Public Orientation**

The majority of research on public value orientation has been observational and have focused mostly on unique value orientation, especially that of leaders in the private sector. In contrast, Friedlander (1968) investigated the connection between individual values and individual and corporate goals, while Mutonyi et al. (2020) investigated the relationship between employee personality and job performance using public orientation phrases. Moreover, Cvijić et al. (2019) and Nguyen et al. (2022) carried out comparable research, although they were mostly of a narrative character (Reichers, 1985) public orientation makes serving the public the key objective of organizational focus, giving the officials and its employees' incentive and goals. Public orientation programs refer to quality instruction on the rules regulating the appropriate performance of public corporate, such as laws pertaining to corruption, contradictions of interest, employing people without authority, the revealing of private data, marginalization, favouritism, financial transparency, donations, and additional recompense, irreconcilable work opportunities, misapplication of public resources for private benefit, political engagement by city servants, accessibility to record keeping, and records requests laws (Nitzl et al., 2019).

#### **2.3 Theoretical Review**

An abundance of knowledge and information in the scope of innovation makes the research process to become challenging, difficult, and lengthy (Freeman et al., 2021). Thus, to focus

the research direction, three underpinning theories were used as a research foundation in supporting and addressing the gap, and as a guide to align this research into an appropriate direction. The researcher examines underlying ideas in this part, as well as the effect of stakeholder orientation on sustainable procurement among manufacturing in Ghana. The Stakeholder Theory and its extension to the Dynamic Capabilities View serve as the foundational theories for this investigation. Theoretical frameworks provide a clear prism or context through which a subject is studied; it explains the context and the connections between the various factors and dimensions.

### **2.3.1 Stakeholder Theory**

Stakeholder theory is one of the most theoretical approaches in relation to sustainability, according to Carter and Easton (2011). "Those organizations and entities who really can influence or be impacted by the value that is generated and trading of enterprise" is the definition of a shareholder (Freeman et al. 2017). The existing research on stakeholder customer engagement refers to a variety of shareholder theories (Verbeke and Tung 2013). The stakeholder perspective can take several forms, including the integrated stakeholder approach, ethical organizational behaviour, empirical stewardship theory, and manipulative institutional theory (Hörisch et al., 2014). The stakeholder theory developed by Freeman in 1994 is frequently and incorrectly criticized for not addressing all stakeholders equitably. On the alternative, this is acceptable because not all parties to the organization are incredibly interested. The philosophy focuses on exploiting shared values while actually contributing to all affected parties, as opposed to only making trade-offs for revenue and immediate rewards. Negotiated settlements and trade-offs are necessary elements of running an enterprise, especially when it comes to sustainability



(Beckmann et al., 2014). This is especially important when it comes to giving sustainable aspects priority and adopting a mindset that trades off lowering energy consumption for monetary advantage. According to the stakeholder paradigm, short-term profits should just not come at the expense of environmental and social concerns (Freeman et al. 2017). Corporate stakeholders should indeed be focused on company morality, ecological sustainability, and civic conscience (Loorbach and Wijsman 2013). Numerous academic studies have confirmed that revenues do not conflict with ecological or social concerns, but rather occur concurrently with them to develop sustainable long-term strategies that take into account all stakeholders. Stakeholder theory's central tenet is that all assumptions must be met in order to produce value for all parties. As a result, the stakeholder theory suggests that different levels of stakeholder participation and direction should be anticipated in the multidimensional distribution network.

### **2.3.2 Dynamic Capabilities View**

The RBV hypothesis is where the dynamic capabilities view (DCV) originates. According to Barney (2001), the RBV of the organization implies that businesses may use their resources and competencies to their benefit. The DCV takes things a step forward by allowing businesses to deliberately outperform their rivals by strategy implementation more quickly (Eisenhardt and Martin, 2000). This creates the capacity to create and implement new operating resources and sustainable procurement in response to adjustments or problems in the stakeholder's environment (Helfat et al. 2015). The requirement for businesses to be able to swiftly adjust to changes in stakeholder obligations, environmental standards, and sustainable procurement is highlighted by the rise in globalization and supplier evaluation (Walker et al., 2008). Employing sustainable

methods can help businesses strengthen their competitiveness and sustainable procurement (Ghadge et al., 2012). Any negative consequences on a business brand should indeed be avoided by selecting suitable sustainable vendors. The chosen vendors are then able to create their environment in terms of sustainable procurement, ecological, and sustainability capital metrics as a result. It will lessen any social or ecologic catastrophes, non-compliance, and unwelcome media attention (Eisenhardt and Martin 2000; Cavusgil et al., 2007). Businesses that consider social and ecological factors when choosing vendors have a strategic advantage (Reuter et al. 2010). This is due to the fact that they may rely on recently identified information to create sustainable procurement performance metrics and create backup plans in case of stakeholder orientation. This greatly enhances operating efficiency and enables quicker responses to stakeholder demands and calamities. The DCV's turnaround time is its most attractive feature. Organizations must be completely aware of external dynamics and sustainable procurement in order to meet the adaptive capacities of shifting markets (Cavusgil et al., 2007). The easiest way to do this is to integrate resources from outside sources, focus on stakeholders, and use sustainable purchasing practices. Depending on risk management and other business practices, the DCV affects how sustainably the organizations function.

## 2.4 Empirical Review

This section assessed the research on prior studies that addressed the study's objective. These include the effect of stakeholder orientation on sustainable procurement among manufacturing in Ghana. Literature related to the study's goal of the effect of stakeholder orientation on sustainable procurement among manufacturing in Ghana in previous and ongoing research projects was evaluated.

Agbesi et al. (2018) performed a study that examined how to provide an organizational implementation strategy for the multi-stage application of sustainable purchasing in the building industry. In addition, the article created a paradigm for organizational adoption. Moreover, the model was assessed using information from a questionnaire that was given to 193 participants from organizations of central and local government, with a return rate of 63.7%. Furthermore, the factor structure of the simulation was established and validated using hierarchical linear modeling, and the interactions amongst the model components were measured. According to the research findings, construction organizations may embrace sustainable procurement more easily since a rigorous organizational adoption model has been created, tested, and proven to work. Moreover, the researcher recommended that future research should broaden its reach to include experts, subcontractors, and distributors in considering the results and how the survey's narrow scope hindered the generalization of the findings.

Mazharul et al. (2020) conducted research to look at the connections between innovation performance, moral responsibility, citizenship behavior, and sustainability procurement procedures. Moreover, after consulting with two co-workers who are skilled and knowledgeable in morality and sustainable development, a structured survey questionnaire

was constructed using information already published in the field of the topic area. In addition, there were five key elements in the interview. Moreover, the survey's first portion, which addressed the organization's background, was next by a portion with inquiries about the management chief executive officer's employees' professional commitments, who are in charge of carrying out several primary responsibilities in their corporation. In addition, a cohort of Saudi Arabian SMEs was used to experimentally test this theoretical layout. Through the use of structural equation modeling, this study investigated theories (PLS-SEM). The study demonstrates that senior management engagement in ethics considerably reflects company governance cultures and sustainable procurement strategies, which completely moderate the impacts of senior management engagement on SMEs' non-financial outcomes. This study provides empirical evidence for the plausible philosophical claim that senior management ethics orientation enhances service quality. The findings also demonstrate that, with the exception of the effects of sustainable procurement activities on economic conditions, the morally acceptable dedication of senior management, the ethical culture within the organization, and sustainable procurement have a direct impact on the achievements of SMEs. According to the results and the study's constraints, the researcher recommended that future research publications try to get around these restrictions by adding a wider variety of company characteristics for more in-depth statistical literature.

Messah et al. (2022) undertook research to pinpoint the critical elements that have a significant impact on the adoption of ecological procurement procedures for building projects. In order to determine the connection among variables and the possible growth of adopting sustainability procurement of building projects, this research used a survey

instrument with a Rating scale that involved state procurement professionals and general populace building services engineering procurement officers. The association was discovered using PLS-SEM multiple regression. The investigation's findings indicate that the purchasing institution's sustainable supply chain tactics and procedures have an impact on the procurement procedures. Sustainable acquisition principles have an effect on environmentally procuring regulations and initiatives. Therefore, it can be inferred that the foundations of sustainable supply chain management, adopting sustainable regulations and strategies, sustainable procurement institution, and sustainable procuring sourcing have an impact on the execution of public practices of building projects. The investigation's findings indicate that the purchasing institution's sustainable supply chain tactics and procedures have an impact on the procurement procedures. Sustainable acquisition principles have an effect on environmentally procuring regulations and initiatives. Therefore, it can be inferred that the foundations of sustainable supply chain management, adopting sustainable regulations and strategies, sustainable procurement institution, and sustainable procuring sourcing have an impact on the execution of public practices of building projects. Recommendations for future studies and limitations of the study was not clearly stated by the author.

Luk et al. (2017) carried out a study that uses a context of financial Chinese firms to investigate stakeholder orientation for organizational achievements. The study gathered information from 193 retail businesses in China's three most significant business cities Beijing, Shanghai, and Guangzhou using a survey approach. The study chose 700 firms at irregular intervals from within 1999/2000 Dun and Bradstreet Database of Chinese

enterprises with the assistance of a well-known data firm in Hong Kong that has more than ten affiliates in China. The research demonstrates that stakeholder orientation may benefit a firm even in International trade and investment in transformation. According to the strategy perspective, taking into consideration of the needs of powerful stakeholders, especially clients, rival businesses, and staff members can help a company gain antagonistic edge. In this regard, China is similar to industrialized nations in many ways. The researcher recommends that more investigation be done in other emerging markets in light of the survey's shortcomings and conclusions. It could be feasible to create a stakeholder theory that is applicable everywhere if more studies can duplicate our results. Brulhart et al. (2019) conducted a study that aims to review the study from the viewpoints of stakeholder theory and resource-based theory, the relationships amongst three specifically defined concepts (stakeholder alignment, ecological initiative, and profitability). The authors managed to get a sample of 1500 businesses in these categories along with their financial and commercial data from the French Diane system. The example was created using businesses with the codes 10 (food industry), 11 (beverage makers), or 204. (Soaps, cleaning products, and perfumes). The Diane systems contain economic information and commercial insight on businesses that operate in France, including revenue targets, financial health markers, executives and connections, inventory level for public firms, rankings and evaluations, initial throws or photos, thorough public corporations, consumer research, product updates, acquisition and integration bargains, layouts, and georeferenced assessment. Merely having a broader integrative orientation within a company has a detrimental impact on earnings, according to the findings of the research. But more significantly, ecological reactiveness seemed to moderate the link

between stakeholder orientation and productivity, since it in addition to having a positive impact on financial performance but also has a beneficial effect on it. Or to put it another way, if a business is more concerned about sustainability, it will pay closer attention to a diverse range of sectors, which will ultimately boost profits. Depending on the outcomes and the research's limitations, the researcher advised that subsequent studies should reproduce the results by incorporating continuous techniques into conventional or quasi-experimental methodological approaches.

Ghadge et al. (2019) did a study to investigate the trends in major companies' sustainability practices for strategic sourcing throughout distribution network stages and geographical regions. Positivism philosophy is used in the empirical study to examine the various trends in sustainability buying for major businesses. In the first step, systematic review research was done to determine the ethical and social criteria that would be utilized to rate the effectiveness of sustainable procurement. Through the reviewed literature, comprehension of widely used research methodologies was also acquired. The stated assumptions were put to the test in the classification stage using qualitative sources from 83 sizable, well-established, worldwide manufacturing and technology enterprises. The research questions were developed using the stakeholder theory and the innovation diffusion framework. The findings demonstrate that major companies' effectiveness in sustainable procurement fluctuates throughout supply chain levels and improves in the direction of the final consumer. Little discernible variation is seen between geographical regions as a result of the standardization of legislation and the adaptable skills of multinational, huge corporations. The author posits that cutting-edge research strategies like multi-criteria selection modelling accompanied by multivariate regression can produce reliable

conclusions depending on the literature review and constraints. An approach that considers systems may have prospects as a research design tool for gaining a comprehensive knowledge of the factors impacting sustainable procurement.

Vidal et al. (2022) carried out a study to investigate the link amongst distribution network coercion from clients and vendors for the implementation of environmentally and socially sustainable supply chain management practices. The research utilized a web-based survey tool to gather information while testing the assumptions. Senior procurement professionals in the US were chosen as participants, and the latest survey inquiries centered on the procurement practices with the vendors or purchasers by spending. The findings demonstrate that both stability and commercial perspectives concurrently serve as modifiers of the influence of distribution network stakeholder coercion on the implementation of environmentally and socially sustainable supply chain techniques. However, adopting sustainable supply chain management strategies can only go so far for businesses with a level of experience. Increased technique implementation follows after a strong sustainability focus is in place, but stakeholder engagement has less of an impact. In light of the results and the study's constraints, the researcher recommended that future research look into how a business's interactions including its vendors affect how sustainability-oriented the company is. As a result, so much implementation of sustainable supply chain procedures will lead to a greater appreciation of how quality management is adopted and improved.

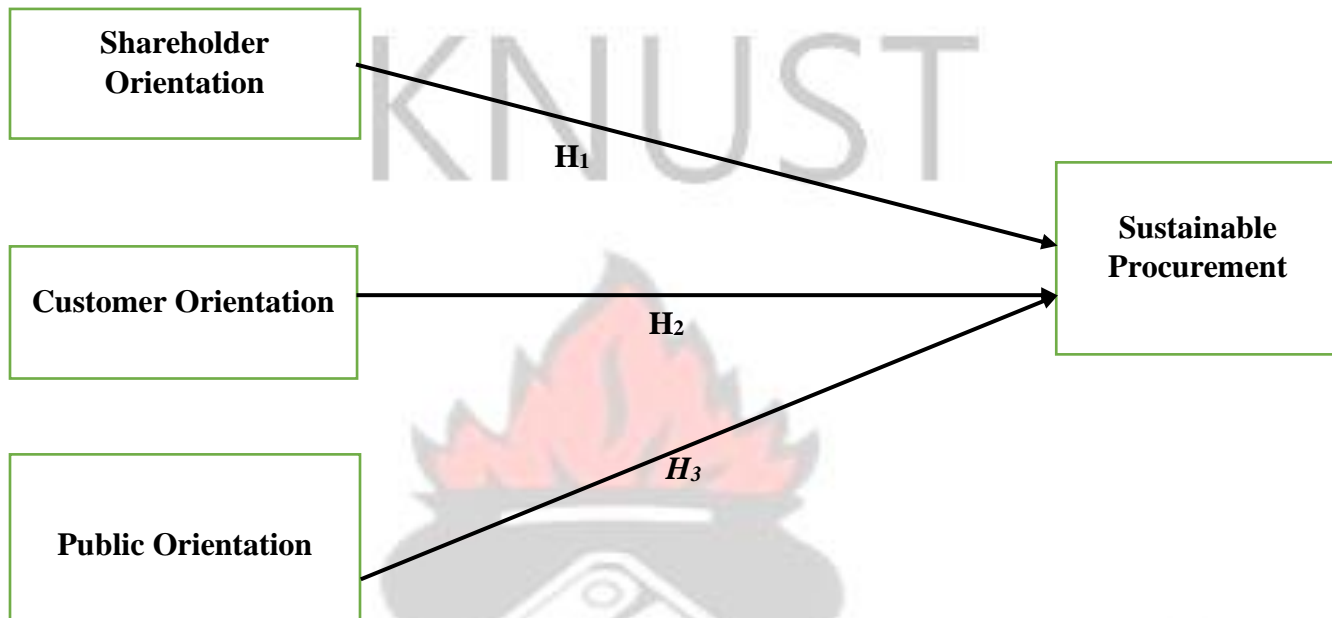
Jum'a et al. (2022) conducted research to explore the variables that impact the use of green supply chain mainframes (GSCM) in Jordanian industrial enterprises. The information was gathered through a well-organized interview. A total of 376 legitimate replies were



gathered from various industrial companies in Jordan. The suggested model was evaluated using the structural equation modelling (SEM) methodology after the data were processed. The findings show that four variables supplier, ecological, customer, and cost variables have a considerable impact on executives' intentions to implement GSCM. Economy and GSCM implementation, as well as the association among internal factors and GSCM implementation, had both been considerably mitigated by the business size. Depending on the outcomes and the result's constraints, the researcher recommended that although only company size was used as a moderator in this investigation, other socio-demographic factors may be included in future research to provide further conclusions.

## **2.5 Conceptual Framework**

The two major pillars of the theoretical model are the stakeholder theory and its extension to the Dynamic Capabilities View (see Figure 2.1). Sustainable procurement gives the sector a way to solve social justice issues and wealth creation in the building sector whilst reducing environmental effects and advancing the greater goal of long-term sustainability (Meehan and Bryde, 2015). According to its definition, "economic sustainability" is "a procedure by which organizations satisfy their requirements for products, performs, and infrastructure in a manner that provides cost savings on a comprehensive basis in terms of producing advantages not only for the organization but also for socioeconomic development while minimizing harm to the environment. Independent (Stakeholder Orientation, Customer Orientation, and Public Orientation), and are all included in the overall idea of dependent (Sustainable Procurement). In this study, three types of variables were employed. It is anticipated that the effect of stakeholder orientation on sustainable procurement among manufacturing in Ghana.



**Figure 2.1 Conceptual framework**

### **2.5.1 Hypothesis 1: Shareholder Orientation on Sustainable Procurement**

The term "shareholder orientation" (SO) refers to a company's entire environmental stewardship and measures how much it supports sustainable buying (Croom et al., 2018). Businesses with greater SO have established sustainable procurement that incorporates sustainability into daily interactions and guide their coherent strategy and development (Marshall et al., 2015; Pagell et al., 2010). SO is linked to organizational sustainable procurement. These businesses understand the need to reduce the negative effects of their operations on both the community and the environment (Croom et al., 2018; Marshall et al., 2015). Consequently, a powerful shareholder orientation may help businesses create superior sustainable procurement, which is necessary for attaining sustainable procurement (Paulraj, 2011). It has recently been demonstrated that shareholder focus affects the

implementation of both societal and sustainable procurement (Shao et al., 2019). The acceptance of ecological procurement was found to directly benefit from stakeholder orientation, according to Reuter et al. (2012). Shareholder orientation, according to Cheng (2020), aids newcomers to sustainable procurement in making more environmentally responsible purchases. Shareholder orientation, according to Reuter et al. (2012), is a key factor in the development of environmentally friendly and sustainable procurement practices. According to Marshall et al. (2015), the adoption of social techniques depends on a firm's features, especially its SO. According to Shashi (2022), SO is essential for achieving organizational procurement via sustainability design and procurement. Hence, it is anticipated that a positive influence of Shareholder Orientation on Sustainable Procurement:

*H<sub>1</sub>. Shareholder Orientation has a positive and significant effect on Sustainable Procurement*

### **2.5.2 Hypothesis 2: Customer Orientation on Sustainable Procurement**

The research investigates the link between customer orientation and vendor selection's cost-predominance and sustainable development levels. It's been demonstrated that all business operations, including the behavior of the network of vendors, have an impact on how the focus business's image and credibility are viewed by its consumers (Meehan and Bryde, 2011). Businesses must integrate customer orientation and sustainable procurement-friendly buying in the creation of a positive customer image (Awaysheh and Klassen, 2010). A "mistaken" buying choice made in an industrial environment can have serious bad impacts on a specific brand or a business in general. The last several examples of significant corporate entities include Nestle (palm oil suppliers were found to be destroying the Indonesian Rain Forest) and Mattel (constituent providers used dangerous,

result point). Businesses need to improve client orientation because of this. Hence, it is anticipated that a positive influence on Customer Orientation on Sustainable Procurement:

*H<sub>2</sub>. Customer Orientation has a positive and significant effect on Sustainable Procurement*

### **2.5.3 Hypothesis 3: Public Orientation on Sustainable Procurement**

A perception of the benefits of sustainable procurement processes on the market was found in an earlier study to have a direct effect on public orientation (Laratta, 2011, 1988; Godos-Díez et al., 2015). Flammer and Kacperczyk, (2016) offer proof that a public-oriented mindset has a positive impact on sustainable procurement at an institutional level. Furthermore, sustainability initiatives are frequently used by stakeholders, including the public, to gauge an organization's credibility. Significant brand harm and compensating expenses might follow from a public orientation of companies like Dow Chemical, Levi-Strauss, or Nike if unfavorable occurrences are publicly disclosed (Greenley and Foxall, 1997). The public orientation of management will encourage the inclusion of vendors' sustainability procurement and public orientation in the strategic decision-making, it is assumed for the study's purposes, based on the projected need for sustainable procurement. Hence, it is anticipated that a positive influence of Public Orientation on Sustainable Procurement:

*H<sub>3</sub>. Public Orientation has a positive and significant effect on Sustainable Procurement*

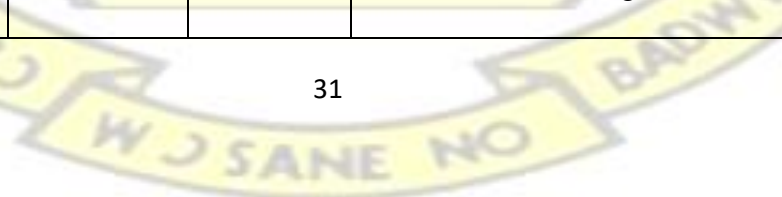
**Table 2.1: Research/Literature gap**

<b>Author/Year</b>	<b>Country</b>	<b>Purpose</b>	<b>Theory</b>	<b>Method</b>	<b>Findings</b>	<b>Future studies</b>
Agbesi et al. (2018)	Ghana	This study's goal is to provide an organizational implementation strategy for the multi-stage application of sustainable purchasing in the building industry.	Theory of self-determination	Quantitative	According to the research findings, construction organizations may embrace sustainable procurement more easily since a rigorous organizational adoption model has been created, tested, and proven to work.	The researcher recommended that future research should broaden its reach to include experts, subcontractors, and distributors in considering the results and how the survey's narrow scope hindered the generalization of the findings.
Messah et al. (2022)	Saudi Arabia	The goal of the study was to look at the connections between Innovation performance, moral responsibility, citizenship behavior, and sustainability procurement procedures.	Stakeholders' theory	Quantitative	The study demonstrates that senior management engagement to ethics considerably reflects company governance cultures and sustainable procurement strategies, which completely moderate the impacts of senior management engagement on SMEs' non-financial outcomes. This study provides empirical evidence for the plausible philosophical claim that senior management ethics orientation enhances service quality. The findings also demonstrate that, with the exception of the effects of sustainable	According to the results and the study's constraints, the researcher recommended that future research publications try to get around these restrictions by adding a wider variety of company characteristics for more in-depth statistical literature.

					procurement activities on economic condition, the morally acceptable dedication of senior management, the ethical culture within the organization, and sustainable procurement have a direct impact on the achievements of SMEs.	
Messah et al. (2022)	Indonesia	The goal of this study is to pinpoint the critical elements that have a significant impact on the adoption of ecological procurement procedures for building projects.	Not Clear Stated	Quantitative	The investigation's findings indicate that the purchasing institution's sustainable supply chain tactics and procedures have an impact on the procurement procedures. Sustainable acquisition principles have an effect on environmentally procuring regulations and initiatives. Therefore, it can be inferred that the foundations of sustainable supply chain management, adopting sustainable regulations and strategies, sustainable procurement institution, and sustainable procuring sourcing have an impact on the execution of public practices of building projects.	Recommendations for future studies and limitations of the study was not clearly stated by the author.
Luk et al. (2017)	China	The paper uses a context of financial Chinese firms to investigate stakeholder orientation for organizational achievements.	Stakeholders' theory	Quantitative	The research demonstrates that stakeholder orientation may benefit a firm even in International trade and investment in transformation. According to the strategy perspective, taking consideration of the needs of	The researcher recommends that more investigation be done in other emerging markets in

					powerful stakeholders, especially clients, rival businesses, and staff members can help a company gain a antagonistic edge. In this regard, China is similar to industrialized nations in many ways.	light of the survey's shortcomings and conclusions. It could be feasible to create a stakeholder theory that is applicable everywhere if more study can duplicate our results.
Brulhart et al. (2019)	France	This study reviews, from the viewpoints of stakeholder theory and resource-based theory, the relationships amongst three specifically defined concepts (stakeholder alignment, ecological initiative, and profitability).	Stakeholders' theory	Quantitative	Merely having a broader integrative orientation within a company has a detrimental impact on earnings, according to the findings of the research. But more significantly, ecological proactiveness seemed to moderate the link between stakeholder orientation and productivity, since it in addition to having a positive impact on financial performance but also a beneficial effect on it. Or to put it another way, if a business is more concerned about sustainability, it will pay closer attention to a diverse range of sectors, which will ultimately boost profits.	Depending on the outcomes and the research's limitations , the researcher advised that subsequent studies should reproduce the results by incorporating continuous techniques into conventional or quasi-experimental methodological approaches.
Ghadge et al. (2019)	India	The goal of this study is to investigate the trends in major company's sustainability practices for strategic sourcing throughout	Stakeholder theory	Qualitative	The research questions were developed using the stakeholder theory and the innovation diffusion framework. The findings demonstrate that major companies' effectiveness in sustainable procurement fluctuates throughout	The author posits that cutting-edge research strategies like multi-criteria selection modelling accompanied by

		distribution network stages and geographical regions.			supply chain levels and improves in the direction of the final consumer. Little discernible variation is seen between geographical regions as a result of the standardization of legislation and the adaptable skills of multinational, huge corporations.	multivariate regression can produce reliable conclusions depending on the literature review and constraints. A approach that considers systems may have prospects as a research design tool for gaining a comprehensive knowledge of the factors impacting sustainable procurement.
Vidal et al. (2022)	USA	The purpose of the research is to simultaneous contingent consequences of both organizational innovation and sustainable development alignment, it also investigates the link among distribution network coercion from clients and vendors for the implementation of environmentally and socially sustainable supply	Institutional theory	Quantitative	The findings demonstrate that both a stability and commercial perspective concurrently serve as modifiers of the influence of distribution network stakeholder coercion on the implementation of environmentally and socially sustainable supply chain techniques. However, adopting sustainable supply chain management strategies can only go so far for businesses with a level of experience. Increased technique implementation follows after a strong sustainability	In light of the results and the study's constraints, the researcher recommended that future research look into how a business's interactions including its vendors affect how sustainability-oriented the company is. As a result, so much



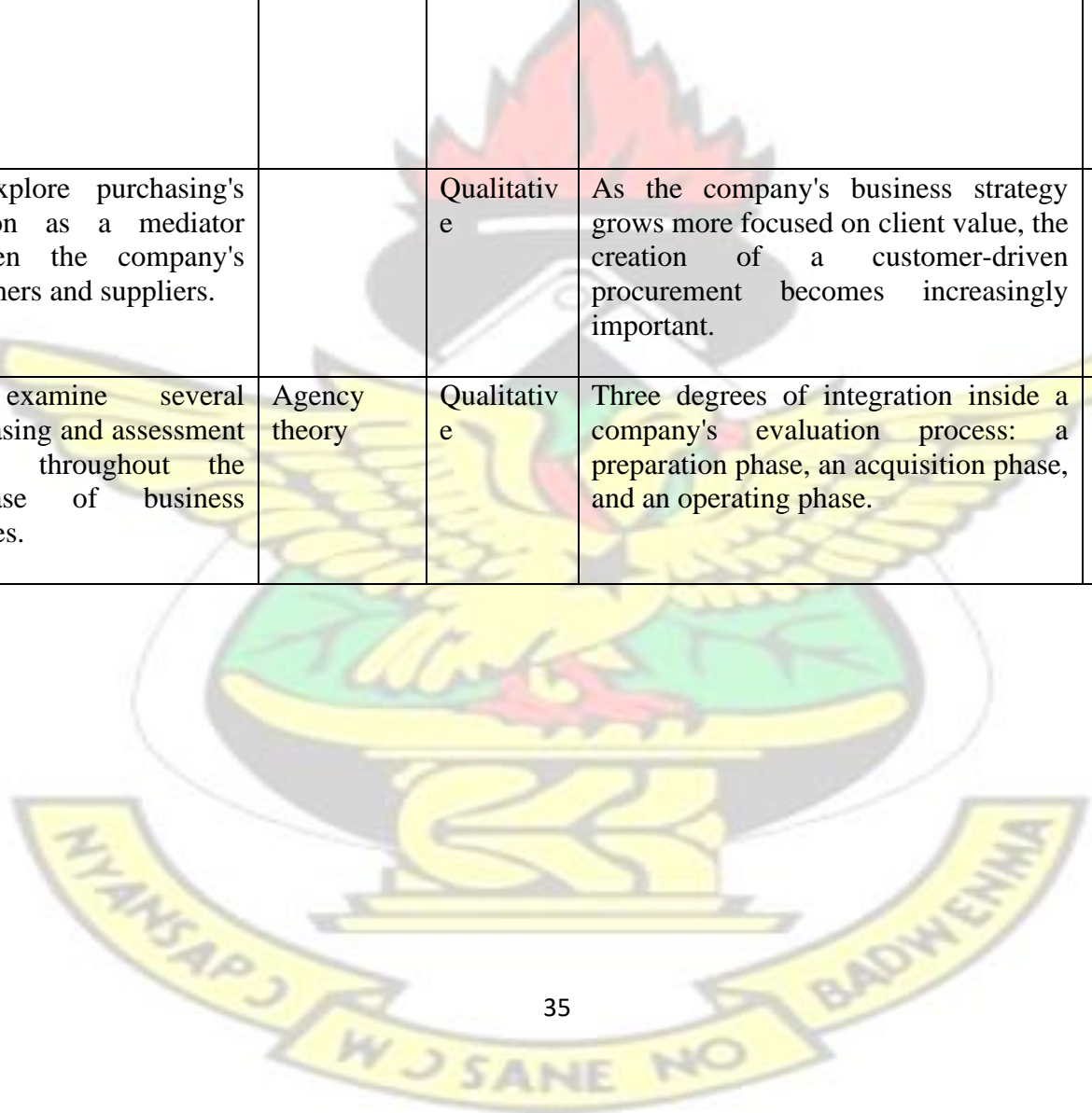


		chain management practices.			focus is in place, but stakeholder engagement has less of an impact.	implementation of sustainable supply chain procedures will lead to a greater appreciation of how quality management is adopted and improved.
Jum'a et al. (2022)	Jordan	The research explores the variables that impact the use of green supply chain mainframe (GSCM) in Jordanian industrial enterprises.	Not Clear Stated	Quantitative	The findings show that four variables supplier, ecological, customer, and cost variables have a considerable impact on executives' intentions to implement GSCM. Economy and GSCM implementation, as well as the association among internal factor and GSCM implementation, had both been considerably mitigated by the business size.	Depending on the outcomes and the result's constraints, the researcher recommended that although only company size was used as a moderator in this investigation, other socio-demographic factors may be included in future research to provide further conclusions.
<b>Author/Year</b>	<b>Country</b>	<b>Purpose</b>	<b>Theory</b>	<b>Method</b>	<b>Findings</b>	<b>Future Studies</b>
Hayek (2015)	United States	To assess the impact of audit committee compensation on non-audit service procurement	Agency Theory	Quantitative	Audit committee compensation has a considerable impact on non-audit service procurement.	Future studies be conducted in other industries to generalize the findings.

Okotie and Tafamel (2021)	Nigeria	To look at how the level of transparency affects the Nigerian Civil Service's public procurement processes.	Stewardship theory and stakeholder theory	Quantitative	Strong and favorable relationship between public procurement methods and transparency.	
Vandapuye (2018)	Ghana	To look at the effects of supply chain and stakeholder orientation on the performance of oil marketing firms in Accra.	Stakeholder Theory and Shared Value Theory	Quantitative	Stakeholder Orientation significantly improved the efficiency of the oil marketing firms in Accra Metropolis.	Future research should take into account the mediating or moderating role of business size, the number of branches, and other factors.
Mohammed, (2020)	Ghana	To investigate how market orientation affects business performance in the Ghanaian airline sector	Stakeholder theory	Quantitative	There is a connection between market orientation and company performance.	Future studies may take into account the usage of other aviation-related environmental elements as moderators or mediators
Ngetich (2015)	Kenya	To investigated the impact of strategic orientation on the performance of big retail outlets in Nairobi.	Contingency Theory and Open Systems Theory	Quantitative	Strategic orientation greatly improves the performance of Nairobi retail establishments	Future research look at the impact of interaction orientation on innovation success.
Sönnichsen and Clement (2020)	UK	To provide an overview of the state of the art in green and sustainable public procurement.	Institutional theory and contingency theory.	Qualitative	Circular public procurement qualities, based on the execution of circular policy and strategy, are critical for conducting circular public procurement	Future research should gather additional empirical evidence from public

						procurement procedures.
Schwarz et al. (2016)	China	To study the impact of servant leadership, on work performance and how public service motivation mediates the relation.	Social learning theory and Contingency theory.	Quantitative	Public service motivation mediates servant leadership's impact on followers' work performance.	Future research on servant leadership in government should be done in other nations.
Schwarz et al. (2020)	China	To investigate the relationship between networks governance approaches to leadership and workers' public service motivation PSM and individual job performance.	Social learning theory	Quantitative	Network governance leadership has beneficial link with both public service motivation and job performance	Future research should incorporate panel data with experimental variation of public leadership techniques, such as random assignment.
Bao and Zhao (2018)	China	To investigated two mediating mechanisms of servant leadership's influence on followers' job engagement.	Social exchange theory	Quantitative	Servant leadership is favorably associated to follower work engagement, and this relationship is mediated only by leader-member exchange.	Further research is needed to validate the findings in different cultural situations.
Wang et al., (2018)	China	To investigate the role of servant leadership as a motivator of employee service performance.	social learning theory	Quantitative	Servant leadership by high-level managers could indeed promote employees service performance.	Future research use a more rigorous strategy to divide the mediating effects of supervisors' servant leadership and service climate mediators.

Rana Mostaghe et al., (2021)	Sweden	To investigate role of consumers in supporting circular business models.		Qualitative	There is a large amount of ethical buying intentions for the circular business model.	Future studies explore diverse demographic samples with varying personal characteristics and cross-compare the model's outputs
Chiara Cantù et al. (2015)	Europe, Middle East, and Africa	To explore purchasing's position as a mediator between the company's customers and suppliers.		Qualitative	As the company's business strategy grows more focused on client value, the creation of a customer-driven procurement becomes increasingly important.	Further empirical research is needed to understand the range of change processes impacting the purchasing function.
Haensel and Hofmann (2018)	Switzerland	To examine several purchasing and assessment phases throughout the purchase of business services.	Agency theory	Qualitative	Three degrees of integration inside a company's evaluation process: a preparation phase, an acquisition phase, and an operating phase.	Future research on service assessment should always discriminate between the various stages of an evaluation.



## CHAPTER THREE

### RESEARCH METHODOLOGY AND ORGANIZATIONAL PROFILE

#### 3.1 Introduction

This chapter objectively presents the methodology of the research. The methods projected in this chapter, purpose to accomplish the study objectives and answer the research questions. The methodology chapter commenced by clearly explaining the research design, secondly, research sampling procedures, and then the research instrument. The final stage in this section addresses the explanation of the proposed data analysis.

#### 3.2 Research Design

Research design represents the structure of the research. It serves as a glue that binds all the elements in the study, in order words, it is the plan of the proposed research work (Inaam, 2016). Though there are different forms of research designs, this study employs both descriptive and explanatory research designs. While the descriptive study only observes, explanatory research makes the fan fort to explain the phenomenon. The forces behind the occurrence of the phenomenon are represented by theories or hypotheses. Explanatory research is concerned with cause and effect (Saunders et al., 2007). The main purpose is to explain how one variable affects another variable. Explanatory research holds the assumption that the change in the dependent variable is caused by an external factor. It is usually grounded in theory which helps to answer the how and why questions. In the opinion of Engel and Schutt (2014), explanatory research is the eventual destination of science and on the knowledge continuum, they place it at the apex. Usually, explanatory research is experimental and it allows for the testing of hypotheses (Strydom, 2013). The focus of explanatory research is how or why things occur. Collis and

Hussey (2003) believe that explanatory research extends a descriptive study. In this context, the phenomenon observed by descriptive research is explained and analyzed by the researcher to find reasons beyond the description of the characteristics (Blumberg et al., 2005, Collis and Hussey, 2003). In this study, an explanatory approach will be utilized in chapter 4 to test the stated hypothesis. The explanatory approach will be used to investigate the effect of stakeholder orientation on sustainable procurement in the context of manufacturing firms. Because this study is predominantly quantitative it employed both descriptive and explanatory approaches. The beginning of the findings presented a description of individual responses. In a nutshell, the basic features of the data gathered will be described to bring out the summaries of the selected sample and measures adopted. The research domain is clarified and the relationships between the variables are established in Chapter four. This approach was found suitable to help test the generated hypotheses for the study. The approach helped to discover the reality and explain what the reality was. It helped to set the conceptual and theoretical framework as well as an explanation of investigate the effect of stakeholder orientation on sustainable procurement in the context of manufacturing firms. Asking the opinion of the respondents in a structured way and analyzing the data using mathematical methods in explaining the phenomena is known as the quantitative approach (Muijs, 2010). This approach provides a detailed explanation for studies that concentrate on examining the relationship between variables (Muijs, 2010). The survey is one of the methods used in collecting data from a quantitative approach. This method is seen as efficient and very economical in addition, it can capture a great number of respondents (Zikmund et al., 2000). This study used the survey strategy to get the needed information from the target respondents.

### **3.3 Population of the Study**

The relevance of a research population has a great reflection on the quality of the study. Thus, the outcome of the study will be hugely negated if wrong, unqualified, and unsuitable respondents are targeted. Hence, it is all time important to clarify the population and the target population before data is collected. To understand the research population, it is important to differentiate between the target population and the accessible population. While the target population represents the broad group that is of interest to the researcher, the accessible population represents the actual participants that the researcher can include in the study. This is also determined by the unit of analysis, thus if the researcher intends to conduct the study at the organizational level, then it is advisable to use a single response, however, if the study is an individual level. Then the focus could be on multiple respondents from a case study. This study is conducted at the organizational level; hence the target populations include all manufacturing SMEs in Ghana. According to the Registrar's Department of Ghana database, there are about 777 registered manufacturing firms in Ghana (as cited in Agyaben-Mensah et al.,2020). Hence the target population of this study is made up of 777 manufacturing companies in Ghana. Data is gathered from procurement, logistics, and top executives or managers of all the manufacturing companies in Ghana.

### **3.4 Sample Size and Sampling Technique**

In any social science research, the issue of how many respondents should be included in a study or what sample size is adequate remains a puzzle that has received varied opinions. In such regard, varied views have been expressed by different researchers. While a school of thought believes that smaller sample size is well suited for larger populations, other schools believe that it should be representative (Krejcie and Morgan, 1970), relatively homogeneous, or

heterogeneous of the population. In the view of Gorsuch (1983) and Kline (1979), the sample size should be at least 100. Others advise that researchers should get the maximum sample size possible (Rummell, 1970; Humphreys et al., 1969; Guertin and Bailey, 1970; Press, 1972). To avoid all these confusions, Yamane (1967:886) provides a simplified formula to calculate sample sizes. This formula was used to calculate the sample size.

The formula is given us;

$$n = \frac{N}{1 + N(e^2)}$$

Where n is the sample size, N is the population size, and e is the level of precision. When this formula is applied to the above example, we get

$$n = \frac{777}{1 + 777(0.05^2)}$$

$$n = 264 \text{ firms}$$

Having established the required sample, the method to select these firms is also another issue of concern. The sampling technique can also be used to designate the process of selecting a section from the entire population (Bryman, 2012). Sampling is largely about choosing persons or entities as a subset of a defined population to assess the characteristics of the entire population (Collis and Hussey, 2009). It is very appropriate in a situation where it is not feasible for the researcher to reach the entire population due to challenges such as cost and time constraints (Saunders et al., 2007). Knowing the type of sampling method to apply is important, for it helps the researcher to select the right respondents for the study. It is very suitable in situations where the researcher cannot reach the whole sample or population due to challenges such as time constraints and cost (Saunders et al., 2007). There are two main techniques used in sampling: probability (random) and non-probability. With probability or random sampling, every



participant in the population has an equal chance of selection. However, in the instance of non-probability sampling not all the subjects in the population have the chance of being selected (Bhattacharjee, 2012; Kothari, 2004). “Simple random sampling, stratified sampling, systematic sampling, and cluster/area sampling are examples of probability (random) sampling while judgment sampling, quota sampling, and convenience sampling techniques fall under non-probability sampling” (Kothari, 2004, p.15). Considering the possible heterogeneity in the characteristics of the samples that will be drawn from each stratum (Belt/Zone) and to increase precision and to minimize sampling bias, a sample frame will be collected from Ghana Statistical Service to identify the firms in each of the strata and reach out to them through a survey with an online and self-administered questionnaire. Proportionate and adequate sample size will be collected from each category to constitute a total sample size of 200 respondents. The study used stratified random sampling techniques to select target respondents with deep knowledge in lean management and green issues from the target population.

### **3.5 Data Collection**

The two key sources of data for most research is primary and secondary. While primary data consists of first-hand materials that the researcher has gathered himself or herself mainly using questionnaires (Dubey et al., 2016), secondary data in contrast is the information that has been collected by other individual (s) for other purposes (Bryman and Bell, 2007). In this study the main source of data collection is primary. To support or reject the findings from this study, data from secondary sources were reviewed. The primary source of data includes information gathered through questionnaires that were administered to the respondents sampled from pharmaceutical firms in Ghana. In gathering the primary data required in this study, a cross-sectional survey design is utilized. A structured questionnaire with a mainly close-ended format

was self-administered to the respondents. A team comprising the researcher and research assistants will visit the metropolitan and municipalities to administer the questionnaires in addition to the online survey. Before the questionnaires are administered, an introductory letter was obtained from Kwame Nkrumah University of Science and Technology, Department of Supply Chain and Information Systems, and presented to the selected establishment Human Resources Managers (HR)/ Chief Executive Officer (CEO). The CEO or HR manager after being satisfied with the demands of the research then issued a letter introducing the team to the workers. After obtaining the approval, the researcher will seek the consent of the respondents before administering the questionnaire. To achieve this purpose, the researcher will explain in detail the aim and importance of the study to the respondents before they decided to participate in the study. Also, part of the questionnaire preamble will reiterate the promise of confidentiality of the data. The team will distribute three hundred (300) questionnaires to compensate for non-response. For each randomly selected organization, we identified a key informant, who typically had a title such as supply chain managers who were in charge of the company's internal and external processes. The study targeted these executives and other top and middle-level managers as they are most knowledgeable about organizational issues and their application in other business functions. The questionnaire was the main instrument used to collect primary data. A well-structured questionnaire containing measurement items validated in previous studies will be employed in the study. Each of the variables was measured based on a five (5) point Likert which ranged from 1 (strongly disagree) to 5 (strongly agree). The questionnaire will be structured to reflect the relevant objectives of the research. The questionnaire helped to solicit responses to test all the key variables in the conceptual framework of the study. Using a Five-point Likert scale point (1= "Strongly Disagree" to 5= "Strongly Agree"), each item was

measured. The preliminary part consisted of demographic measures which included gender, educational background, work experience, and position within the firm of the participants, of the categorization questions included in the survey, captured the kind of company. The constructs and their respective measures are shown in the appendix.

### **3.5.1 Pre-testing and Pilot Study**

One of the important steps in developing a questionnaire is to pre-test. It is to confirm that the questionnaire has been designed effectively for the proposed study before actual data is collected. In research, a pre-test is done to validate the content and the question wording, format, and how relevant the questions are to the objectives. Although the proposed items to be used in this research are adopted from previous research, yet, a pre-test is very important to confirm that the questions are suited to the respondents (Kumar et al., 2013). The pre-test in this research was done through discussions with people in academics who are authority in the related study area, this included academic Professors and also experts from the industry. The pre-test process focused on reviewing the proposed questionnaire with its content validity, clarity, and the timing for the respondents to answer the questionnaire. Respondents were engaged to answer the questionnaire and the feedback from the respondents within the pre-test period was used to improve the questionnaire. The experts in the field of the supply chain from Ghana were asked to point out items that are unclear to understand for rewording or elimination.

### **3.6 Method of Data Analysis**

Data analysis is the process of using a systematic procedure to draw inferences from data gathered from the field as well as considering the various procedures that can be used to analyze the data (Churchill and Iacobucci, 2009). The researchers further suggest that the research

design, kind of data and assumptions made in the research, and concerns associated with the study will influence the suitability of a given technique. Data analysis may follow the quantitative or qualitative procedures in scrutinizing the large volume of information obtained from the field. In the quantitative context, the procedure includes the use of statistical techniques to describe and examine variation in the quantitative measures. The quantitative approach emphasizes the use of either inferential or descriptive statistics (statistical techniques), to understand and establish relationships between constructs.

In this study Statistical Package for Social Sciences (SPSS) version 23 and SmartPLS 3 software will be utilized to conduct descriptive statistics and inferential statistics respectively. The data collected will be coded, cleaned, and prepared for analysis. The data will first be coded in Microsoft excel. In excel the data will be thoroughly checked to avoid possible data entry errors. After cleaning the data will then be exported to SPSS. The data checks in SPSS include missing values, reliability, descriptive statistics, and test of assumptions for multivariate analysis. Subsequently, SmartPLS version 3 (Ringle et al., 2015) will be employed to conduct inferential statistics through multivariate data analysis.

### **3.7 Reliability and Validity**

Evaluating the measurement model is very important in quantitative research, it confirms the validation and the result of the research. It is however important for researchers to concentrate on improving the quality of their work (Heale and Twycross, 2015). Again, there are two vital features to deal with in assessing the measurement model, they include the reliability and validity of the study instrument to be used (Saunders, Lewis, and Thornhill, 2016). Khalid et al. (2012), defined reliability measurement as the degree to which the measurement is free from random error by giving a consistent result. Concurrently, it is known as internal consistency of

measurement which mirrors the same underlying construct (Cooper and Schindler, 2003). To test for how reliable an instrument is, Hair et al. (2012), came up with two tests of reliability and they are internal consistency and indicator of reliability. For internal consistency reliability, the researcher used Cronbach Alpha. According to Hair, Sarstedt, Ringle, and Mena (2012), the indicator reliability is used to measure the indicator's variance to explain the latent construct where every indicator's absolute standardized loading should be more than 0.7 (Hair, Ringle, and Sarstedt, 2011). The researchers claim that the indicator loading, between 0.4 to 0.7 should be removed from the scale if deleting the said indicator will increase the composite reliability above the accepted threshold value. However, if the indicator loading is equal to or less than 0.7, it should be removed at all times from the reflective scale. Zikmund (2000), defined validity to be the accuracy of the measurement device and denotes the ability of a scale to measure what is proposed to measure. For quantitative research, the researcher has to certify that the three traditional forms of validity exist in the measurement device and they include face validity, content validity, and construct validity (Heale and Twycross, 2015).

**Content Validity:** The common method among others is content validity however, it is very needful to be conducted. It tests whether the items would measure all the content which is made to measure in the study (Creswell, 2009; Heale and Twycross, 2015). The content validity is mostly done through reviewing related literature, in this research, the instruments used were validated from past studies. Yet to make sure that it captures all the content of the research, the researcher explored face validity by involving experts to evaluate to ensure that the instruments are suitable in terms of their relevance, appearance, and properly representing the elements (Richard G. Netemeyer, William O. Bearden, 2003).

### **3.8 Ethical Issues**

Ethics are the moral principles that a person must follow, irrespective of the place or time (Akaranga and Makau, 2016). Research ethics focus on the moral principles that researchers must follow in their respective fields of research (Fouka and Mantzourou, 2011). A consent form was presented to the authorities of all selected firms to inform them of all benefits and risks involved in the participation and further sought their consent for their inclusion in the study. Selected firms had the right to decline their participation in the study. The researcher indicated in the consent form that all forms of anonymity and confidentiality would be observed. Privacy of firms in terms of freedom to define the time, extent and the conditions of sharing information were also observed. The researcher avoided any form of actions in their relation with participants that amounts to deception. All forms of plagiarism and falsification of data were also avoided by the researcher.

### **3.9 Profile of Organization**

Given that developed as well as developing nations manufacturing sector accounts for the largest share of the industrial sector (Haraguchi, Cheng, and Smeets, 2017). The manufacturing industries refer to those industries which involve the manufacture and processing of articles and indulge in either creating new commodities or adding value (Pfeiffer, 2017). Dangelico and Vocalelli (2017) describe the term as a manufacturing and marketing segment focused on the manufacture, processing, or preparation of raw material and commodity products, the finished products could be used both as a finished good of production or for sale to customers (Xu, Serrano, and Lin, 2017). Whereas, as per Hitomi (2017), a manufacturing sector could be seen as an economic activity wherein, on a large scale, the material is converted into finished products

(Kayanula and Quartey 2000). Added to that, the National Manufacturing Association (USA) proposed the term as the firms engaged in manufacturing and processing of products.

In its industry report, the Ghana Statistical Service (GSS) proposed the term as a collection of activities associated with with goods and services. The Ghana Enterprise Development Commission (GEDC) has described the manufacturing sector in aspects of their machinery and plants. However, Kayanula and Quartey (2000) brought up the underlying potential risk of prioritizing a fixed asset and the potential impact of inflation on valuation, in specific by adopting criteria for fixed assets. The indigenous manufacturing industry supports local businesses and employs a major section of the increasing workforce. Manufacturing, food processing, construction, a small glass industry, textiles and clothing, chemicals and pharmaceuticals, metal processing, furniture and wood products, and leather and footwear are among Ghana's most important manufacturing industries (Addo, 2017).

Among the issues that have plagued this industry is that most manufacturers have not kept up with technological advancements and have failed to invest in new and modernized equipment, resulting in higher electricity usage (Abor and Quartey, 2010). Inadequacies in terms of innovation, knowledge inadequacies, financial constraints and the quality of locally produced items, as well as operational inefficiencies, and insufficient knowledge are just a few of the identified constraints faced by small and medium scale enterprises (Abor, 2015; Opong et al., 2014; Quartey et al., 2017; Sitharam and Hoque, 2016).

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND DISCUSSION

#### 4.0 Introduction

This section of the study elaborates on the empirical results from data gathered using the methodology described in the previous chapter. This chapter contains five main sections. The first section contains the socio-demographic background information; the second section contains the confirmatory factor analysis of the variables used in the study. The third section contains the descriptive analysis of the objectives such as customer orientation, public orientation, shareholder orientation and sustainable procurement, the fourth section elaborates on the relationship among the main variables, and the final contains the discussion of results obtained from the study. The data obtained from the study were analyzed using SPSS and Smart PLS.

#### 4.1 Exploratory Data Analysis

The exploratory data analysis is presented in the first section of this study. The exploratory factor analysis was carried out in the study to provide a preliminary quality assessment of the data. The exploratory factor analysis was carried out using SPSS, a statistical package for social sciences. The response rate, non-response bias, and common method bias are the three subsections that make up this section. The various tests and their interpretations are shown in the sections that follow for this initial data quality check. The sections that follow below provide the findings of the study.



#### **4.1.1 Response Rate**

Response rates are usually used to measure the quality of the data used in the study and thus a low response rate could result in nonresponse bias. Test for response rate was conducted to examine the rate of response to the survey. The test is essential especially in surveys that last for a longer duration. The data collection for this study was lasted between 19<sup>th</sup> November 2022 to 23<sup>rd</sup> January, 2023. Thus, the period of data collection lasted approximately two months. Out of two hundred and sixty-four (264) questionnaires that were administered to respondents, all the 264 were recovered and deemed to be appropriate for this study. The yield a response rate of 100%, which is sufficient

#### **4.2.2 Common Method Bias and None Response Bias**

The study evaluated common method bias using Harman's single factor test to determine the suitability of the constructs in the measurement model (Shashi et al., 2019). By considering all observable variables in an exploratory factor analysis, Podsakoff et al. (2003) indicate that the one factor test as the Harman determines if a single component accounts for or explains more over 50% of the calculated variance (EFA). The finding, which is shown in Table 4.1 below, indicates that the maximum variance explained by a single factor is 35.198%, which is less than the EFA's 50% threshold utilizing the principal component analysis extraction method. This demonstrates that CMB is not present in the dataset. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 90% while Bartlett's test also showed significant ( $\chi^2 = 9049.075$ , df.: 1770,  $p < 0.000$ ) as presented in Table 4.3 below.

In addition, in light of the shortcomings of the Harman one factor approach, the correlation matrix was employed to further verify the absence of CMB. According to Tahseen et al. (2007)'s

advice, the correlations between the major constructs should not go above a specified level in order to verify the absence of CMB. The study's findings showed that the primary constructs have only small ( $r < 0.9$ ) relationships with one another. This further supports the outcome of the Harman one factor test; hence, the CMB problem in this research model is not present.

**Table 4.1: Test for Common Method Variance (CMV)**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	21.119	35.198	35.198	21.119	35.198	35.198
2	3.970	6.617	41.815	3.970	6.617	41.815
3	2.324	3.873	45.688	2.324	3.873	45.688
4	2.160	3.599	49.287	2.160	3.599	49.287
5	2.010	3.350	52.637	2.010	3.350	52.637
6	1.920	3.200	55.837	1.920	3.200	55.837
7	1.661	2.769	58.606	1.661	2.769	58.606
8	1.515	2.526	61.132	1.515	2.526	61.132
9	1.392	2.321	63.452	1.392	2.321	63.452
10	1.301	2.168	65.621	1.301	2.168	65.621
11	1.170	1.949	67.570	1.170	1.949	67.570
12	1.128	1.880	69.450	1.128	1.880	69.450

**Table 4.2: Bartlett's Test of Sphericity and KMO Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.900
Bartlett's Test of Sphericity	Approx. Chi-Square
	9049.075
	Df
	1770
	Sig.
	.000

**Source: Field Survey (2023)**

#### 4.2.3 Non-Response Bias

The results from the non-response bias are showed in Table 4.3 below. In a survey, ensuring a high response rate is the best way to manage non-response bias (Oppenheim, 2001; Armstrong and Overton, 1977). Because of this, the researcher in this study took the required steps to

increase the response rate. The two months was used for the data collection. The 265 distributed responses were all collected and deemed usable. This indicates a response rate of 100 percent. In order to look at non-response bias in the survey sample, the method recommended by Oppenheim (2001, p. 106) was utilized. The presence of non-response bias was examined using a T-test analysis. The t-test analysis's findings showed no evidence of a significant difference. Additional t-test analysis of the sociodemographic factors was carried out (Oppenheim, 2001, p.106; Armstrong and Overton, 1977, p.397) and neither the demographics nor the constructs examined in this study showed any significant difference.

**Table 4.3 Results of Independent-Samples t-Test for Non-Response Bias**

Variables	Group	Mean	Levene's Test for Equality of Variances		
			F	Sig.	T
Sustainable Procurement	1.00	22.954	0.176	0.175	1.125
	2.00	23.835			
Customer Orientation	1.00	15.6476	1.904	0.016	0.521
	2.00	15.8714			
Public Orientation	1.00	15.0810	0.176	0.675	0.755
	2.00	15.3095			
Shareholder Orientation	1.00	19.6143	0.765	0.382	1.096
	2.00	19.2048			
Gender	1.00	15.1238	0.230	0.632	1.196
	2.00	14.4190			
Age	1.00	16.1524	1.792	0.003	1.028
	2.00	15.3857			

**Source: Field Data, 2023**

#### **4.2 Socio-Demographic Background of Respondents**

The study records the demographic background data of the respondents who participated in the study. The demographic background information captured in the study were gender, age, level of education, position in the firm, years of firm operation, and number of employees in the firm. The results from the study as indicated in Table 4.4 revealed that 30.6% of respondents were females and 69.4% of respondents were males. Thus, majority of the respondents were males.

The study revealed that 51.4% of the respondents were 18-30 years, 42.7% of the respondents were 31-40 years, and 5.9% of the respondents were 41-50 years. Hence, majority of the respondents were within 18-30 years. The level of education was also captured in this study, the results indicate that 67.1% of respondents were bachelor degree holders, 10.2% of respondents were diploma holders, 3.5% of respondents were postgraduate degree holders, and 19.2% of respondents were having other educational background. Thus, majority of respondents involved in the study were bachelor degree certificate holders which implied that respondents have enough education to understand the subject of the study. Respondents position in the firm was further captured in the study. The results from the study showed that 5.9% of respondents were business owners, 0.4% of respondents were business owners and managers, 25.9% of respondents were production managers and 67.8% of respondents were managers. Hence, majority of the respondents were managers in their firms. Additionally, the results revealed that 22.0% of respondents have 30-99 employees in the firm, 15.3% of respondents have 5-29 employees in their firm, 12.9% of respondents have less than 30 employees in their firm and 49.8% of respondents have over 100 employees in their firm. The study further indicates the years of the firm operation, the results from the study revealed that 7.1% of respondents have 1-5 years of firm operation, 19.2% of respondents also have 11-15 years of firm operation, 24.3% of respondents have operated in the firm for 16 years and over and 49.4% of respondents have operated in the firm for about 6 - 10 years. Thus, most of the firms have operated for over 5 years.

**Table 4.4: Socio Demographic Characteristics of Respondents**

<b>Variable</b>	<b>Category</b>	<b>Frequency</b>	<b>Percent</b>
<b>Gender</b>	Female	81	30.6
	Male	183	69.4

<b>Age</b>	18-30 years	136	51.4
	31-40 years	113	42.7
	41-50 years	16	5.9
<b>Level of Education</b>	Bachelor Degree	177	67.1
	Diploma	27	10.2
	Graduate Studies (Master / PhD)	9	3.5
	Others	51	19.2
<b>Your Position in the Firm</b>	Business owner	16	5.9
	Business owner and Manager	1	0.4
	Production Manager	68	25.9
	Managers	179	67.8
Number of employees	30 – 99 employees	77	29.2
	5 - 29 employees	56	21.1
	More than 100	131	49.7
<b>Years of firm operation</b>	1 - 5 years	19	7.1
	11 – 15 years	51	19.2
	16 years and above	64	24.3
	6 - 10 years	130	49.4
	<b>Total</b>	<b>264</b>	<b>100</b>

Source: Field Survey, 2023

#### 4.5 Descriptive and Correlation Analysis

The descriptive and correlational analysis was employed in this section of the study. The study consists of four variables namely; Customer Orientation, Public Orientation, Shareholder Orientation and Sustainable Procurement. Table 4.5 below displays the descriptive analysis of the findings. The mean score for Customer Orientation was (Mean=3.924; std=0.838). Public Orientation was (Mean=4.023; std=0.899). Shareholder Orientation was (Mean=3.025; std=1.297) and Sustainable Procurement was (Mean=3.987; std=0.744).

The correlation was further explored between all the variables included in the study. The result as shows that Customer Orientation positively correlate with Public Orientation, Shareholder

Orientation and Sustainable Procurement ( $r=0.138$ ;  $r=0.481$ ;  $r=0.686$ ). Public Orientation, Shareholder Orientation and Sustainable Procurement are also positively correlated with each other ( $r=0.129$ ;  $r=0.246$ ). Finally, Shareholder Orientation and Sustainable Procurement are also positively correlated with each other ( $r=0.511$ ). Hence there is positive correlation among all the variables in this study.

**Table 4.5: Correlation Analysis**

Constructs	Mean	Standard dev.	1	2	3	4
Customer Orientation	3.924	0.838	1.000			
Public Orientation	4.023	0.899	0.138	1.000		
Shareholder Orientation	3.025	1.297	0.481	0.129	1.000	
Sustainable Procurement	3.987	0.744	0.686	0.246	0.511	1.000

**Source: Field Data, 2023**

#### 4.6 Structural Equation Modeling (SEM)

Structural Equation Modelling (SEM) SmartPLS was the statistical software used in this study to analyze the data. Henseler et al. (2009) list several advantages of utilizing PLS-SEM, one of which is its ability to simultaneously assess complex models with many variables. This study is a strong fit for PLS-SEM because it investigates a complicated model with numerous trait-related features. Additionally, data with a medium or small sample size can be evaluated using PLS-SEM (Henseler et al., 2009). There are two more ways to assess the PLS-SEM model: the structural model, and the measurement model (Hair et al., 2011). To enable the model's validation in the study, the two assessment types are advised. The structural model explains how the hidden constructs are connected to one another, while the measurement model demonstrates how the used constructs are measured.

#### 4.6.1 Confirmatory Factor Analysis

Confirmatory Factor Analysis was carried out using Smart PLS version 3 for the validity and reliability of the measurement model. The procedure used the maximum likelihood estimation method to assess the constructs' reliability and validity. The structural model analysis required the model measurement evaluation to be completed. Utilizing Cronbach Alpha (CA), Composite Reliability (CR), and Average Variance Extracted, the model measurement evaluation included reliability and validity (AVE). Examining the reflective model measurement is the first step in the model measurement evaluation, the use of indicator loading was employed, the result as presented in Table 4.6 below shows that the indicator loading ranges between 0.731 and 0.951, which shows the 0.708 threshold recommended by Hair et al (2019). The outcome demonstrates that the construct explains more than half of the indicator variance, providing proof of acceptable item reliability. As seen in Table 4.6 below, each item was statistically significant. The reliability of the constructs in this study was also investigated using two internal consistency measures (Cronbach Alpha and Composite reliability). High Cronbach Alpha and Composite reliability values in this case suggest high reliability (Hair et al., 2019). According to Hair et al. (2019), CA values between .70 and .90 are considered satisfactory to good, but Cronbach Alpha levels above 0.96 pose a major threat since they imply or represent item repetition, which lowers construct validity (Diamantopoulos et al., 2012; Hair et al., 2019). The usage of composite reliability is another reliability metric. The outcomes once more shown that the Cronbach alpha and Composite reliability are within acceptable bounds. In conclusion, all the constructs demonstrated adequate internal consistency and scale reliability (i.e., Cronbach Alpha and Composite reliability were high than 0.7; Fornell and Larcker, 1981; Henseler et al., 2015; Hair et al., 2019).

According to the findings of this investigation, which are shown in Table 4.6 below, AVE, which was also utilized to evaluate the convergent validity of the constructs, was discovered to be over the 0.5 limit.

**Table 4.6: Reliability and Validity**

Constructs	Items	Loadings	CA	CR	AVE	T statistics ( O/STDEV )	P values
Customer Orientation	CO1	0.801	0.937	0.950	0.761	20.135	0.000
	CO2	0.882				52.504	0.000
	CO3	0.875				38.594	0.000
	CO4	0.888				50.879	0.000
	CO5	0.900				63.182	0.000
	CO6	0.883				46.491	0.000
Public Orientation	PO1	0.945	0.940	0.961	0.891	77.380	0.000
	PO2	0.936				56.950	0.000
	PO3	0.951				114.694	0.000
Shareholder Orientation	SO1	0.776	0.884	0.914	0.681	17.485	0.000
	SO2	0.831				32.254	0.000
	SO3	0.824				33.836	0.000
	SO4	0.849				39.021	0.000
	SO5	0.844				35.778	0.000
Sustainable Procurement	SP1	0.786	0.925	0.937	0.597	20.944	0.000
	SP2	0.770				21.361	0.000
	SP3	0.731				18.559	0.000
	SP4	0.793				27.679	0.000
	SP5	0.793				29.138	0.000
	SP6	0.787				23.822	0.000
	SP7	0.761				20.728	0.000
	SP8	0.822				35.623	0.000
	SP9	0.786				26.918	0.000

Source: Field Data, 2023

#### 4.6.2 Discriminant Validity

Discriminant validity, or how different a construct is experimentally from other constructs in the structural model, was assessed in this section of the study. Fornell and Larcker (1981) recommended the standard metric, which compares each construct's AVE to the squared inter-



construct correlation (as a measure of shared variance) of that construct and all other constructs in the structural model that have undergone reflective assessment. The sum of the variances of all model constructs should not exceed their AVEs. The findings of recent studies, however, point to the fact that this metric is inefficient for evaluating discriminant validity. The heterotrait-monotrait (HTMT) correlation ratio was proposed by Henseler et al. (2015) as a replacement (Voorhees et al., 2016). The difference between the mean value of item correlations across constructs and the (geometric) mean of the average correlations for items measuring the same construct is known as the HTMT. Issues with discriminant validity appear when HTMT levels are high. Henseler et al. (2015) suggest a threshold value of 0.90 for structural models containing components that are theoretically quite close, such as cognitive satisfaction, affective fulfillment, and loyalty. An HTMT score above 0.90 in this situation denotes the absence of discriminant validity. When constructs are more conceptually diverse, however, a lower, more conservative threshold value, such as 0.85, is recommended (Henseler et al., 2015). In addition to these standards, bootstrapping can be used to assess whether the HTMT value deviates significantly from 1.00 (Henseler et al., 2015) or a lower threshold value of 0.85 or 0.90, which should be chosen depending on the study's context (Franke and Sarstedt, 2019). As a result, discriminant validity is confirmed, as evidenced by Table 4.7, which demonstrates that all HTMT values are smaller than 0.90 or 0.85.

**4.7: Discriminant Validity using HTMT**

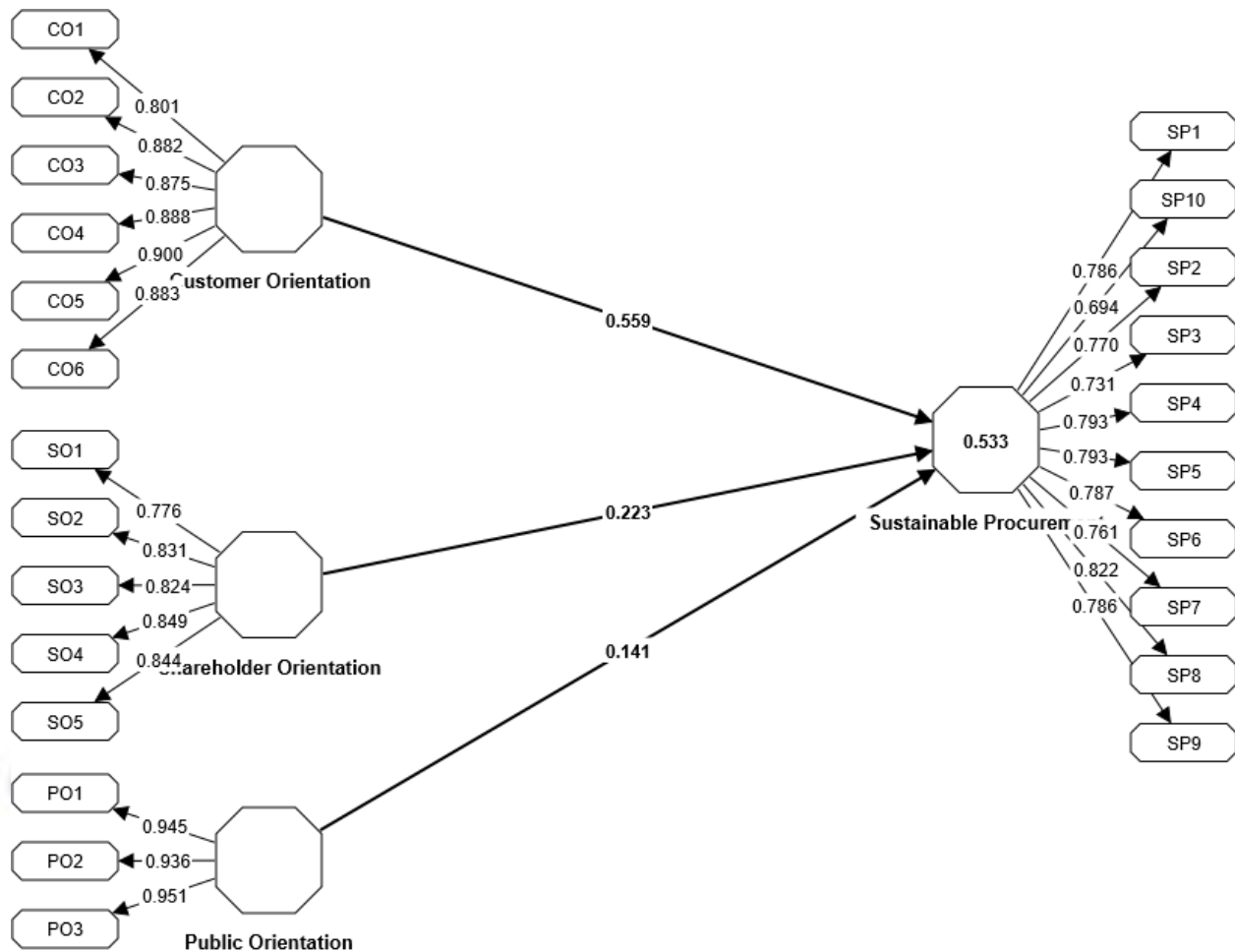
<b>Constructs</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Customer Orientation				
Public Orientation	0.141			
Shareholder Orientation	0.518	0.132		
Sustainable Procurement	0.734	0.258	0.551	

**Source: Field Data, 2023**

#### **4.6.3 Predictive Relevance**

The structural model assessment and hypothesis testing via the variances of dependent variables, as well as the model's predictive relevance using Stone-Q2, Geisser's path coefficients, and significance levels, is the next phase of the analysis once the measurement model evaluation meets all of the reliability and validity thresholds (t-values). To estimate the Q2, the study employed the blindfolding process. The result as showed the effect of Customer Orientation, Shareholder Orientation and Public Orientation recorded coefficient of determination ( $R^2$ ) value of 0.533 which is above the threshold ( $>0$ ). Again, the coefficient of determination ( $R^2$ ) was moderate value (0.507). The implication is that A Customer Orientation, Shareholder Orientation and Public Orientation accounts for approximately 53.3% of Sustainable Procurement variation among the firms as shown in Figure 4.1 below.





**Figure 4.1 Measurement Model Evaluation**

#### 4.7 Testing for Hypothesis

The hypothesis and construct relationship were tested using the standardized path coefficients. The path's significance level was calculated using the bootstrap resampling procedure (Henseler et al., 2009), with 500 iterations of resampling (Chin, 1998). The framework in this study hypothesizes that Absorptive Capacity and Business Intelligence significantly affect Supply Chain Resilience.

The outcome of the study showed that the first ( $H_1$ ) hypothesis of the study which sought to examine the effect of Customer Orientation on Sustainable Procurement was confirmed.

Customer Orientation had direct significant effect on Sustainable Procurement (B=0.559, t=9.412, P=0.000, Sig<0.005). Hence the study concludes that Customer Orientation significantly influences Sustainable Procurement of firms.

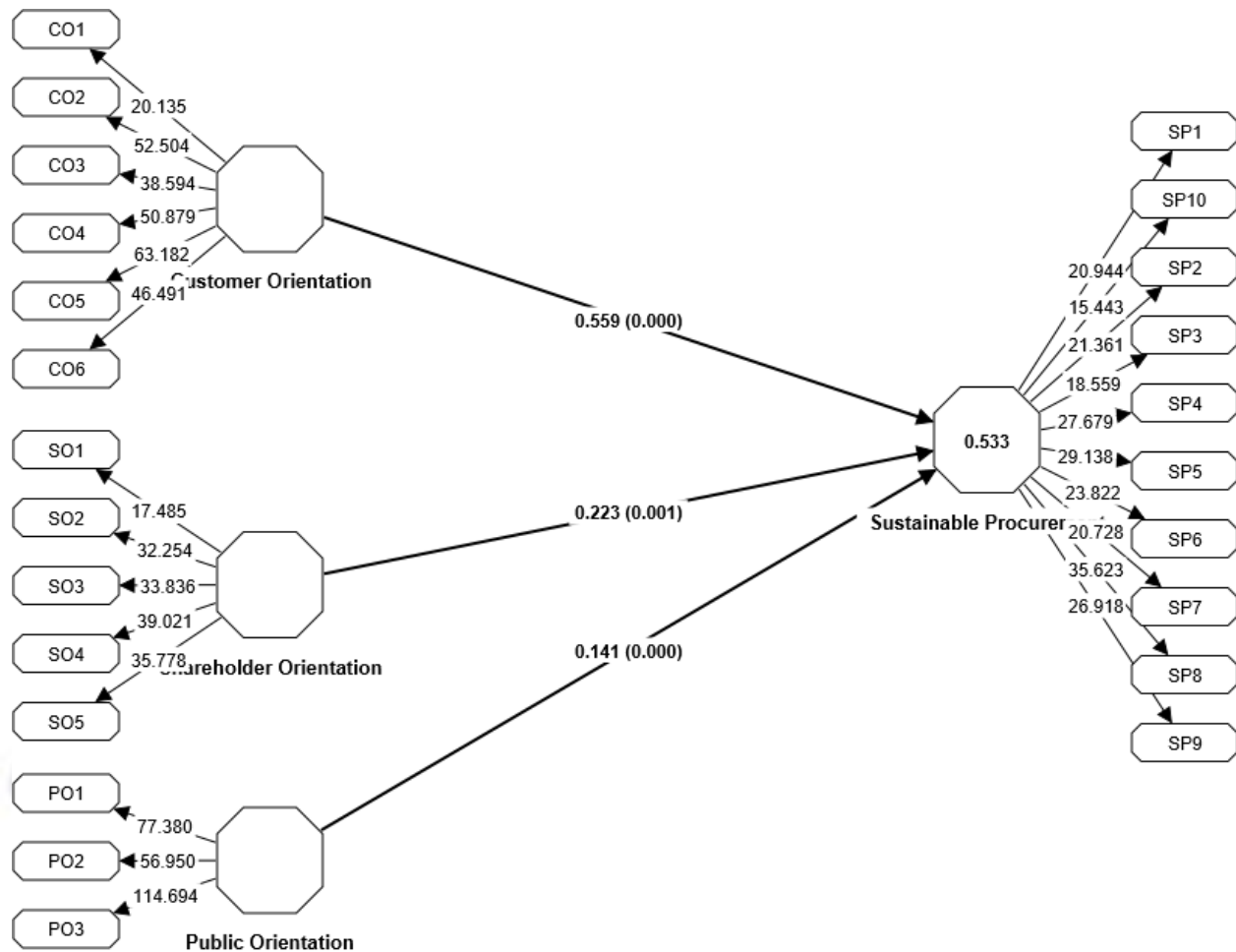
The study further determined the influence of Public Orientation on Sustainable Procurement (H<sub>2</sub>), the results showed a positive significant association between Public Orientation and Sustainable Procurement among firms. Thus, Public Orientation had direct significant effect on Sustainable Procurement (B=0.141, t=3.545, P=0.000, Sig<0.005). Hence the study concludes that Public Orientation significantly influences Sustainable Procurement among firms.

The study finally determined the influence of Shareholder Orientation on Sustainable Procurement (H<sub>2</sub>), the results showed a positive significant association between Shareholder Orientation and Sustainable Procurement among firms. Thus, Shareholder Orientation had direct significant effect on Sustainable Procurement (B=0.223, t=3.455, P=0.000, Sig<0.005). Hence the study concludes that Shareholder Orientation significantly influences Sustainable Procurement among firms.

**Table 4.8: Hypothesis Testing**

<b>Hypothesis</b>	<b>Coefficient (B)</b>	<b>T statistics ((O/STDEV))</b>	<b>P values</b>	<b>Decision</b>
Customer Orientation -> Sustainable Procurement	0.559	9.412	0.000	Supported
Public Orientation -> Sustainable Procurement	0.141	3.545	0.000	Supported
Shareholder Orientation -> Sustainable Procurement	0.223	3.455	0.001	Supported

**Source: Field Data, 2023**



**Figure 4.2 Structural Model Evaluation**

#### 4.8 Discussion of Results

In this context, "stakeholder orientation" describes how much a company's leadership prioritizes stakeholder issues and incorporates stakeholder insights into internal decision-making processes (Tantalo and Priem, 2014; Bettinazzi, and Zollo, 2017). Although stakeholder orientation is widely recognised as a key factor affecting organizations' environmental goals, it is uncertain whether stakeholder orientation may have an impact on sustainable procurement. This study

looks into how Stakeholder Orientation impacts Sustainable Procurement in Ghana's Manufacturing Sector.

In the attempt to achieve the objective of the study, three (3) hypotheses were put forward for empirical validation. Thus, the study examines the effect of customer orientation, public orientation, shareholder orientation on sustainable procurement. Data was gathered from 264 participants in the manufacturing sectors in Ghana. SPSS and PLS-SEM (Smart PLS-3) were used for the analyses and the result discussed below.

#### **4.8.1 Effect of Customer Orientation on Sustainable Procurement**

The outcome of the study showed that the first ( $H_1$ ) hypothesis of the study which sought to examine the effect of Customer Orientation on Sustainable Procurement was confirmed. Customer Orientation had direct significant effect on Sustainable Procurement ( $B=0.559$ ,  $t=9.412$ ,  $P=0.000$ ,  $Sig<0.005$ ). Hence the study concludes that Customer Orientation significantly influences Sustainable Procurement of firms.

Meehan and Bryde (2011) demonstrated that all business operations, including the behavior of the network of vendors, have an impact on how the focus business's image and credibility are viewed by its consumers (Schneider and Wallenburg, 2012; Galeazzo, Ambra and Delgado-Ceballos, 2021). Prior studied also found that businesses must integrate customer orientation and sustainable procurement-friendly buying in the creation of a positive customer image (Awaysheh and Klassen, 2010).

#### **4.8.2 Effect of Public Orientation on Sustainable Procurement**

The study further determined the influence of Public Orientation on Sustainable Procurement ( $H_2$ ), the results showed a positive significant association between Public Orientation and Sustainable Procurement among firms. Thus, Public Orientation had direct significant effect on

Sustainable Procurement ( $B=0.141$ ,  $t=3.545$ ,  $P=0.000$ ,  $\text{Sig}<0.005$ ). Hence the study concludes that Public Orientation significantly influences Sustainable Procurement among firms.

The result confirms earlier studies which reported positive association between Public Orientation and Sustainable Procurement among manufacturing firm (Laratta, 2011; Godos-Díez et al., 2015). Additionally, Flammer and Kacperczyk, (2016) offer proof that a public-oriented mindset has a positive impact on sustainable procurement at an institutional level. Hence, public orientation of management will encourage the inclusion of vendors' sustainability procurement and public orientation in the strategic decision-making (Brammer and Walker, 2007; Vluggen et al., 2019; Laratta, 2011).

#### **4.8.3 Effect of Shareholder Orientation on Sustainable Procurement**

The study finally determined the influence of Shareholder Orientation on Sustainable Procurement ( $H_2$ ), the results showed a positive significant association between Shareholder Orientation and Sustainable Procurement among firms. Thus, Shareholder Orientation had direct significant effect on Sustainable Procurement ( $B=0.223$ ,  $t=3.455$ ,  $P=0.000$ ,  $\text{Sig}<0.005$ ). Hence the study concludes that Shareholder Orientation significantly influences Sustainable Procurement among firms.

According to earlier research, businesses with more shareholder orientation have implemented sustainable procurement practices that integrate sustainability into daily interactions and direct their overall strategy and development (Marshall et al., 2015; Pagell et al., 2010). Shareholder orientation and organizational sustainable procurement are related, according to Shashi (2022). These companies are aware of the need to lessen the adverse consequences of their operations on society and the environment (Croom et al., 2018; Marshall et al., 2015). Therefore, a strong

shareholder orientation may assist companies in developing superior sustainable procurement, which is required to achieve sustainable procurement (Paulraj, 2011).

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## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS FOR FUTURE RESEARCH

#### 5.1 Introduction

This section of the study includes a summary of the study's findings as well as its conclusions, which are made in accordance with its objectives. The recommendations and suggestions for future studies are further stated in this chapter.

#### 5.2 Summary of Findings

The main objective of this study is to investigate the effect of stakeholder orientation on sustainable procurement in the context of manufacturing firms. The study specifically examined the effect of shareholder orientation on sustainable procurement, it also evaluates the influence of customer orientation on sustainable procurement and finally analyzed the influence of public orientation on sustainable procurement among manufacturing firms in Ghana. Data were acquired from 264 managers at manufacturing companies in Ghana using questionnaire.

The results from the study showed that the first ( $H_1$ ) hypothesis of the study which sought to examine the effect of Customer Orientation on Sustainable Procurement was confirmed. Thus, a unit improvement in Customer Orientation will cause Sustainable Procurement to increase by 55.9%. Hence the study concludes that Customer Orientation significantly influences Sustainable Procurement of firms.

The study further determined the influence of public orientation on sustainable procurement ( $H_2$ ), the results showed a positive significant association between public orientation and sustainable procurement among firms. Thus, public orientation had direct significant effect on

sustainable procurement and that a unit increase in public orientation will influence sustainable procurement by 14.1%. Hence the study concludes that public orientation significantly influences sustainable procurement among firms.

The study finally determined the influence of shareholder orientation on sustainable procurement (H<sub>2</sub>), the results showed a positive significant association between shareholder orientation and sustainable procurement among firms. Thus, a unit increase in shareholder orientation will significantly increase sustainable procurement by 22.3%. Hence the study concludes that shareholder orientation significantly influences sustainable procurement among firms.

### **5.3 Conclusions**

The main objective of this study is to investigate the effect of stakeholder orientation on sustainable procurement in the context of manufacturing firms. To address the major goal of this study, three specific objectives were formulated. To achieve this, 264 individuals from the manufacturing companies in Ghana were sampled. SPSS and Smart PL-SEM were used for the analyses. The results indicate that customer orientation, public orientation and shareholder orientation significantly influences sustainable procurement among manufacturing firms in Ghana.

### **5.5 Limitations and Suggestions for Further Studies**

This study found that customer orientation, public orientation and shareholder orientation significantly influences sustainable procurement among manufacturing firms in Ghana, hence it is recommended that management in manufacturing firms inn Ghana should take a look at those factors to enhance their firm's sustainable procurement activities.

Again, as the study mainly focused on 350 manufacturing enterprises in Ghana, it is encouraged to undertake future research to build on this study by increasing the sample size to improve the

generalization of the findings to other industries. The study's conclusions may have a detrimental impact on how well they apply to other businesses.

This study solely examined the direct effect of customer orientation, public orientation and shareholder orientation on sustainable procurement among manufacturing firms in Ghana, however further study is encouraged to consider other variables as either a moderator or mediator on their effect on sustainable procurement.



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