IJARBM – International Journal of Applied Research in Business and Management
Vol. 04 / Issue 01, pp. 143-180, April 2023
ISSN: 2700-8983 | an Open Access Journal by Wohllebe & Ross Publishing

This paper is available online at
www.ijarbm.org

Impact of Motivators and Strategic Orientation on The Adoption of Green Supply Chain Management Practices

A Literature Review

Emmanuel Susitha
esusit.dba21002@kln.ac.lk
University of Kelaniya, Kelaniya, Sri Lanka

https://doi.org/10.51137/ijarbm.2023.4.1.8

Abstract – This study aims to see how the motivational elements of green supply chain management influence company strategy and how green supply chain management (GSCM) practices may be successfully implemented to create sustainable performance in manufacturing enterprises. In a world economy with a rising sense of an organization's environmental imprint, many businesses see the value of GSCM processes. Awareness of environmental issues and environmental protection, on the other hand, vary significantly amongst countries. There is still a lack of academic and practical study on GSCM in Asian region. This study examines the motivators and strategic orientation that manufacturers have to implement GSCM and whether or not this can be viewed as an opportunity for them to add value to their businesses. This research will add to the knowledge about GSCM implementation in manufactures. The findings will provide a framework for future studies in this domain.

Keywords – Green supply chain management, strategic orientation, green supply chain motivators

1 Introduction

Consumers' preference for green products can be attributed to their increased environmental consciousness. People are turning to eco-friendly living to raise their standard of living and quality of life as their financial situation improves. Governments have passed numerous ecological protection measures in response to growing public and political interest in environmental issues. Montreal Protocol on Substances that Deplete Ozone Layer, Rio Declaration, Kyoto Protocol and Johannesburg Agreement on Sustainable Development are examples. More recent examples include ISO 14000 environment management systems and standards, Waste Electrical & Electronic Equipment, Restriction of Hazardous Substance, Eco-Design Requirements for Using Products, Registration, Evaluation and Authorization of Chemicals & Packaging (S. P. Chuang & C. L. Yang, 2014). Environmental issues in supply chains are discussed in detail in Vachon and Klassen (2006), including pollution prevention, waste recycling, resource extraction, pollution capture, and

proper waste disposal. Research in operations management links procurement activities to environmental management (Vachon & Klassen, 2006). Researchers have been increasingly focused on green supply chain management (GSCM) (Ali et al., 2017; Sarkis, 2012; Touboulic & Walker, 2016). Various business and management disciplines have published significant research on sustainability in recent years. Businesses and academics alike are paying increasing attention to the issue of sustainability. McKinsey (2008) identifies some of the challenges faced by CEOs around the world and suggests that business leaders must not see these issues as a danger but also as a potential opportunity.

Because of environmental degradation, increased CO2 emissions, and climate change threatening human and natural populations (Hoskin, 2011), GSCM has become increasingly popular in the academic community (Laosirihongthong et al., 2013; Zhu et al., 2013). For the most part, the literature on operations and supply chain management approaches sustainability from an ecological standpoint without explicitly addressing its social dimensions (Carter & Rogers, 2008; Seuring & Müller, 2008).

All organizations now require a shift in corporate management practices toward more environmentally friendly ones, such as environmental audits and certifications like ISO 14001 and stakeholder collaboration (Ali et al., 2017). Policies protecting the environment can sometimes become trade barriers, requiring companies to alter their business practices to comply with environmental regulations. Sustainable production precepts provide a widely recognized understanding of sustainable operations among professionals based on the knowledge that principles comprise values that guide actions, conduct and organizational practices (Glavič & Lukman, 2007; Shrivastava & Berger, 2010). It takes a specific motivation or driver to develop and implement environmentally friendly practices and processes. Drivers may come from within or outside the organization, such as the government, environmental agencies, the market, and customer expectations (Ali et al., 2017).

The idea of environmentally friendly manufacturing has gained much traction in recent years. Environment and sustainable development are priorities for many countries, businesses, and organizations. Manufacturers have become gradually more aware of their operations' impacts on the triple bottom line (profit, people, and planet), with mounting pressure to account for their resource consumption and environmental footprint (Kleindorfer et al., 2005). As a result, it's critical to define operational sustainability and learn how to achieve it within manufacturing organizations (Alayón et al., 2017). The definition of terms is a challenge when studying green supply chain practice. Sustainability has been defined and applied in various ways over the years, and it is not a single uniform concept (MacCarthy & Jayarathne, 2012). According to the World Commission on Environment and Development, sustainability is defined as 'development that meets the present but does not compromise future generations' ability to meet their needs (Camarinha-Matos et al., 2010; Carter & Rogers, 2008; De Brito et al., 2008). However, as Carter and Rogers (2008) point out, such a broad definition is difficult to implement and offers little guidance on how organizations can identify current and future needs and

meet them or match the organizational responsibility for numerous stakeholders.

Green supply chain practices are becoming increasingly important because of environmental regulations all over the world, eco-friendly development trends, and intense industrial competition. Because of this, developing ways to improve a company's environmental performance has become critical (S.-P. Chuang & C.-L. Yang, 2014). However, many businesses are still unsure how to enforce green systems and what guidelines to follow. There must be a clear understanding of the factors contributing to the success of green manufacturing systems (GMS) (S.-P. Chuang & C.-L. Yang, 2014).

On this outset this article contributes for the existing literature in GSCM domain. This article provides a thorough literature analysis of the concepts and dimensions of GSCM and orientation. Also, at the end this study provides a conceptual framework for the academia for future studies.

2 Methodology

As a journal paper that provides an in-depth review of the existing literature in a particular field, our definition of a literature review is one that brings the material together in a structured manner and adds value by discussing interesting findings, original research gaps, and encouraging future research avenues (Wee & Banister, 2016). This shows that a systematic approach is necessary. In the following section, we go into greater detail about the methodological approach we used in this study.

Material collection is the stage where the search strategy for selecting papers for inclusion in the database of literature reviews is defined. To do this, we need to decide on the scope of the review, determine the keyword combinations to be used in the literature search, select relevant databases, specify inclusion and exclusion criteria, and conduct a literature scan. This step generates a list of papers that make up the database of literature reviews.

2.1 Literature Search Criteria

Strategic orientation for GSCM practices are examined in this study. As a result, we restrict our literature search to works published in the fields of GSCM. Journals are used to select papers from the management literature that has been peer-reviewed. Proceedings of conferences, technical reports, and book chapters are not included in this list.

2.2 Article Collection and Refinement

Searched for specific keyword combinations in the title, abstract, and author's keywords in the Scopus database. "Supply Chain," "Green," and "Manufacturing" are among the keywords we used. Supply chain-specific literature can only be found by using the keyword "Supply Chain". Below search query were used to identify relevant articles in Scopus database.

("green supply chain management") AND ("strategy") AND (LIMIT-TO (SUBJAREA , "busi") OR LIMIT-TO (SUBJAREA , "soci")) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (EXACTKEYWORD , "green supply chain management") OR LIMIT-TO (EXACTKEYWORD , "manufacture") OR LIMIT-TO (EXACTKEYWORD , "green supply chain") OR LIMIT-TO (EXACTKEYWORD , "sustainable supply chain management"))

The result was a list of 318 unique papers as the starting point for our research. To ensure that each paper listed in the initial database met the criteria for inclusion, the abstracts of all of the papers in the database were carefully scrutinized. This step resulted in the exclusion of 181 papers. Balance 137 papers were moved to full text review. Under full text review, only the introduction chapter were reviewed to understand the suitability of the article for current study. This step resulted in the exclusion of 56 papers, remaining 81 papers for detail review.

3 Literature Review

3.1 Supply Chain Management

There are many different definitions of supply chain management (SCM), but it is widely accepted as one of the essential concepts in operations management (OM). Companies can gain an advantage over the competition by utilizing this strategy, which focuses on connecting suppliers and customers with the producer because SCM focuses on the entire organization and plays a vital role in managing the business. Adebayo (2012) identified the supply chain's upstream and downstream parties as its most essential components. The integration of all involved organizations and the internal operation of a company.

According to Li et al. (2006), many companies realize that SCM is the key to gaining a long-term competitive advantage in an increasingly competitive marketplace. Indeed, SCM is becoming increasingly strategic, and three significant drivers have been identified globalization, outsourcing, and fragmentation (Storey et al., 2006). Firms in supply chain management tend to form alliances with other chain members to gain a competitive advantage, says Priyashani and Gunarathne (2021). According to researchers, the concept of SCM has progressed from a method integration perspective to the latest systematic and organized one.

3.2 Green Supply Chain Management

Definition

An entire concept for "green supply chain" was developed by Michigan State University's Manufacturing Research Consortium back in 1996, which looked at environmental impacts and resource optimization in manufacturing supply chains from all angles (Jayarathna, 2016). As markets become increasingly complex and competitive, GSCM has emerged as a new supply chain evolution trend. During the 1990s, environmental and climate change

researchers and policymakers became increasingly concerned and enthusiastic about greening the supply chain (Walker et al., 2008). Also, companies have realized that environmental management is a strategic issue that has the potential to have a long-term impact on the performance of their organizations. According to Zhu and Sarkis (2006), many companies have adopted ISO14001, an international standard for environmental management systems.

Traditional supply chain management (SCM) has been extended to include environmental considerations. While some researchers' concept of GCSM, also known as environmental supply chain management (ESCM) or sustainable supply chain management (SSCM), is based on two fields, namely environment management and supply chain management. There are many different definitions of GSCM depending on the research topic (Ahi & Searcy, 2013). In general, the concept is defined as a management strategy that connects environmental issues with all levels of the supply chain, including material procurement, material management, process and product design, incoming logistics, manufacturing, outbound logistics, and reverse logistics (Tseng & Chiu, 2013). The supply chain, as defined by Slack et al. (2010), consists of all of the operations necessary to find, procure, and deliver products and services to customers. In contrast to other companies, GSCM engages in similar activities but does so in an innovative, profitable, widely accepted, and considerate of society and the environment (Sarkis et al., 2011; Zhu et al., 2012).

Scholars have used a variety of terms to describe GSCM, such as cleaner SCM (Subramanian & Gunasekaran, 2015), green practices of SC (Azevedo et al., 2011), sustainable supply chain management (SSCM) (Ahi & Searcy, 2013; Beske et al., 2014; Gold et al., 2010; Land et al., 2015; Linton et al., 2007), environmental SC (Ahi & Searcy, 2013; Beske et al., 2014; Gold et al., 2010; Land et al., 2015; Linton et al., 2007; Seuring & Müller, 2008; Touboulic & Walker, 2016), and socially responsible SC (Hoejmose et al., 2013). Many academics have attempted to define GSCM in a variety of ways. Azevedo et al. (2011) recommended GSCM practices such as greening the supply process, product-based GSCM practices, and green practices by collaborating with suppliers and customers. Tachizawa et al. (2015) categorize GSCM practices as monitoring-based and collaboration-based GSCM practices, and Testa and Iraldo (2010) illustrate GSCM as reputation-related, efficiency-related, and innovation-related. Though they have different perspectives, the concepts are similar. Evaluation of GSCM has already taken place. Since it first appeared in the practical and academic realms, its dimensions, definitions, and level of acceptance have evolved significantly. The terminology used to describe GSCM or SSCM has slight and few apparent differences, such as the practices' definitions, scopes, and attributes. Ahi and Searcy (2013) claim that SSCM is an extension of GSCM to distinguish between the two meanings.

GSCM can also be divided into practices based on collaboration and monitoring to accomplish environmental and economic objectives (Chu et al., 2017). Srivastava (2007) attempts to provide a complete overview categorization of the GSCM elements. But omits some key concepts such as green purchasing, ecological sustainability, industrial ecosystems and the various interrelationships between the multiple aspects.

Svensson (2007) contends that any interpretation of GSCM should consider the nature of SCs as sequential and interconnected systems. Such as SCs for innovative products, known as first-order SCs, and SCs prior to or adhering to the point-of-sale of a first-order SC, referred to as second- or n-order SCs, dealing with resources such as recycling.

GSCM Practices

Through information sharing, supply chains have evolved from dynamic customer-supplier relationships to strategic collaborations among supply chain partners over the past fifty years. In the last decade, the focus has been on environmental issues for individual companies and supply chains (Centobelli et al., 2018). GSCM can also be divided into practices based on collaboration and monitoring to accomplish environmental and economic objectives (Chu et al., 2017). To meet these objectives, all divisions within the company and all supply chain partners must work together. This study used the most widely used and highly cited set of GSCM practices, developed by Zhu et al. (Zhu & Sarkis, 2004; Zhu et al., 2013). Internal practices can be constructed, planned, and implemented within the company, whereas external practices require external factors such as suppliers and customers to assist (Zhu et al., 2013).

Internal Environment Management

The process by which an organization's top and middle management show their commitment to GSCM by establishing cross-functional teams and incorporating it into their overall strategy is known as internal environmental management (IEM) (Zhu et al., 2008). The IEM provides a framework for proactive companies' entire GSCM change process.

Green Design

At an early stage in a product's lifecycle, eco-design considers environmental concerns and enforces compliance with pollution prevention. It also saves money in the long run by reducing the costs of repairing or preventing damage in the future (Zailani et al., 2012). Designing products that use less energy and fewer raw material and minimize toxic emissions can positively impact both environmental and economic performance. This practice considers the environment from idea generation to design (Chan et al., 2012; Green et al., 2012; Zsidisin & Siferd, 2001).

Green Purchasing

The goal of green purchasing is to work closely with suppliers to procure good products for the environment (Zhu et al., 2008). GP also refers to making strategic purchases while keeping in mind environmental considerations such as reducing waste and maximizing the potential for product reuse and recycling (de Sousa Jabbour et al., 2015). According to Chan and Wong (2012), a company's financial performance improves when it purchases products that are environmentally friendly.

Sustainable Production

In this activity, participants learn about how products and residual waste by operations can be recycled. For a product to be sustainable, it must be able to be recycled after consumption, including the packaging (Mann & Kaur, 2020). According to Gallego-Álvarez et al. (2015) research, a reduction in greenhouse gas emissions in the sustainable supply chain has a positive and

significant impact on a company's financial performance. Perhaps this is because energy conservation and recycling can be put to better use in the manufacturing process and lower production costs for the business.

Customer Corporation

Today's businesses must see their customers as commercial alliances to reduce their carbon footprint rather than just as a source of revenue. From eco-design through to distribution, customer corporation includes everything from packaging to the act of returning used items (Bouzon et al., 2018; Chan et al., 2012). Real-time information must be shared, and all processes must be carried out efficiently if there is a long-term trust-based relationship (Eltayeb et al., 2011; Saeed, 2011).

Investment Recovery

The green practice of investment recovery refers to recovering value from previously discarded investments (Green et al., 2012). To get the most value from its assets, IR makes strategic decisions like selling off unsold inventory, material waste and used materials, and unused capital equipment (Chan et al., 2012; Zhu et al., 2008).

3.3 Corporate Strategy and the Role of GSCM

Chandler Jr (1969) defines strategy as the formulation of a corporation's ultimate goals, the allocation of resources, and the sequence of activities that the firm takes to attain those goals. Environmental challenges should be treated as an inherent aspect of an organization’s business and operations plan (Nunes & Bennett, 2007) and a critical component of its governance strategy (Formentini & Taticchi, 2016). This holds true for all types of businesses, from manufacturing (Caniëls et al., 2013) to agribusiness (Iakovou et al., 2012). A manufacturing company's SC, in particular, has a significant and varied effect on the environment. It includes everything from purchasing raw materials and components to adapting supplier production methods or transportation arrangements to end-product disposal and deciding where supplier operations should be located (Sarkis, 1995). In manufacturing organizations, supply chain management is becoming increasingly strategic. In most industrial organizations, the supply function is in charge of the most considerable budget portion. This job gives you a lot of clouts when it comes to cost-cutting (Klassen & McLaughlin, 1996). The environmental and technical features of items and the supply chain. The organization can save money by including its suppliers in a collaborative decision-making process that promotes environmentally friendly initiatives (Bowen, 2000; Rao & Holt, 2005). As Min and Galle (2001) point out, many organizations focus on greening their inbound purchasing strategy in response to increased worldwide pressure to incorporate environmentally conscious practices in their SC. According to Walton et al. (1998), when it comes to integrating suppliers into the GSCM decision-making process, there are two distinct trends. Companies are more aware that they'll be made responsible for the environmental impact of their activities. As a result, they begin to include environmental considerations in their business plan. Additional motivations for SC integration include improving customer care and achieving cost savings. Authors such as Rao and Holt (2005) offer detailed

descriptions of the tools and approaches available for selecting green suppliers. Suppliers are frequently urged by their more prominent clients to create an environmental management system within the organization and embrace environmental certification requirements, such as ISO 14001, as a component of the greening organization process in the inbound function (Preuss, 2005). They are greening the outbound configuration in GSCM practices such as green marketing, green packaging and environmentally friendly distribution (Rao & Holt, 2005; Zhu & Sarkis, 2006).

3.4 GSCM Strategic Orientation

Previous studies' operational definitions of strategic orientation mainly were based on a company's resource allocation, beliefs, values and behavior (Hynes, 2009). Strategic orientation is defined in a largely independent stream of literature as a collection of behaviors that operationalizes a firm's strategy (McKee et al., 1989). It is also a significant problem that can decide an organization's success or failure. This has specific consequences for leadership, as strategic orientation is often controllable. Thus, organizations may seek to change if proof shows that it can enhance their overall performance (Hynes, 2009). Although challenging, comparisons of research with different scales are helpful since both empirical and conceptual evidence shows that strategic orientation influences corporate performance directly or indirectly, Hynes (2009) explained. Innovation, market, and internal or external orientations are all examples of strategic orientations that companies might have (Liu et al., 2020). Strategic orientation is necessary for a company's plan to succeed, either directly or indirectly (Adams et al., 2019; Li et al., 2018).

The orientation of the GSCM has been defined in several ways. Godfrey describes it as a tool for improving supply chain environmental performance. It is characterized by Narasimhan and Carter (1998) as a collaboration between purchasing departments to strengthen supply chain environmental friendliness through measures such as recycling, including the use of substitute, non-hazardous products. The term proactive environmental strategy refers to a company's systematic response to environmental issues that go above and beyond its legal responsibilities. As a result, it displays deliberate orientations toward implementing and supporting environmental practices beyond simply legal compliance or responding to stakeholder pressure (Laguir et al., 2021). In the event of GSCM orientation, it is assumed that a corporation with a GSCM orientation will place a strategic emphasis on GSCM, with resources allocated to GSCM implementation (Liu & Chang, 2017). Indeed, organizations that adopt a GSCM approach put the ecological landscape at the center of their operations and see it as a way to assure long-term growth. As a result, GSCM orientations encourage companies to rethink goods, processes, technology, and business models to gain a competitive advantage (Brulhart et al., 2017).

Strategic orientation is a corporate direction that encourages companies to take appropriate steps to improve their performance over time. It is, in essence, a significant long-term corporate commitment (Liu et al., 2020).

Strategic orientation gives direction for decision-making inside and beyond the company (Kirchoff et al., 2016). A firm's strategic emphasis or priority is reflected in its strategic orientation (Jansson et al., 2017). A company that places a strategic focus on sustainable stability will work hard to attain its aim (Ardito & Dangelico, 2018).

3.5 GSCM Motivation

According to Bala et al. (2008), environmental supply chains occur when environmental and supply chain forces are combined. These pressures might arise from a variety of sources. Scholars agree that organizations may be motivated to adopt GSCM techniques by various external or internal causes. Regulations and stakeholder demands are the primary external driving forces that most scholars recognize (Gábriel, 2016). According to Srivastava (2008), there are three types of pressure: economic, regulatory, and consumer. Kumar et al. (2015) provide a more comprehensive set of motivators by dissecting economic and consumer forces into smaller components. External variables alone, according to Gábriel (2016), cannot explain why organizations in the same sector have differing attitudes about GSCM. Gábriel (2016) further explains that the internal drivers that encourage firms to embrace GSCM vary, and they include strategy, values, and targeted competitive advantages (Stevels, 2002).

There were several attempts to categorize the driving elements and impediments of GSCM. The GBN (2001) distinguishes between primary and secondary incentives, and within the primary group, internal and external motivations.

3.6 GSCM Motivation Factors

When considering the critical success criteria for successful implementation of GSCM practices, the motivations for businesses to adopt corporate environmental responsiveness come up. Researchers, regulators, and managers would be able to forecast environmental responsiveness and establish the belief that the best way of direction and control methods, market actions, and voluntary measures if they had a better knowledge of the reasons that lead enterprises to become green (Vredenburg, 1993). Regulation, strategic advantage, stakeholder demands, ethical consideration, crucial activities, and senior management initiatives are all possible reasons for firms to embrace green management principles throughout their supply chain (Winn, 1995). Different business sectors may have different drives (Zhu & Sarkis, 2006).

There are two types of drivers, internal and external drivers, according to Walker et al. (2008). Preuss identifies three primary groupings of determining variables for applying GSCM practices: societal pressure, economic reasons, and cultural values (Preuss, 2005).

Bansal and Roth (2000) go beyond simple driver classification to develop a detailed model for describing the connection between a firm's green activities and the underlying motivational elements, as well as recognizing the contextual factors that influence these motivations.

IJARBM – International Journal of Applied Research in Business and Management
Vol. 04 / Issue 01, pp. 143-180, April 2023
ISSN: 2700-8983 | an Open Access Journal by Wohllebe & Ross Publishing

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However, Bansal and Roth (2000) research falls short of explaining the improve the ways and ubiquity of the circumstances and reasons observed. The approach also ignores the impact of cultural aspects on a company's environmental response. In a recent study, Lo and Shiah (2016) found that several environmental risks, such as availability, competitiveness, and demand uncertainty, had a moderating impact on a company's preparedness to implement GSCM methods.

Internal Factors

Individual dedication is a significant internal motivator of GSCM uptake (Hanna et al., 2000; New et al., 2000). An individual's self-motivation might range from intrinsic (Drumwright, 1994) motivation to increasing one's own status within the firm (New et al., 2000). A business's desire to cut costs is another internal motive (Green et al., 1996; Handfield et al., 1997). Pollution represents underlying costs as part of the wastage of resources and labor across a whole product's life cycle. As a result, a corporation can save money by using pollution avoidance concepts such as closed-loop and material substitution (Porter & Van der Linde, 1995). Shareholder demand can be perceived as at least partly an internal pressure (Green et al., 1996). Other internal forces that Walker et al. (2008) consider are credibility, reputation risk, and public disgrace.

External Factors

A corporation can be motivated to pursue GSCM methods by a variety of external sources. State regulations are among the primary external causes identified by scholars (Beamon, 1999). The literature distinguishes between organizations' proactive and reactive strategies and finds that the latter situation, when combined with innovative approaches, results in a smoother implementation of GSCM operations (Bowen et al., 2001; Carter & Dresner, 2001). Stakeholder demands have a generally favorable effect on organizations' environmental performance, according to (Meixell & Luoma, 2015), although to varying degrees depending on the nature of the stakeholder. Customers are one such motivating factor in an organization (Green et al., 1996). Customers may be subjected to influence from the consumer (Handfield et al., 1997). Customers are putting pressure on businesses, especially small businesses, as Hall (2000) explains. The degree of pressure businesses faces to embrace GSCM practices is frequently positively connected to their degree of environmental exposure (Bowen et al., 2001). Competitors may encourage a company's environmental responsiveness by driving it to improve its competitiveness through ecological technical leadership (Henriques & Sadorsky, 1999), greater economic performance Rao and Holt (2005) or the development of unique competencies in the application of GSCM procedures (Sarkis, 2003).

As the wider public understanding of environmental issues has grown, so has society's demand for what businesses should do to demonstrate environmental protection. Reacting to pressure from environmental pressure groups is becoming more important in a company's strategy decisions (Hall, 2000). Consumers' buying behavior when choosing a 'greener' product on the basis of environmentally friendly manufacturing methods or supplier selection reflects society's shifting beliefs (Chan & Lau, 2002). Suppliers aren't normally thought of as motivational in and of themselves (Carter & Dresner, 2001).

When they are successfully integrated into an organization's SCM, the corporate environmental performance can be improved (Vachon & Klassen, 2008).

3.7 Theoretical Framework

Researchers use a variety of theoretical perspectives when addressing GSCM. This section will go over these theories in detail. To the development of a conceptual framework, this research will connect to apply theoretical frameworks but will mainly use a deductive strategy, as indicated further down in the methodology chapter. A theoretical approach is characterized by the explanandum, which represents the event to be described, and the explanans, which are comprised of commonalities and antecedents (Vagt, 2007).

3.8 Stakeholder Theory in GSCM

In addition to having production systems, organizations are a member of a social framework with their own distinct culture and values. Cultural values, norms, and behaviors influence organizational decisions in a way that is consistent with the organization's culture (Gualandris & Kalchschmidt, 2014; Saeed et al., 2018). Institutionalized practices and decision-making methods adopted by all organizations in the same industry show an attempt by those organizations to legitimize themselves (Williams et al., 2009).

The theory of institutions can be used to analyze various kinds of external forces that compel an organization to begin or adopt a new practice (De Grosbois, 2016; DiMaggio & Powell, 2000). Isomorphic pressures, according to institutional theory, include coercive pressures from influential organizations, which may be formal or informal and rely on the focal firm for resources, compliance with the law, or even societal expectations (DiMaggio & Powell, 2000). It is possible that industrial organizations will use these methods of persuasion to entice people into joining their ranks in order to reap the benefits of their membership or that the government will punish those who do not comply with its rules and regulations (Sarkis et al., 2010; Yang, 2018). As a result of cultural expectations, the environment has formalized certain norms and standards, resulting in normative pressures (Khalifa & Davison, 2006). For example, educational institutions that teach cognitive behavior; industry groups and affiliations; non-governmental organizations with interest in a specific industry, as well as the general public can all exert normative pressure (DiMaggio & Powell, 2000). There are also significant pressures from both suppliers and customers (Chu et al., 2017; Zhu et al., 2013). Pressure from mimicry drives organizations to avoid risk and uncertainty by copying or emulating successful institutions' processes and structures (DiMaggio & Powell, 2000). Organizations are looking for influencers that they believe have overcome external threats to their existence and try to adapt themselves in accordance with those model organizations when faced with similar threats (Williams et al., 2009). Pressure is mounting on the global manufacturing sector to establish and implement GSCM practices (Chu et al., 2017). Manufacturers have been forced to adopt GSCM practices by the above stakeholders

in order to demonstrate their legitimacy (Gualandris & Kalchschmidt, 2014; Walker et al., 2008).

According to Sarkis et al. (2010) some of the economic, social, and political pressures on environmental issues that have emerged over the past few decades have prompted companies to rethink their strategic and operational plans. To remain competitive, organizations must produce high-quality products in shorter lead times. The strategic and operational competitiveness of organizations is increasingly dependent on corporate social responsibility and social issues (Porter & Kramer, 2006). In order to remain competitive, companies must respond to pressure from stakeholders, but they must also manage other perspectives and different interests of their stakeholders, which necessitates the development of specialized skills (Sarkis et al., 2010).

According to stakeholder theory, organizations are motivated to adopt environmental practices because of the pressures they face from their stakeholders (Buysse & Verbeke, 2003; Eesley & Lenox, 2006). Stakeholders are defined by Freeman (2010) as any group or individual that has an impact on or is affected by the success of an organization's goals. Freeman (2010) asserted that companies generate externalities that affect a wide range of stakeholders, internal and external to the organization. To avoid negative externalities and increase positive ones, stakeholders put more pressure on companies to do so. In institutional theory, (Sarkis et al., 2010) argue that companies must engage their stakeholders in order to gain social legitimacy. Stakeholder engagement necessitates organizational capabilities that develop a network and environmental learning.

Internal stakeholders are always the driving force behind and beneficiaries of an organization's environmental initiatives (Daily & Huang, 2001). However, in order for employee contributions to move forward, management must support them. Leadership from senior executives is critical in fostering a culture of environmental awareness and commitment across the company as a whole (Zhu et al., 2008). Adopting new environmental programs and continuously improving an organization's environmental strategy require this kind of commitment. In particular, the views and attitudes of managers, as well as their interpretations of environmental values and the leadership of environmental organizations, all influence management's environmental activities decisions.

3.9 Resource Based View in GSCM

To meet the needs of all stakeholders in the SC, businesses are increasingly turning to SCM integration as a strategic issue. When discussing the effects of environmental strategies on a company's environmental and economic performance, the RBV is a popular theory (Rugman & Verbeke, 1998). The firm's RBV presents a theory to explain competitive advantage as the result of the development of valuable organizational competencies like continuous innovation, organizational environmental sustainability, and stakeholder integration, as well as a proactive environmental strategy. According to the resource-based theory of competitive advantage, competitive advantage can be sustained by utilizing valuable, uncommon, imperfectly imitable, and non-substitutable resources. All assets, capacities, organizational processes, firm

qualities, information, and knowledge possessed by an organization that allow the firm to develop and implement strategies with the purpose of increasing efficiency and effectiveness have been classified as firm resources (Barney, 1991). The linkage of dynamic capabilities (Helfat & Peteraf, 2003) and natural resources (Hart, 1995) has been included later in the resource-based view.

Hart (1995) suggested four kinds of environmental strategies based on the RBV perspective. End-of-pipe approaches, pollution prevention, extended producer responsibility, and sustainable development are among the strategies. As an outcome of path dependencies, there is a connection between distinct stages. To progress from one strategy to another in terms of environmental proactivity, a specific sequence of resource build-up in distinct individual resource domains must be met (Hart, 1995).

Improvements in several organizational performance measures can demonstrate the improvement of resources and capabilities (Sarkis et al., 2011). Green project collaboration with consumers, for example, was linked positively to flexibility, quality, and environmental performance, whereas collaboration with suppliers was linked to better delivery performance (Vachon & Klassen, 2008). The value, uniqueness, inimitability, and non-substitutability features of the RBV are further supported by developing these operational skills through greening supply chains (Foerstl et al., 2010). Surprisingly, when assessing the unique values of greening the supply chain, the competitive advantages are not always in the upstream stages of the supply chain; in fact, with green marketing capabilities and resources, the competitive advantages could be even greater in the downstream stages (Shang et al., 2010). Additionally, businesses must implement GSCM practices in order to generate competitive advantages and to deal with the increasing number of environmental rules at various levels (Ali et al., 2017).

3.10 Theoretical Foundation and Connection

Figure 1 shows the foundation and connection of the theoretical explanation above.

IJARBM – International Journal of Applied Research in Business and Management
Vol. 04 / Issue 01, pp. 143-180, April 2023
ISSN: 2700-8983 | an Open Access Journal by Wohllebe & Ross Publishing

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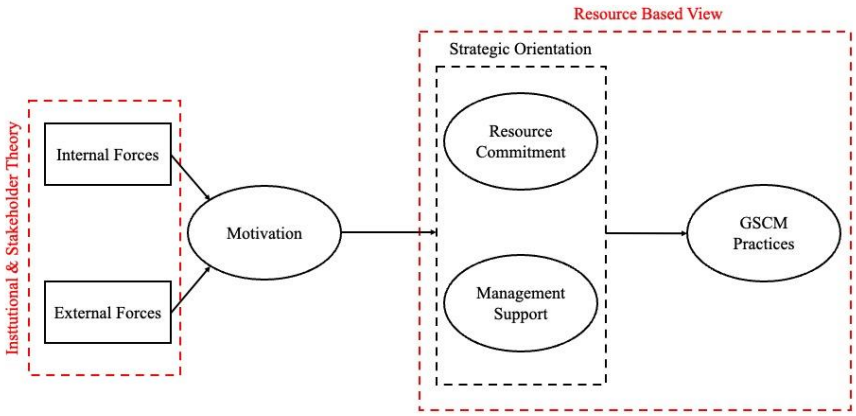

Figure 1. Theoretical Foundation and Connection
Source: Developed by the researcher

3.11 Conceptual Framework Development

External stakeholders such as regulators, consumers, and competitors all have an impact on a company's environmental commitment. Firms' behaviors are impacted by external factors, which can be coercive or normative, according to institution theory (Liu et al., 2020). Government and regulatory agencies have the power to compel businesses to follow laws, regulations, and standards (He et al., 2019; Hsu et al., 2013). Customer demands for businesses to adopt eco-friendly practices are a normative influence. Firms must cooperate with this force in order to achieve market credibility (Jira & Toffel, 2013; Sarkis et al., 2011). Another normative force for businesses to embrace environmentally friendly practices is competitive pressure. When a large number of rivals commit to green practices, protecting the environment becomes the industry standard, and other businesses feel compelled to follow suit and place a strategic emphasis on environmental sustainability (Tang & Tang, 2012; Williamson et al., 2006).

When implementing a new practice, managers pay particular attention to the ROI. Saving energy, better waste treatment, reduced resource consumption, and better use of recycled materials are all possible benefits of GSCM, all of which can be financially viable (Sarkis et al., 2011). Furthermore, there may be advantages in terms of increased stakeholder interactions, reputation, and brand value (Seles et al., 2018). When businesses see environmental concerns as an economic opportunity, they are more likely to take aggressive measures (Sharma, 2000). Managers' attitudes and ideas regarding environmental issues have a big influence on a company's strategic orientation (Liu et al., 2020). A firm's environmental concerns reflect its leaders' environmental

perceptions and attitudes, influencing the company's environmental strategy and practices (Dunlap & Jones, 2002; Rivera, 2019).

Previous research has looked at both internal and external environmental factors of GSCM (Sajjad et al., 2020; Williamson et al., 2006; Wu et al., 2012; Zhu et al., 2008). As a result, the purpose of this study is to determine the relative impact of external and internal GSCM motivators. The researcher will investigate the effect of a formative construct of GSCM motivation. Five possible drivers are used as indicators just on two dimensions of GSCM strategic orientation. Therefore,

H1a: GSCM motivation has an impact on resource commitment.

H1b: GSCM motivation has an impact on management support.

GSCM necessitates a significant financial and human resource commitment (Sharma & Henriques, 2005). The allocation of resources is at the heart of strategy. Strategic objectives are meaningless unless the required human and financial resources are provided to make them a reality (Bower, 2017). Managerial attitude is a barrier to implementing GSCM. Many small and medium-sized businesses struggled to operate in an ecologically conscious manner due to a lack of financial resources, time and skepticism about the effect of green policies (Gábriel, 2016). Top management approval and commitment are required for the allocation of resources for strategy implementation. Top management support is an organizational, political force that supports an environment that is conducive to the execution of environmental policies. Employee engagement and cross-functional collaboration are encouraged by committed and supportive managers who mobilize resources and engage employees to take essential measures to attain the firm's strategic aim (Banerjee et al., 2003). Therefore,

H2: Management Support has an impact on resource commitment.

The literature has looked into the impact of strategic orientation on an organization's GSCM practices and environmental performance. Mariadoss et al. (2016) discovered that environmental views had a favorable effect on green purchasing and supply practices. Kirchoff et al. (2016) discovered that environmental orientation had an impact on the adoption of GSCM methods. According to Ardito and Dangelico (2018), environmental performance, including waste and water productivity, is positively influenced by GSCM orientation. When a company is serious about environmental sustainability, it coordinates internal product design and collaborates with suppliers and customers to green the supply chain (Hong et al., 2018). Furthermore, management support makes environmental sustainability strategies such as internal and SC coordination, eco-design, and investment recovery programs easier to adopt (Wu et al., 2012; Zhu et al., 2008). Therefore,

H3a: Resource commitment has an impact on GSCM practice implementation.

H3b: Management support has an impact on GSCM practice implementation.

The need for GSCM research across sectors has been argued in the literature as a simple generalization of the findings (Lee et al., 2012; Tachizawa et al., 2015; Younis et al., 2016; Yu et al., 2014), if the findings are applicable to other industries. Different sectors have varying degrees of pollution

IJARBM – International Journal of Applied Research in Business and Management
Vol. 04 / Issue 01, pp. 143-180, April 2023
ISSN: 2700-8983 | an Open Access Journal by Wohllebe & Ross Publishing

This paper is available online at
www.ijarbm.org

(González-Benito & González-Benito, 2006; Holt & Ghobadian, 2009; Zhu & Sarkis, 2007), varying levels of attention to the environment due to stronger laws (Zhu & Sarkis, 2006, 2007), varying development of specialized GSCM techniques (Laosirihongthong et al., 2013; Zhu & Sarkis, 2006), and varying drivers that lead to GSCM implementation (Somsuk & Laosirihongthong, 2017; Zhu & Sarkis, 2006). Furthermore, it appears that the link between practices and performance varies by industry (Zhu & Sarkis, 2004, 2007). Some are early adopters of GSCM (Zhu & Sarkis, 2007), while many are lagging behind. According to Zhu and Sarkis (2007) and Zhu et al. (2008), industry type should be investigated as a control variable. However, this study uses industry type as a moderator variable. Therefore,

H4a: Industry type moderates the relationship between resource commitment and GSCM implementation.

H4b: Industry type moderates the relationship between management support and GSCM implementation.

The above hypothesis develops a conceptual framework for this study, as shown in Figure 2 below.

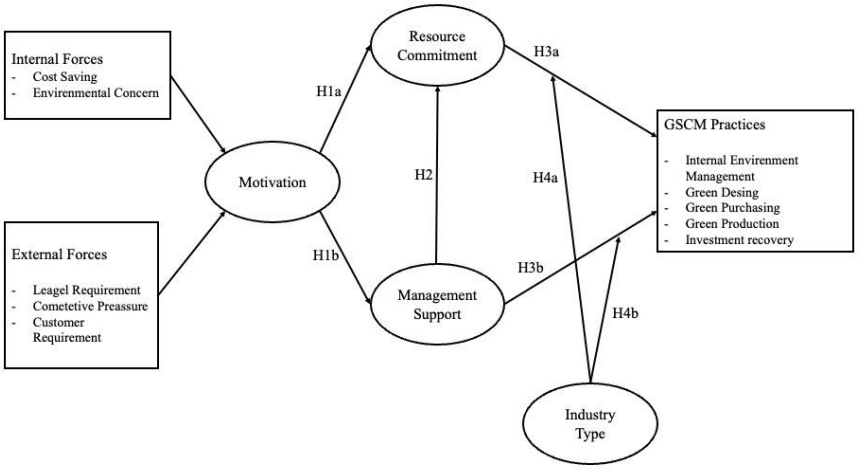

Figure 2. Conceptual Framework

4 Conclusion and Future Research

This article analyzes the literature carefully to understand the concepts of GSCM, strategic orientation and motives to adopt DSCM practices in manufacturing industry.

In terms of the practical value, this study intends to help enterprises apply green practices more widely. Its goal is to help businesses better comprehend the relationship between GSCM practices and business strategy. Companies

will be able to use the research's findings to apply environmental controls across their whole SC to meet all the regulatory requirements while also improving their competitive position by providing value to their business.

More of the discussion on GSCM is focused on determining how it affects the performance of an organization (Ali et al., 2017; Green et al., 2012; Laosirihongthong et al., 2013; Lee, 2015; Lee et al., 2012; Zhu et al., 2012). Supply Chain (SC) collaboration's impact on long-term sustainability is also gaining traction in academic circles (Grekova et al., 2016; Gunasekaran et al., 2015; Ramanathan et al., 2014; Vachon & Klassen, 2008). Only a few studies have investigated how to involve GSCM practices across the supply chain (Caniëls et al., 2013; Xu et al., 2013). Internal operations (Kang et al., 2010) or green market practices (Cronin et al., 2011) of the target firm are the primary focus of studies in this field, rather than the processes of supplier organizations themselves.

There is a need for empirical research that examines the motivations of suppliers to participate in GSCM initiatives (Prahinski & Kocabasoglu, 2006). Few studies have looked at the primary motivating reasons for a company to adopt a strategic GSCM orientation and the function of strategic orientation in connecting a company's GSCM drive to GSCM practices (Liu et al., 2020). This study aims to close the gap in the literature described above by constructing and a theoretical framework that connects GSCM motivating factors and strategic orientation to operational implementation.

This research offers a framework for a comprehensive view of GSCM implementation within the organization and beyond business borders in conjunction with other stakeholders. This study improves the acceptability and application of models and theories to the provided unique characteristics of the real-life scenario for a country with rising environmental sensitivity by comparing that framework to other current theoretical frameworks.

According to the researcher, prior research on GSCM motivation and strategic orientation had a noticeable theoretical gap. The theory of Resource-Based View (RBV), Institutional Theory (IT), and Stakeholder Theory (ST) is a little out of date, and recent investigations reflect this theoretical void. However, some of the earlier theories appear significant and deserving of acknowledgement. More research into GSCM motivation and strategic orientation, as well as theoretical advancement, is needed. Furthermore, to provide a stronger theoretical foundation for projects, earlier models must incorporate current research in GSCM and related domains. To achieve firm performance, past theories have tended to focus heavily on GSCMP. It excludes novel paradigms that combine GSCM motivation with strategic orientation. This study provides a theoretical framework combing RBV, IT, and ST by connecting motivation to strategic orientation and GSCMP.

One of the study's limitations is generalizability, as it concentrates only on export manufacturers in Sri Lanka. This may not explain the applicability of findings in the non-export sector. The motivational factors examined in this study will be based on research done in other countries and industries. Therefore, a qualitative confirmatory study would be helpful to ascertain whether these factors are inherent in the ground.

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