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Research Model of Factors Affecting Sustainable Supply Chain Development in Ho Chi Minh City

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Abstract: Sustainable supply chain development has become one of the top priorities for firms in the context of increasing environmental and social pressures, as well as the growing demand for digital transformation. Although numerous studies have been conducted, the influencing factors and their interrelationships in promoting green supply chain practices have not yet been comprehensively systematized, particularly in developing economies. Clarifying the overall landscape of this field not only helps identify key drivers but also opens up new research directions. Based on this practical context, the present study aims to propose a model of factors influencing firms' intention to implement green supply chain practices. The variables included in the model are green supply chain implementation capability, internal stakeholder pressures, external stakeholder pressures, innovation orientation and digital transformation, supply chain collaboration and information sharing, and the intention to implement green supply chain practices. Thereby, the study contributes to systematizing the theoretical foundation and enriching the research framework on the factors influencing the promotion of sustainable supply chain development in the current context.

Keywords: Sustainable supply chain, green supply chain capability, practice intention, stakeholder pressures, digital transformation, supply chain collaboration and information sharing.

INTRODUCTION

Over the past two decades, sustainable supply chain management (SSCM) - which focuses on integrating environmental, social, and economic objectives across all processes of a focal firm's supply chain has emerged as an approach that enables firms to improve sustainability outcomes within supply chains (Carter and Rogers, 2008; Seuring and Müller, 2008). However, managing sustainability remains a major challenge in global supply chains (GSCs). Previously, most studies in logistics and supply chain management tended to examine issues such as the environment, safety, and human rights in isolation, without sufficiently considering the potential interrelationships among these factors and other dimensions of corporate social responsibility (Carter and Jennings, 2002). The studies by Carter and Jennings (2002, 2004) and Murphy and Poist (2002) partially addressed this gap by examining these individual issues within a broader conceptual framework, introducing higher-order constructs such as logistics social responsibility (LSR) and purchasing social responsibility (PSR).

Supply chains encompass all activities related to the flow and transformation of goods from the raw material stage (extraction) to the final consumer, along with the associated information flows. Material and information flows occur in both directions within the supply chain. Supply Chain Management (SCM) refers to the integration of these activities through the improvement of relationships within the chain in order to achieve sustainable competitive advantage (Handfield *et al.*, 1999). Sustainable development is understood as meeting the needs of the present without compromising the ability of future generations to meet their own needs, and is commonly approached through the three-pillar model consisting of economic, environmental, and social dimensions (Elkington, 2001; World Commission on Environment and Development WECD, 1987). On this basis, sustainable supply chain management refers to the management of material, information, and financial flows within the supply chain, combined with collaboration among stakeholders, in order to achieve economic, environmental, and social objectives in accordance with the requirements of relevant stakeholders (Dyllick, 2002).

The importance of Sustainable Supply Chain Management (SSCM) has increased significantly in recent years due to the growing integration of environmental, social, economic, and technological factors (Singh & Mathiyazhagan, 2024). Although SSCM has made considerable progress in developed countries, its implementation and adoption in the context of developing countries remain uneven and have not been sufficiently studied. Most existing research addresses sustainability issues at a general level without providing specific strategies or analytical frameworks tailored to vulnerable economies. This contextual knowledge gap not only limits academic development but also affects policy-making processes in practice.

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LITERATURE REVIEW

Based on information from research articles such as authors, publication years, keywords, institutions, countries, and citation counts, the authors conducted an analysis and evaluation of the literature using a systematic literature review method on studies related to sustainable supply chain development, in order to identify the current status and research trends in this field.

Based on the systematic literature review, previous studies indicate that sustainable supply chain development is influenced by several key groups of factors. First, digital transformation is considered a foundation that enhances operational efficiency, improves decision-making capabilities, and optimizes resources within the supply chain (Zaoui *et al.*, 2025; Norouzzadeh *et al.*, 2025; Singh, 2024; Jantapoon and Saenchaiyathon, 2025; Akram *et al.*, 2024).

In addition, internal factors such as leadership roles, organizational capabilities, and managerial awareness have a direct influence on the implementation of sustainable practices, while also playing a mediating role in translating external pressures into concrete actions (Roy *et al.*, 2020; Dai *et al.*, 2021; Wu *et al.*, 2018; Abbas, 2024; Kosasih *et al.*, 2023). Concurrently, external stakeholder pressures such as those from governments, customers, and supply chain partners are identified as important drivers that encourage firms to adopt sustainable supply chain practices and orient their strategic development (Roy *et al.*, 2020; Dai *et al.*, 2021; Wu *et al.*, 2018).

Furthermore, collaboration and information sharing among supply chain members contribute to enhancing visibility, reducing risks, and improving operational efficiency, thereby promoting sustainability objectives (Jantapoon and Saenchaiyathon, 2025; Mehdikhani and Valmohammadi, 2019; Akram *et al.*, 2024; Florescu *et al.*, 2019). Specific practices such as supply management, green production, and sustainable logistics play a central role in translating strategies into practical outcomes (Dai *et al.*, 2021; Florescu *et al.*, 2019; Kosasih *et al.*, 2023; Alkandi, 2025).

At the same time, innovation orientation and green supply chain implementation capability are considered important internal mechanisms that help firms enhance adaptive capacity, promote innovation, and improve sustainable performance (Tellez Gaytan, 2025; Dindarik and Fidan, 2025; Singh *et al.*, 2021). Finally, the intention to implement sustainable supply chain practices serves as a transitional stage between awareness and actual behavior, and it is influenced by technological, organizational, and environmental factors (Lin *et al.*, 2020; Sreen *et al.*, 2022).

This study focuses on exploring the factors affecting the intention and behavior of firms in implementing sustainable supply chain practices. In the context of increasingly serious environmental issues and rising sustainability requirements, the implementation of sustainable supply chain activities still faces numerous limitations, particularly in developing economies such as Vietnam. Although many studies have discussed the benefits and roles of sustainable supply chains, the factors influencing firms' intentions and actual implementation behaviors have not yet been sufficiently explored. Therefore, this study aims to clarify the determinants and driving forces affecting both the intention and behavior of sustainable supply chain implementation, thereby providing a scientific basis for managerial implications and contributing to the promotion of sustainable supply chain development in Ho Chi Minh City.

After reviewing both domestic and international studies, the authors find that quantitative research on sustainable supply chain development has primarily approached the topic from isolated aspects and has not fully examined the relationship between intention and implementation behavior within firms. At the same time, most existing studies focus on driving factors, while the integration of theoretical foundations to enable a more comprehensive analysis remains limited. In Vietnam, related studies are still scarce and are mainly descriptive in nature, failing to clarify the mechanisms influencing intention and implementation behavior in the corporate context.

Based on this, the present study proposes a model grounded in the integration of the Theory of Planned Behavior (TPB), the Triple Bottom Line (TBL) theory, and Resource Based Theory (RBV), in order to analyze the factors affecting the intention and behavior of sustainable supply chain practices. The model includes the following key groups of factors: green supply chain implementation capability, internal stakeholder pressures, innovation orientation and digital transformation, external stakeholder pressures, supply chain collaboration and information sharing, and the intention to implement sustainable supply chain practices. The study is conducted in the context of firms in Ho Chi Minh City, a major economic center of Vietnam with a high level of integration and dynamic supply chain activities. This region possesses many favorable conditions but also faces significant pressures in transitioning toward a sustainable development model, and is therefore appropriate for testing the proposed research model.

RESEARCH FRAMEWORK

Theory of Planned Behavior (TPB)

The Theory of Planned Behavior (TPB) was derived from the Theory of Reasoned Action (TRA) (Fishbein & Ajzen, 1975; Ajzen & Fishbein, 1980) and subsequently extended by Ajzen (1991) to better explain and predict human behavior. TPB posits that behavioral intention is determined by three core constructs: (i)

***Corresponding Author:** Huynh Ngoc Thao

attitude toward the behavior, defined as the degree to which an individual has a favorable or unfavorable evaluation of performing the behavior (Ajzen, 1991); (ii) subjective norms, which refer to perceived social pressure from significant others or reference groups to perform or not perform the behavior (Ajzen, 1991; Ajzen, 2011); and (iii) perceived behavioral control, reflecting the perceived ease or difficulty of performing the behavior based on the availability of resources and opportunities (Ajzen, 1991; Ajzen, 2010).

Extensive empirical studies have confirmed that these constructs significantly influence pro-environmental intentions and behaviors, particularly in the context of green consumption (Paul *et al.*, 2016; Yadav *et al.*, 2017; Yeon Kim *et al.*, 2011). However, prior research has also reported inconsistent findings, indicating that the strength and significance of these relationships may vary across different contexts and populations (Moser, 2015; Arvola *et al.*, 2008). Despite these variations, TPB is widely recognized as one of the most robust and widely applied theoretical frameworks for explaining social and environmental behaviors (Ajzen, 2011). In this research, TPB is adopted as the theoretical foundation to examine intentions and behaviors related to sustainable supply chain practices. Specifically, it provides a framework for understanding how cognitive evaluations and perceived social pressures are translated into firms' actual engagement in sustainability-oriented activities.

Triple Bottom Line (TBL)

The Triple Bottom Line (TBL) framework was introduced by Elkington (1994) and further elaborated in *Cannibals with Forks* (Elkington, 1997), emphasizing that firm performance should not be assessed solely based on economic outcomes but must also incorporate environmental and social dimensions. Accordingly, a supply chain is considered sustainable only when it achieves a balance among the three pillars: economic, environmental, and social performance (People–Planet–Profit).

In the context of sustainable supply chain management (SSCM), TBL serves as a comprehensive analytical framework for evaluating organizational performance beyond financial metrics, encompassing environmental impacts and social responsibilities. Specifically, the economic pillar focuses on operational efficiency and competitive advantage; the environmental pillar emphasizes the reduction of negative impacts such as emissions and resource consumption; and the social pillar addresses responsibilities toward employees, stakeholders, and the broader community. The central premise of TBL lies in the integration of these three dimensions into a unified management system.

Within the supply chain domain, Carter and Rogers (2008) conceptualized sustainability as the intersection of economic, environmental, and social considerations across interorganizational activities. Similarly, Seuring and Müller (2008) highlighted the importance of integrating sustainability standards into supply chain processes, driven by pressures from customers, regulatory frameworks, and other stakeholders. Furthermore, Miemczyk and Luzzini (2018) demonstrated that prioritizing environmental and social dimensions can enhance long-term sustainability performance, although the short-term cost implications may remain ambiguous. Recent empirical studies further reinforce the applicability of the TBL framework in practice. For instance, Tundys and Wiśniewski (2023) found that all three pillars significantly influence supply chain resilience. Huang *et al.* (2024) also confirmed that the integration of green supply chain management practices with technological innovation enhances performance from a TBL perspective. In relation to the research model, TBL provides a theoretical foundation for explaining the relationships between influencing factors and sustainable supply chain outcomes. The interaction among these dimensions facilitates the adoption of sustainable supply chain practices, thereby improving performance across economic, environmental, and social aspects.

Resource-Based View (RBV)

The Resource-Based View (RBV) was originally introduced by Penrose (1959) and subsequently developed by Wernerfelt (1984), Dierickx and Cool (1989), Barney (1991), and Wernerfelt (1995). This theoretical perspective explains firm competitive advantage based on the effective utilization of internal resources (Wernerfelt, 1984; Barney, 1991). According to Barney (1991), firm resources can be broadly categorized into three groups: physical (tangible) resources, human resources, and organizational resources. Importantly, these resources contribute to sustained competitive advantage only when they satisfy the VRIN criteria being valuable, rare, inimitable, and non-substitutable (Dierickx and Cool, 1989; Barney, 1991). RBV posits that heterogeneity in resource ownership and deployment is a key determinant of firm performance and long-term competitive advantage. Wernerfelt (1984) further emphasized that the effective exploitation of firm-specific resources can create barriers to competition and enhance long-term performance.

In the supply chain domain, RBV has been widely applied to explain performance differences among firms (Barratt & Oke, 2007; Liu & Liang, 2015; Paiva *et al.*, 2007; Bromiley & Rau, 2016; Hitt *et al.*, 2016; Mikalef *et al.*, 2019; Hossain, 2020; Peng *et al.*, 2026; Li *et al.*, 2025; Mousa *et al.*, 2025; Wu *et al.*, 2018; Dai *et al.*, 2021). From this perspective, factors such as digital transformation and green supply chain capabilities can be conceptualized as strategic resources and capabilities that drive the development of sustainable supply chains.

Recent empirical studies further support this argument. Peng *et al.* (2023) demonstrated that digital transformation positively influences sustainable supply chain performance through service innovation. Bui Vu Nguyet Minh (2022) highlighted the critical role of data analytics capability and risk management in enhancing sustainability performance. In addition, Li *et al.* (2019) and Mousa *et al.* (2021) emphasized that sustainability practices are effective only when firms possess adequate internal capabilities. Overall, RBV provides a robust theoretical foundation for explaining that the development of sustainable supply chains depends on a firm's ability to effectively leverage and integrate its internal resources to achieve sustained competitive advantage.

RESEARCH MODEL AND HYPOTHESES

Drawing on prior empirical studies and integrating three prominent theoretical perspectives - namely the Theory of Planned Behavior (TPB), the Triple Bottom Line (TBL), and the Resource-Based View (RBV) - this study proposes a comprehensive research framework to investigate the determinants of sustainable supply chain development in Ho Chi Minh City. The integration of these theories enables a holistic examination of behavioral, sustainability, and resource-based factors influencing firms' adoption of sustainable supply chain practices. The proposed research model is illustrated in Figure 1.

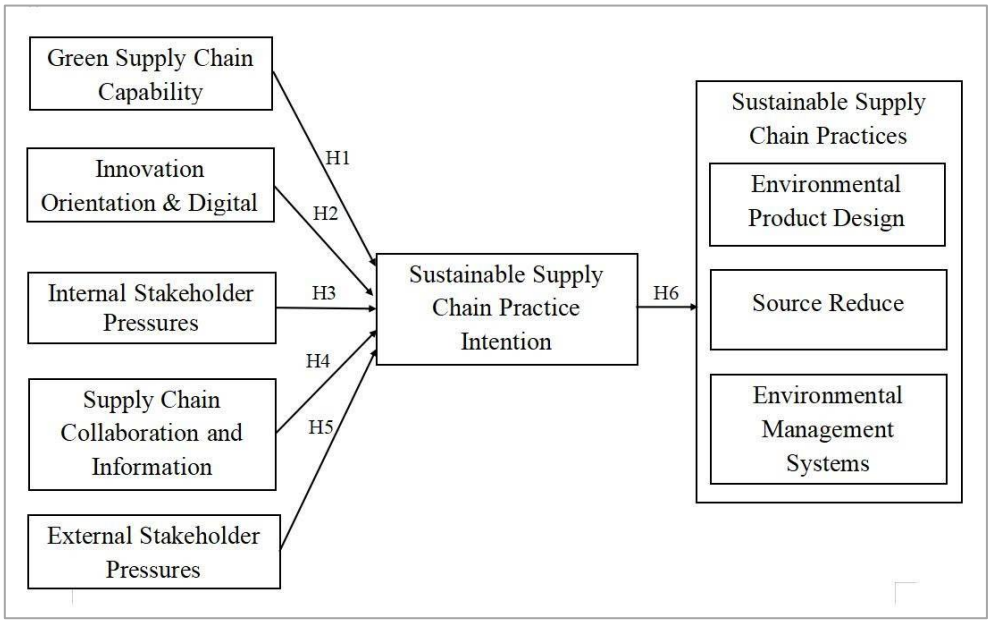

Figure 1: Research model
Source: Author's compilation (2026).

The relationship between green supply chain capability and the sustainable supply chain practice intention

Green supply chain capability, also referred to as green dynamic capability (GDC), is conceptualized as a set of strategic capabilities that enable firms to integrate, reconfigure, and deploy internal resources to meet stringent environmental requirements. From this perspective, Singh *et al.* (2021) argue that green implementation capability goes beyond mere adaptation and serves as a higher-order capability that allows firms to sense external pressures and transform them into drivers of innovation. By maintaining strong implementation capabilities, firms can overcome resource constraints and leverage data analytics to enact strategic changes across their operational systems (Yu *et al.*, 2022).

Yu *et al.* (2022) further emphasize that this capability plays a critical role in facilitating the adoption of green innovations, enabling organizations to remain flexible and prepared to implement environmentally sustainable solutions in a coordinated manner. In the context of modern supply chain management, implementation capability is particularly important as it encompasses the abilities to sense opportunities, mobilize resources, and reconfigure processes in response to dynamic business environments (Weber *et al.*, 2025). Moreover, Weber *et al.* (2025) highlight that the interaction among the core components of green dynamic capability directly stimulates firms' intention to pursue green process and product innovations.

Taken together, green supply chain implementation capability can be viewed as a strategic enabler that bridges the gap between cognition and action by enhancing firms' ability to manage resources and respond effectively to environmental opportunities. Prior empirical evidence provides a strong theoretical basis for proposing a positive relationship between

implementation capability and the intention to adopt sustainable supply chain practices in this study.

H1: Green supply chain implementation capability has a positive (+) effect on the sustainable supply chain practice intention

The relationship between innovation orientation & digital and the sustainable supply chain practice intention

Innovation orientation and digital exert a significant positive influence on the intention to adopt sustainable supply chain practice intention by enabling the integration of advanced digital technologies into operational processes. This integration enhances resource efficiency, improves traceability, and reduces environmental impacts across the entire value chain (Peng *et al.*, 2026).

Recent studies further highlight the critical role of innovation orientation in fostering sustainable supply chain intentions. Tellez Gaytan (2025) indicates that innovation orientation serves as an important mediating mechanism in green supply chain management, enabling firms to develop new technologies, processes, and products that enhance environmental performance, optimize resource utilization, and improve overall organizational efficiency. Similarly, Dindarik and Fidan (2025) confirm that digital transformation positively affects logistics capabilities, while innovation orientation partially mediates this relationship by amplifying the effectiveness of digital initiatives and facilitating the development of innovative operational solutions, thereby enhancing firm performance and competitiveness.

The close interaction between innovation orientation and digital transformation not only promotes the reconfiguration of processes toward environmentally friendly practices but also fosters continuous innovation capability. As a result, firms can improve operational efficiency, strengthen adaptability, and progressively integrate sustainability objectives throughout the supply chain.

H2: Innovation orientation and digital have a positive (+) effect on the sustainable supply chain practice intention

The relationship between internal stakeholder pressure and the sustainable supply chain practice intention

Pressure from internal stakeholders, primarily shareholders and employees, plays a critical role in shaping firms' strategic orientation and operational practices toward sustainability, thereby fostering the adoption of sustainable supply chain practices. Wu, Zhang, and Lu (2018) emphasize that managerial cognition strongly influenced by internal stakeholders is one of the most significant determinants of firms' intentions to engage in sustainable supply chain development across economic, environmental, and social dimensions.

Roy, Silvestre, and Singh (2020) further argue that pressure from shareholders and employees encourages firms to adopt source reduction practices in production, which directly contribute to sustainable supply chain development. In addition, Cuong, Minh, and Chinh (2025) provide empirical evidence demonstrating that internal stakeholder pressure positively influences corporate social responsibility initiatives and sustainable supply chain management.

Overall, prior studies consistently suggest that internal stakeholder pressure serves as a strategic and foundational driver in enhancing sustainable supply chain practices. By shaping managerial perceptions and organizational priorities, such pressure contributes to improved economic performance, reduced environmental impact, and strengthened social responsibility. These findings provide a solid theoretical and empirical basis for proposing a positive relationship between internal stakeholder pressure and the intention to adopt sustainable supply chain practices in this study.

H3: Internal stakeholder pressure has a positive (+) effect on the sustainable supply chain practice intention.

The relationship between supply chain collaboration, information sharing, and the sustainable supply chain practice intention.

Supply chain collaboration and information sharing are critical enablers that allow firms to effectively coordinate planning and execution activities across the supply chain. Information sharing is widely recognized as a foundational element for enhancing coordination, transparency, and overall supply chain efficiency, thereby improving operational performance and supporting sustainable development (Baihaqi and Sohal, 2012; Baah *et al.*, 2021).

Simatupang and Sridharan (2005) conceptualize supply chain collaboration as comprising key components such as information sharing, decision synchronization, and process integration, which enable firms to achieve superior performance compared to operating independently. Through timely and transparent information exchange, firms can reduce information asymmetry, optimize resource utilization, and enhance overall supply chain performance. Moreover, prior research indicates that collaboration facilitates the sharing of knowledge, resources, and capabilities, thereby generating competitive advantages and improving supply chain effectiveness (Cao and Zhang, 2011).

In the context of sustainability, supply chain collaboration becomes particularly important, as economic, environmental, and social objectives cannot be achieved by individual firms in isolation but require

coordinated efforts across the entire supply chain. Seuring and Müller (2008) emphasize that sustainable supply chain management involves not only managing material flows but also fostering interorganizational collaboration to meet stakeholder expectations across all three sustainability dimensions. In addition, Beske, Land, and Seuring (2014) demonstrate that collaboration serves as a strategic mechanism for implementing sustainable practices through resource sharing and joint development of green solutions.

Overall, existing studies consistently highlight that collaboration and information sharing are strategic and foundational drivers of sustainable supply chain development. By enhancing economic efficiency, reducing environmental impacts, and strengthening social responsibility, these factors provide strong theoretical and empirical support for proposing a positive relationship in the research model.

H4: Supply chain collaboration and information sharing have a positive (+) effect on the sustainable supply chain practice intention.

The relationship between external stakeholder pressure and the sustainable supply chain practice intention.

External stakeholder pressure, arising from regulatory requirements, market expectations, and competitive forces, plays a crucial role in driving firms toward sustainable supply chain practices. Such pressure stems from environmental regulations and social responsibility policies imposed by governments, increasing customer demand for environmentally friendly products and responsible production processes, as well as competitive pressure from industry leaders that have successfully implemented sustainability initiatives (Wu, Zhang, and Lu, 2018).

Specifically, governments exert coercive pressure through the formulation and enforcement of environmental and social regulations, compelling firms to adjust their strategies and operations accordingly. At the same time, customers increasingly favor firms that demonstrate environmental and social responsibility, while competitors that actively pursue sustainability create imitation pressure, encouraging firms to adopt similar practices to remain competitive.

Extending this perspective, Roy, Silvestre, and Singh (2020) highlight that external stakeholders including governments, non-governmental organizations, supply chain partners, and local communities play a vital role in promoting sustainable development by encouraging organizational learning and raising awareness of responsible management practices. Furthermore, Dai, Xie, and Chu (2021) confirm that regulatory pressure, customer pressure, and competitive pressure all have significant positive effects on firms' intentions to adopt sustainable supply chain management practices. These pressures not only enable firms to comply with external requirements but also enhance their competitive capabilities.

Overall, empirical evidence across various contexts consistently demonstrates that external stakeholder pressure serves as a key driver motivating firms to pursue sustainable supply chain development. Accordingly, the following hypothesis is proposed:

H5: External stakeholder pressure has a positive (+) effect on the sustainable supply chain practice intention.

The relationship between the sustainable supply chain practice intention and sustainable supply chain practices

The sustainable supply chain practice intention can be conceptualized as a behavioral orientation reflecting a firm's readiness to implement environmentally responsible activities. Lin *et al.* (2020) suggest that the intention to adopt green supply chain practices is influenced by technological, organizational, and environmental factors, which collectively shape the firm's level of commitment to implementation. When these factors are reinforced, intention evolves beyond mere cognition and becomes a driving force for actual behavior.

From a behavioral perspective, Sreen *et al.* (2022) demonstrate that intention is formed through the interaction between perceived value and consumption motivations, leading to consistent pro-environmental actions. Similarly, Claudy *et al.* (2014) emphasize that intention results from both rational evaluation and emotional responses, reflecting an organization's willingness to adopt and implement innovations, including sustainable practices.

These arguments suggest that intention functions not only as a mediating variable but also as a key mechanism that activates behavior, enabling firms to translate strategic orientations into concrete actions such as resource reduce, environmentally friendly product design, and the implementation of environmental management systems. As the level of intention increases, the likelihood and consistency of adopting sustainable supply chain practices in practice are significantly enhanced.

H6: The sustainable supply chain practice intention has a positive (+) effect on sustainable supply chain practices

CONCLUSION

The development of sustainable supply chains is becoming an inevitable requirement for enterprises in the context of increasing environmental and social pressures and the trend of digital transformation. To promote this process, identifying and clarifying the factors affecting the intention and behavior of sustainable

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supply chain practices is of significant importance both theoretically and practically.

This study proposes a theoretical model to analyze the factors influencing the intention and behavior of sustainable supply chain practices of enterprises in Ho Chi Minh City. The research results show that factors such as green supply chain implementation capability, innovation orientation and digital transformation, internal and external stakeholder pressures, as well as collaboration and sharing in the supply chain all play important roles in promoting the intention to practice sustainable supply chain practices. At the same time, intention is identified as a key mediating factor leading to implementation behavior in enterprises.

Based on the integration of theoretical foundations such as TPB, TBL, and RBV, the study contributes to clarifying the mechanism of the impact of organizational, technological, and environmental factors on sustainable supply chain practices. These results provide an important scientific basis for enterprises to orient strategies, enhance implementation capabilities, and strengthen collaboration in the supply chain. At the same time, the study also provides useful implications for policymakers in building supporting mechanisms, thereby promoting the development of sustainable supply chains in the current context.

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