

## Linking Practice-Based View Theory to Green Supply Chain Management Practices

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### Abstract

The aim of this study is to construct a conceptual framework that connects the Practices-Based View theory with green supply chain management practices, also explores their effect on sustainable performance. According to PBV theory, organizational practices significantly influence final performance outcomes. Specifically, this research conducts an in-depth analysis of the effects of green supply chain management practices on economic, environmental, and social performance, while accounting for the moderating role of supply chain traceability. This paper emphasizes the importance of understanding and optimizing these management practices to promote corporate sustainable performance. This study offers new perspectives on the application of practice-based view theory in green supply chain management and offers theoretical support for the relationship between corporate practices and performance within the framework of sustainable development.

**Keywords:** GSCM Practices, PBV Theory, Supply Chain Traceability, Sustainable Performance

### Introduction

Driven by global environmental and market demands, companies face increasing pressure to deliver quality products while addressing sustainability challenges. Green Supply Chain Management (GSCM) has become an essential approach for companies seeking to attain sustainable development. Traditional research has focused on the Resource-Based View (RBV), which posits that internal resources are key to competitive advantage (Arend & Lévesque, 2010; Nayak et al., 2023). However, as corporate performance becomes more emphasized than competitive advantage (Bromiley & Rau, 2014), the Practices-Based View (PBV) has emerged, focusing on replicable practices that enhance dynamic capabilities in complex environments (Skalli et al., 2024).

The shift toward PBV highlights the importance of practices that foster sustainable performance, moving beyond traditional economic measures like profit and revenue growth (Venanzi, 2010; Chang, 2024). Companies are now required to integrate environmental, social, and governance (ESG) factors into their performance assessments (Chen, 2023). Sustainable performance evaluation not only promotes resource efficiency and innovation

but also raises a company's long-term competitiveness. GSCM practices, such as green procurement and resource recycling, offer a pathway for companies to optimize operational processes and improve sustainability (Aisjah & Prabandari, 2021). PBV theory suggests that continuous engagement in such practices builds dynamic capabilities, ultimately improving a firm's sustainable performance (Bianco et al., 2023).

Although PBV has been linked to supply chain management (Holweg & Bicheno, 2016; Pham, 2023), its application within GSCM remains underexplored. By integrating PBV with GSCM, this research purposes to fill the divide, providing a conceptual framework that explains how GSCM practices enhance sustainable performance through dynamic capabilities. This paper will develop a research model to support future studies, providing a deeper understanding of corporate practices and how the actions affect sustainability.

### *Green Supply Chain Management Practices*

Despite the varying definitions of GSCM, it fundamentally encompasses integrating environmentally friendly practices into supply chains to reduce environmental impact (Ajzen et al., 2023). Researchers have refined GSCM to include optimizing resource use while minimizing waste and pollution (Zhu, Sarkis, & Lai, 2008; Susitha, 2023). GSCM encompasses activities such as green procurement, clean production, and eco-friendly logistics, with managers playing a key role in guiding and optimizing environmental performance (Ilyas et al., 2020; Dzikriansyah et al., 2023).

Some scholars argue that GSCM's effectiveness may be limited by corporate resources, as well as the intricacies of the supply chain (Sugandini et al., 2020; Wiredu et al., 2023). Empirical studies have explored GSCM practices like eco-design and green logistics, but their findings vary. While some research shows GSCM practices improve corporate performance, others suggest their effectiveness depends on internal and external conditions (Nikseresht et al., 2024). Additionally, there is debate about their impact on social performance, with some studies indicating mixed results (Lai & Wong, 2012; Wiredu et al., 2023).

In summary, while GSCM practices are widely studied, their impact mechanisms are still debated. Further exploration is needed to clarify their effectiveness and influence on organizational performance, offering both theoretical and practical insights.

### *Supply Chain Traceability*

The idea of "traceability" was initially defined within the ISO 8402:1994 specification as an objective of quality management systems (Zhou et al., 2023). While Supply Chain Traceability (SCT) clarifies the origin, application, and location of products, focusing solely on this perspective may overlook its broader impacts on supply chain management and corporate sustainability. Pant et al (2015), expanded SCT research to include "transparency and traceability," yet practical implications of SCT, particularly its link with GSCM practices and corporate performance, remain underexplored (Ahmed, 2021; Razak et al., 2023).

Recent research highlights the growing impact of SCT on corporate sustainability. Westerkamp et al (2018), found SCT enhances supply chain efficiency, promoting environmental performance and potentially moderating GSCM practices to improve sustainable performance. Elhidaoui (2022), and Kumar and Goswami (2020), further emphasized SCT's role in aligning supply chain activities with environmental management

goals, contributing to corporate sustainability (Yang et al., 2022). These studies highlight the moderating function of SCT for GSCM's impact on sustainable development.

In the PBV framework, the influence of SCT on organizational practices is indirect, serving as an auxiliary mechanism to regulate the effectiveness of GSCM practices. By monitoring supply chain processes, SCT moderates the link between GSCM practices and sustainable performance, as reflected in the model proposed in this paper.

### **Sustainable Performance**

Sustainability typically means having the capacity to satisfy current demands without impairing the potential for future generations to fulfill their own requirements. It involves seeking a balance and harmony between resource utilization, technological advancement, institutional innovation, and conservation of the environment (Saputra et al., 2023). Nevertheless, it is essential to recognize that sustainability is a multifaceted and complex concept; it can serve as both a theoretical framework and a practical guide. The global emphasis on sustainable development not only focuses on human aspects but also extends to more specific and complex levels, such as nations, cities, enterprises, and individuals. In this context, the role of enterprises and their contributions to sustainable development have become focal points for extensive discussion and debate.

Against this backdrop, a company's sustainable performance has become a key indicator for assessing its contribution to sustainability goals (Pham et al., 2023). However, defining and measuring sustainable performance is a challenging task. Generally, sustainable performance encompasses three aspects: environmental, economic and social performance. The performance of these three aspects will be affected by enterprise practice respectively (Van Marrewijk, 2003; Arora et al., 2020).

### **PBV Theory Framework**

PBV theory, proposed by Bromiley and Rau (2014), emphasizes the impact of a company's daily activities on performance, comprising mimetic behavior's role in sustaining competitive advantages (Tian et al., 2023). In this study, PBV theory explains how GSCM practices impact the sustainable performance of Chinese manufacturing. The theory asserts that firm performance is shaped by its practices (Liu et al., 2023), such as GSCM, which directly affect sustainable performance. These practices are interconnected and influence each other (Assumpção, 2023), with their interaction enhancing overall performance (Lu, 2023). Thus, sustainable performance relies on the effective execution of these practices and their relationships with performance.

PBV helps explain how firms improve sustainable performance by mimicking successful practices (Skalli et al., 2024) and adapting to uncertain environments (Bag et al., 2021; Siddik, 2023). The theory underscores the foundational role of practices in competitive advantage, particularly in GSCM, impacting economic, environmental, and social performance.

Supply chain traceability, a key practice in PBV theory, enables tracking from raw materials to consumers, enhancing transparency and accountability, fostering consumer trust, and addressing issues pertaining to the environment and society (Dasaklis et al., 2022).

This improved traceability boosts environmental, economic and social performance by reducing risks and increasing operational efficiency.

Economic performance is the most traditional and straightforward measure within SCM (Wang et al., 2021). The PBV theory asserts that by implementing effective management practices such as lean production and total quality management, organizations can enhance their economic performance. These practices improve competitiveness and profitability by reducing costs and increasing resource efficiency. Within the realm of GSCM, economic performance is reflected not only in financial metrics but also for the enduring stability and growth prospects of the supply chain.

Environmental performance represents another critical dimension of GSCM (Fu et al., 2023). PBV theory emphasizes that integrating environmental considerations into SCM practices—like green design, purchase and production—can markedly boost an organization's environmental conservation capabilities. Such eco-friendly practices help to reduce energy consumption and waste generation while also increasing economic performance through improved resource utilization.

Social performance encompasses social responsibility practices in supply chain management, including attention to employee welfare, community engagement, and ethical sourcing (Yu et al., 2023). PBV theory posits that by implementing social responsibility practices, organizations can establish a strong reputation within the supply chain, attracting and retaining talent while fostering positive interactions with the community. Enhancing social performance not only contributes to building a harmonious social environment but also essential for boosting an organization's economic performance.

To conclude, the PBV theory supports a holistic explanatory framework for GSCM. By implementing effective practices throughout the supply chain, organizations can enhance their performance across economic, environmental, and social dimensions, gaining a competitive advantage in a dynamically changing global market. The application of this theory offers a solid theoretical foundation for constructing sustainable supply chain management frameworks and provides solutions to challenges encountered in practice (Figure 1).

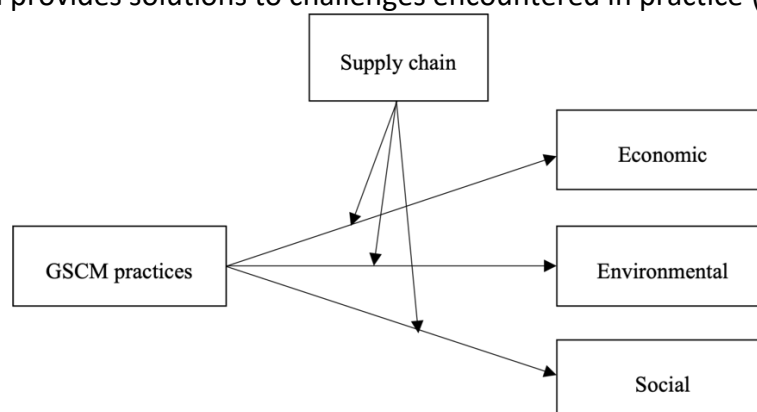


Figure 1: Conceptual framework

**Discussion**

PBV theory provides a robust explanatory framework for analyzing the structure of SCM. PBV posits that organizational practices are the primary drivers of competitive advantage and performance. These practices, deeply embedded in an organization's day-to-day operations, are enacted through repetitive and institutionalized patterns of behavior. In the context of sustainable SCM, PBV emphasizes that practices throughout the supply chain not only affect internal processes but also have a profound influence on the organization's economic performance, environmental performance and social performance.

Supply chain traceability is a critical practice area within PBV theory, as it significantly enhances the transparency and accountability of supply chains. Studies have shown that such transparency not only increases consumer trust, but also adeptly pinpoints and tackles environmental and societal concerns throughout the supply chain (Prajogo & Olhager, 2012), thereby directly improving the environmental performance and social performance of company. Additionally, through diminishing operational risks and improving operational efficiency, robust traceability practices positively influence the organization's economic performance (Cousins et al., 2019).

PBV theory underscores the integration of green practices into SCM (Umar et al., 2022). Many companies lack an understanding of upstream and downstream challenges, so they need to establish a better supply chain management system, comprehensive tracking, in order to better manage (Fritz & Ruel, 2024). These practices substantially boost a company's environmental performance, bolster its economic performance through decreased energy use and waste production (Obeidat et al., 2020). Particularly in resource-intensive industries, green supply chain practices enhance resource utilization efficiency, further strengthening the organization's cost-control capabilities and market competitiveness (Gawusu et al., 2022).

PBV theory highlights that company's social responsibility practices are crucial for improving an organization's social performance (Govindan, 2022). These practices, which include a focus on employee welfare, community engagement, and ethical sourcing, not only help build a positive reputation within the supply chain but also attract and retain talent (Waqas, 2024), while fostering stronger interactions with communities. In turn, enhancements in social performance indirectly aid in the improvement of economic outcomes (Rodríguez-Espíndola et al., 2022). Thus, the improvement in social performance not only helps establish a harmonious social environment but also generates long-term economic returns for the organization (Ahsan, 2024).

Future research could further explore the adaptability of PBV theory across industries and regions, especially the influence of cross-cultural management consistency on company's performance. Additionally, how technological innovation enhances the effectiveness of organizational practices, particularly the function of green technologies and digital transformation in advancing practice evolution, should be a focal point for future research. Researchers may also focus on the application of PBV theory in emerging markets and how it develops in a digital environment to better grasp its effects on an organization's sustainable performance.

Implications

This research extends PBV theory by applying it to GSCM, providing a deeper understanding of how organizational practices drive sustainable performance. By integrating PBV with the economic, environmental, and social dimensions of SCM, it presents a novel explanatory framework, demonstrating how day-to-day practices shape both internal operations and broader sustainability goals. Traceability within the supply chain also is incorporated as a key component, completing the framework and offering a more comprehensive view of how practices influence corporate sustainability.

Practically, the study equips managers with valuable insights for implementing essential GSCM practices. It emphasizes the significance of traceability, GSCM practices, and social responsibility in boosting performance. By highlighting the role of consistent management practices, particularly in global contexts requiring cross-cultural coordination, the research provides actionable strategies for creating transparent, efficient, and socially responsible supply chains. Traceability assists in managing environmental and social risks, while also improving operational efficiency and fostering consumer confidence.

Moreover, the study develops an analytical framework that combines PBV theory with green supply chain practices, which can be applied not only to SCM but also to other management disciplines. This framework serves as a theoretical tool for examining the link between organizational practices and multidimensional performance outcomes, offering managers a systematic approach to align their practices with sustainability objectives. In doing so, it provides a solid foundation for further research on the function of PBV in GSCM practices and other fields. Finally, the research identifies future directions, including exploring the effects of practices in different markets, the evolving role of traceability in digital transformation, and the application of PBV theory in emerging markets and uncertain environments for GSCM.

## **Conclusion**

This paper applies the PBV theory to GSCM practices research and explores key strategies for achieving supply chain sustainability. The findings demonstrate that GSCM practices substantially contribute to bolstering a company's economic, environmental, and social performance. Specifically, drawing from PBV theory, the study highlights the crucial role of supply chain traceability as a moderating factor that affects the influence of GSCM practices on sustainable performance.

This research provides clear operational guidance for companies in the implementation of GSCM. It enriches the theoretical framework of supply chain management, extends the application of PBV theory, and offers a practical approach for firms to align economic gains with ecological and societal responsibilities.

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