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# Exploring Sustainable Purchasing and Supply Chain Management through an Institutional Change Lens: A Systematic Literature Review

## 1. Introduction

The notion of sustainability within purchasing and supply chain management (PSCM) is not a recent development, as it has been evolving over the past few decades (Hoejmose & Adrien-Kirby, 2012; Johnsen et al., 2017; Miemczyk et al., 2012). Early discussions in PSCM focused primarily on environmental concerns, such as reducing carbon emissions, minimising waste, and improving energy efficiency within supply chains (Carter & Liane Easton, 2011; Seuring & Müller, 2008). Over time, the scope of sustainability expanded to include social and ethical dimensions, such as ensuring fair labour practices, promoting diversity and inclusion, and supporting local communities through procurement decisions (Yawar & Seuring, 2017; Zorzini et al., 2015). In parallel, the conceptual framing of sustainability within PSCM has also matured. Initial efforts were often driven by regulatory compliance and risk mitigation, where firms sought to adhere to environmental laws and avoid reputational damage (Pagell & Shevchenko, 2014; Pagell & Wu, 2009; Shevchenko et al., 2016). However, more recent approaches emphasise strategic value creation, where sustainability is integrated as a core component of organisational strategy (Pagell & Shevchenko, 2014; Ponte et al., 2023; Villena, 2019). This shift reflects a growing recognition of firm's operations and supply chains in playing a pivotal role in driving systemic changes and addressing wider societal challenges (Knight et al., 2022; Luzzini et al., 2024).

The notion of sustainable purchasing and supply chain management introduces a profound imperative for change, as traditional supply chain practices often fall short of sustainable standards (Miemczyk et al., 2012). As a crucial contemporary issue, sustainability intersects with institutional change through its implications for organisational norms, values, and procurement practices (Pagell & Shevchenko, 2014; Shevchenko et al., 2016). These norms and values, tie in with the concept of institutions found in institutional theory. Institutions are defined "relatively enduring systems of social beliefs and socially organised practices associated with varying functional arenas within societal systems" (Scott, 1987, p. 499) and institutional change explains how these institutions change over time (Greenwood et al., 2002). Thus, given the complexity of sustainability, recent calls have argued that sustainability within the PSCM requires institutional change (Luzzini et al., 2024; Pagell & Shevchenko, 2014).

Extant studies have increasingly utilised institutional theory to explain how traditional purchasing and supply chain management practices evolve in response to the overarching goal of sustainability (Touboulic & Walker, 2015). For instance, institutional pressures (e.g. coercive, normative, and mimetic) exerted by stakeholders and regulatory bodies can drive firms towards adopting sustainable procurement practices or altering existing unsustainable supply chain operations (Giunipero et al., 2012; Sancha et al., 2015; Walker et al., 2008). This can then lead to processes of deinstitutionalisation as unsustainable procurement and supply chain methods lose legitimacy over time. New practices and processes emerge, often driven by change agents in advocating for implementation of sustainability initiatives within supply chains (Villena, 2019; Wu & Pagell, 2011). Despite the growing the application of institutional theory, the tendency to adopt distinct labels or study isolated elements (i.e. drivers or performance outcomes) hinders the development of comprehensive and cumulative insights on change in sustainable purchasing and supply chain management. Specifically, a systematic, theoretical articulation of how these different elements can be combined to explain how



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traditional norms and values are changed to create sustainable PSCM, along with a clear identification of gaps and areas that need further exploration to move the debate forward, is still absent.

Thus, the aim of this paper is to critically and systematically review and assess the existing body of research that adopts institutional theory lens in sustainable PSCM and to provide an organising framework grounded in institutional change lens to advance the debate. In specific we ask: "*How has the notion of sustainable purchasing and supply chain management been explored from an institutional change perspective"*. We review 93 articles within the purchasing and supply chain management literature that explore different aspects of institutional theory within the context of sustainability. Through this our study contributes to the literature on understanding how PSCM can become sustainable by adopting institutional change lens to explain the change process. Current reviews on sustainable purchasing and supply chain management have often focused on providing definitions (e.g., Miemczyk et al., 2012) examining theories applied (e.g.,Touboulic & Walker, 2015) or specific dimensions of sustainability (e.g., Zorzini et al., 2015) or specific regions (e.g., and making inter-disciplinary connections (e.g., Johnsen et al., 2017; Quarshie et al., 2016). Our review contributes to the literature by employing an institutional change theory lens to provide a deeper understanding of the mechanisms and contexts through which sustainable practices created and embedded as institutions. In doing this, we are also able to offer insights into how sustainable within PSCM represents a process institutional change. Furthermore, in identifying potential areas of future research, we demonstrate how the institutional change perspective has promising insights to contribute to the systemic changes required in the field (Knight et al., 2022; Luzzini et al., 2024).

## 2. Theoretical Background

Institutional theory highlights the role of culture, norms and formal structures in shaping organisational behaviour and decision-making (Barley and Tolbert, 1997). Organisations and individuals are guided by shared, socially constructed norms, values, beliefs, and rules that are often taken-for-granted (Barley and Tolbert, 1997; Thornton and Ocasio, 2008). These socially constructed structures act as templates that guide actions and behaviours within organisations (known as institutional field, Thornton et al. 2012). An 'institutional field' is the overarching environment in which organisations operate, comprised of government regulations, industry associations and cultural norms. This dynamic backdrop influences the behaviours and strategies of organisations, providing the context for institutional change, or transformations of norms and practices over time (Barley and Tolbert, 1997).

Historically, institutional theorists focused on the stability and maintenance of institutions, but the emergence of debates on the formation of new institutions has emphasised the need to consider agency and change even in highly institutionalised systems. Institutional change, within the framework of institutional theory, refers to the transformation of institutions over time (Barley and Tolbert, 1997). Early institutional change theorists conceptualised this change in the context of isomorphism, where organisations strive for similarity by conforming to prevailing institutional norms and practices (Dimaggio and Powell, 1983). Change was argued to be driven by external forces classified as coercive, normative, and mimetic pressures. The concept of deinstitutionalisation, referring to the process by which the legitimacy of an established or institutionalised organisational practice erodes or discontinues, further advanced the notion of change in institutions (Oliver, 1992). This process can be prompted by political, social, or functional pressures that challenge the existing institutional order (Oliver, 1992).

As initial institutional change theorists focused on change as a result of mainly external forces and exogenous shocks, the notion of agency, or the active role of individuals and

organisations in sharping institutional change, has often been overlooked (Scott, 1987). Institutional change can be driven by institutional entrepreneurs or change agents who challenge existing institutions and introduce new ones (Barley and Tolbert, 1997; Oliver, 1992). Institutions are typically stable and resistant to change, so understanding how change can occur within highly institutionalised systems is essential (Dacin et al., 2002; Scott, 1987).To modify existing institutional structures, actors engage in various forms of institutional work, defined as the 'purposeful work action of organisations and individuals aimed at creating, maintaining and disrupting institutions' (Lawrence and Suddaby, 2006. p. 215). This highlights the active role of actors in driving institutional change, even within highly institutionalised contexts.

## 3. Methodology

The systematic review approach proposed by Tranfield et al., (2003) was utilised to thoroughly analyse the academic literature regarding institutional change in achieving sustainability. A systematic literature review strengthens rigor by promoting replicability, reliability, and reducing bias, while also making the process more transparent (Denyer & Tranfield, 2009; Tranfield et al., 2003). In adherence to Tranfield et al.'s (2003) guidance, this review adopted a structured approach to thoroughly synthesis the extant information as summarised in Fig 1.

- *Identification of Research:* A systematic literature search was conducted to identify relevant studies from peer-reviewed journals, focusing on three main topics: 'Procurement and Supply Chain,' 'Sustainability,' and 'Institutional Theory.' Keywords for each topic were selected based on prior reviews in related fields (such as, Johnsen et al., 2017; Miemczyk et al., 2012; Zorzini et al., 2015), and the search was limited to English-language articles to ensure consistency and accessibility. For the Procurement and Supply Chain theme, the keywords used were: "suppl*", "buy*", "procure*", "sourc*", "purchas*", and "seller." For the Sustainability theme, keywords included: "green," "environment*," "sustain*," "social*," "responsib*," "CSR," "ethic*," and "TBL." The Institutional Theory theme used the keyword "institution*." These keywords were searched within the title, abstract, and keyword fields in the SCOPUS database to ensure a comprehensive and high-quality review. The initial search across these fields yielded 31,439 results. To refine the scope and ensure the relevance of the studies, an approach similar to that of Quarshie et al., (2016), Johnsen et al., (2017) and Carter and Easton (2011) was applied, involving the limitation of the search to specific journals. This method ensures that the articles returned are both relevant to the review topic and of high quality. The search was limited to 18 leading journals in the field of Purchasing and Supply Management. These journals were selected based on prior literature reviews (e.g., Miemczyk et al., 2012; Seuring & Müller, 2008; Zorzini et al., 2015) and their Chartered Association of Business Schools (CABS) ranking[1] of 3, 4, or 4*, to ensure relevance and quality (Johnsen et al., 2017; Miandar et al., 2024). Following the application of these criteria, the number of articles was reduced to 449. The full list of journals included in the search, along with their CABS ranking, can be found in Appendix A.

- *Selection of Studies:* Titles and abstracts were screened for relevance to the study. To keep the focus on publications that addressed the core study issues, we used clear

[1] It should be noted that we also included International Journal of Physical Distribution and Logistics which has a CABS ranking of 2 due to its field relevance and alignment with purpose of the review.

inclusion and exclusion criteria. Studies that solely referenced sustainability or procurement without institutional theory were removed. Articles required to explicitly discuss institutional theory and sustainable purchasing or supply chain practices to be included in the final review. This process resulted in the removal of 356 articles, leaving us with a final sample of 93 articles from 14 journals that were included in the review.

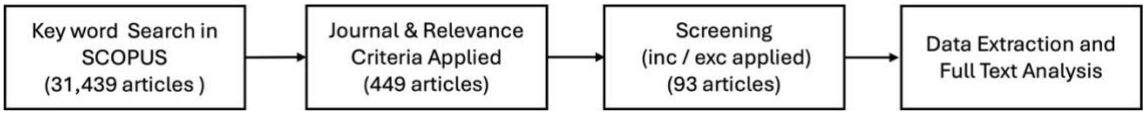



*Fig. 1. The systematic literature review process.*

- *Data Extraction and Analysis:* We extracted and analysed data from 93 articles following identification. We used a structured data-extraction form as advised by Denyer and Tranfield (2009) to ensure review consistency and rigour. The first author created the data-extraction form, which the co-authors examined to approve the final categories. Each study's author(s), publication year, journal, research method (e.g., empirical, theoretical, or review), sustainability dimensions (social, ethical, environmental), purchasing and supply chain management topic (e.g., supplier selection, supplier management, manufacturing practices, etc.), and main findings were extracted. For the classification and coding framework, we applied a structured framework that allowed us to categorise the studies based on *triggers*, *processes*, and *outcomes* which are all within the broader stages of institutional change (see table 2 for full list of articles). This approach is an adaptation of the six stages of institutional change proposed by Greenwood et al., (2002) and further developed by Micelotta et al., (2017) to guide our analysis of how institutional theory is applied within sustainable purchasing and supply chain management.
    - *Triggers*: focused on identifying the factors that initiated institutional change in sustainable procurement and supply chain practices.
    - *Processes*: examined institutional change unfolds, focusing on how organisations and/or actors respond to sustainability pressures, adapt procurement and supply chain strategies, and engage in change practices to embed sustainable practices.
    - *Outcomes*: examined the outcomes of the integration of sustainability principles into procurement and supply chain management practices

  During our analysis, we also observed the frequent mention of factors that moderated or influenced the institutional change process. As a result, we added a fourth classification: *Enablers*. This category accounted for various external and internal factors that influenced or facilitated the change process. Patterns of similarities and differences across the data were then assessed to reveal sub-themes within each of these classifications.

## 4. Descriptive Analysis

### *4.1 Journal Sources and Year Distribution of the Articles*

The analysis of journal contributions reveals a concentration of research within a small number of key sources (see Table 1). Approximately 75% of the studies were concentrated in seven key journals. *Business Strategy and the Environment* contributed the most, with 17 articles, followed by the *International Journal of Production Economics* with 13, together accounting for 32% of the total sample. Both the *International Journal of Physical Distribution and Logistics Management* and *Supply Chain Management* provided 10 articles (10.7%), while the

*International Journal of Operations and Production Management* and the *Journal of Purchasing and Supply Management* contributed 9 (9.6%) and 8 (8.5%) articles respectively. The *Journal of Business Ethics* added 5 papers (5%). Several other journals made smaller but notable contributions, each representing 4.3% or less of the sample. The distribution suggested the significance and pivotal role of these journals in shaping the discourse and advancing institutional change as a framework for understanding the complexities and nuances in sustainable purchasing and supply chain management. Furthermore, distribution indicates a growing trend of applying an institutional perspective to explain the adoption and implementation of sustainability within purchasing and supply management. Of the sample, 56 articles (60.2%) were published between 2020 and August 2024, with an additional 23 articles (25%) published between 2015 and 2019. Collectively, 85% of the articles were published within the last decade, highlighting an increasing emphasis on institutional change in the field. This growth builds on foundational work by Kauppi (2013) who introduced the economic and social dimensions of institutional change and isomorphism into operations and supply management. Earlier reviews (see Miemczyk et al., 2012; Seuring & Müller, 2008; Walker et al., 2012) has pointed out the lack of theoretical development in sustainable purchasing and supply management. As sustainability requires a new way of thinking in the field (Pagell & Shevchenko, 2014), institutional change has since offered a promising avenue to deepen understanding.

### *4.2 Research Methodologies Applied*

The sample primarily consisted of empirical studies (83 articles) which represents 89% of the total. This highlights a clear trend towards investigating sustainable purchasing and supply chain management through data-driven, real-world observations. Among these empirical studies, quantitative research methods were the most employed, with 41 studies utilising survey data (e.g., Baral et al., 2023; Singh & Joshi, 2024; Zhang et al., 2024) and secondary reports (e.g., Chen et al., 2024; Flynn & Li, 2023). These studies applied a range of data analysis techniques, with Regression Analysis and Structural Equation Modelling each accounting for 35% of the methods used. Additionally, 10% of studies utilised multivariate techniques, while the remaining 20% employed diverse approaches, including hierarchical linear modelling, path analysis, factor analysis (both confirmatory and exploratory), and conditional process modelling. Qualitative research was also well-represented with 39 studies using approaches such as case studies, interviews, field observations and archival documents. Majority of these studies (84%) used thematic analysis, inductive analysis, abductive analysis and grounded theory where first order codes and second order themes were identified. The remaining qualitative articles (16%) used other data analysis methods such as content analysis, narrative analysis and template analysis. The balance between qualitative and quantitative approaches indicates a comprehensive effort within the field to explore and quantify sustainable practices and their impacts. However, mixed methods were rarely used, with only 3 studies (e.g., Laosirihongthong et al., 2020; Osei et al., 2023; Rentizelas et al., 2020) combining qualitative and quantitative data, suggesting there may be further potential for integrating these approaches to capture the multifaceted nature of sustainability issues. In contrast, theoretical or conceptual studies formed a smaller proportion of the sample, with just 10 articles (10%). This indicates that, while empirical research dominates, there remains a need for further theoretical development to underpin and guide future research in this area.

### *4.3 Sustainability Dimensions*

We examined the sustainability dimension and issues that have been discussed in the literature as presented in Figure 2. This distribution highlights a significant lag in the exploration of

social dimension of sustainability, suggesting a need for further research to balance the focus across all sustainability dimensions. The majority of studies (42.5%) focus on environmental sustainability which highlights key areas such as circular economy, energy efficiency, and green initiatives within PSCM. Specific topics include green manufacturing, supplier environmental disclosure, green innovation, and green certifications like ISO 14001 (e.g., Andoh-Baidoo et al., 2024; Diebel et al., 2024; Wiredu et al., 2024). These studies emphasise examine various aspects of how purchasing function and supply chain implement practice, respond and perform in relation to environmental issues. Following this, 29.8% of the studies address social sustainability issues, examining themes such as fair trade (e.g., Hasle & Vang, 2021; Liu, 2023; Vanpoucke & Klassen, 2023), responsible purchasing, and the development of socially impactful supply chains (e.g., Huq & Stevenson, 2020; Pullman et al., 2018; Zhang et al., 2024). The remaining 28.7% of studies adopt a broader perspective on sustainability, addressing both social and environmental dimensions. These studies often investigate the different aspects of sustainability within PSCM such as drivers, integration of sustainability practices and it's performance, without being specific to either social or environmental sustainability. They explore more broader issues such as how purchasing functions and supply chain can contribute to addressing global challenges such as the United Nations' Sustainable Development Goals (e.g., Carmagnac et al., 2024).

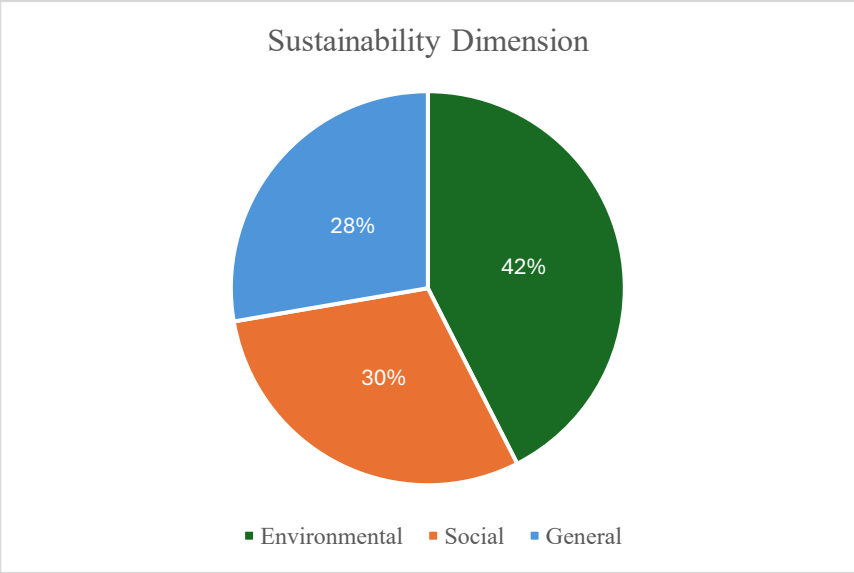



*Figure 2: Sustainability Dimensions*

*4.4 Institutional Change Theoretical Perspectives*

In examining the theoretical lens of institutional change applied in the reviewed studies, we found that the majority, 58 articles (62%), adopted the institutional pressure perspective. These studies primarily focused on how external pressures such as regulatory mandates, market competition, and stakeholder expectations drive organisations to adopt sustainable practices. Many of these studies also explored institutional pressures alongside other concepts, including institutional fields and contexts (e.g., Chen et al., 2024; Ferri et al., 2016; Ye et al., 2023), which highlight how broader industry norms shape organisational behaviour. Additionally, they examined factors like institutional distance, which considers differences in regulatory and cultural environments across regions (e.g., Busse et al., 2016; Sauer & Seuring, 2018), as well as institutional uncertainty and institutional voids, where the absence of clear rules or standards influences organisational responses to sustainability. The second most common institutional change component, accounting for 18% of the studies (17 articles), was the institutional logics

perspective. These studies investigated the underlying assumptions and values that shape how organisation reality it interpreted, particularly within PSCM (e.g., Carmagnac et al., 2024; Glover et al., 2014; McLoughlin & Meehan, 2021). The remaining 20% of studies drew on a variety of perspectives, including institutional logic conflict and complexity, which focus on tensions arising from conflicting institutional demands (e.g., León Bravo et al., 2022; Pullman et al., 2018; Schumm & Niehm, 2023). Others explored institutional entrepreneurship (e.g., Grimm et al., 2023; Vo et al., 2023), highlighting the role of actors in shaping or creating new norms in PSCM. Finally, a notable portion of these studies applied the lens of institutional work, focusing on the deliberate actions of individuals or groups to create, maintain, or disrupt PSCM in the pursuit of sustainability goals (e.g., Razmdoost & Alinaghian, 2023; Tsvetkova, 2021).

## 5. Findings

This section presents the findings of the study, which explore how institutional change unfolds within sustainable purchasing and supply chain management. The findings are structured around four key elements: the triggers that initiate change, the processes and mechanisms through which change is enacted, the outcomes that result from these efforts and the enablers influencing the change. Figure 1 summarises the relationships between these elements.

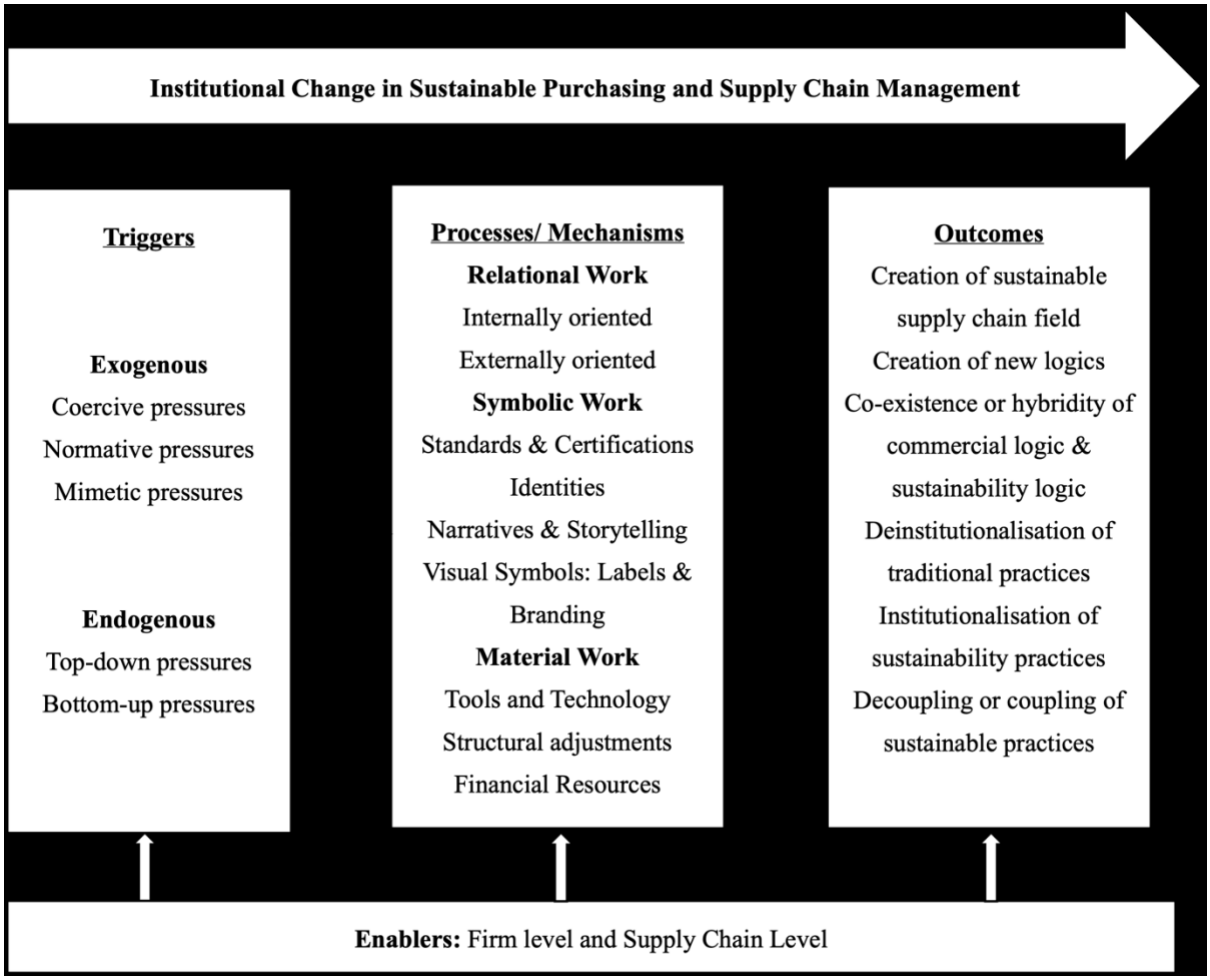



*Figure 1: Institutional Change in Sustainable Purchasing and Supply Chain Management Framework*

### *5.1. Triggers of Change*

The literature shows that institutional change in towards sustainable purchasing and supply chain management is initiated by triggers that can be broadly categorised as stemming from exogenous and endogenous sources. Our analysis identified various exogenous pressures that influence the adoption of sustainable practices in purchasing and supply chain management. These exogenous pressures originate outside the focal firm and compel supply chain functions to respond to evolving environmental, social, and regulatory demands. They can be categorised into three main types: *coercive*, *normative*, and *mimetic* pressures.

Coercive pressures arise from mandates, regulations, and directives imposed by powerful exogenous actors, such as governments, regulatory agencies, or influential firms within the supply chain (Tate et al., 2011; Zhu & Sarkis, 2007). Focal firms often adopt sustainable practices to comply with these requirements and avoid penalties, which also highlight inefficiencies in existing practices (Laosirihongthong et al., 2020; Silva & Nunes, 2022). For instance, customers in the apparel industry exert coercive pressures by demanding sustainable practices to align with societal and regulatory expectations (Abbate et al., 2023). Government-driven green procurement policies push firms towards environmental innovation, though these policies do not necessarily affect all dimensions of sustainability, such as technology (Liao et al., 2024; Sharma et al., 2024). However, a "ceiling effect" may limit focal firms to meeting only the basic requirements, potentially stifling continuous improvement (Rentizelas et al., 2020; Yang et al., 2020). Normative pressures stem from industry standards, certification processes, and shared values, encouraging focal firms to adopt practices that reflect collective sustainability expectations (Calzolari et al., 2024). Certifications related to biodiversity, for example, serve as normative pressures for focal firms to incorporate biodiversity-focused practices within their PSM functions (Atupola & Gunarathne, 2023). Third party organisations such as purchasing consortiums also facilitate the sharing of best practices, which promotes both normative alignment and mimetic behaviour as firms adopt proven sustainability methods seen among peers (Sancha et al., 2015). These pressures are particularly strong in sectors like apparel, where customer demands significantly influence green supply chain practices (Abbate et al., 2023; Seles et al., 2016). Stakeholder expectations within different levels of institutional fields further reinforce normative pressures, shaping focal firms' sustainability strategies (Agyabeng-Mensah et al., 2024; Grekova et al., 2014). Mimetic pressures occur when focal firms emulate the sustainability practices of successful competitors, especially in uncertain regulatory environments or industries with limited sustainability guidance (Sayed et al., 2017). Firms in developing economies may adopt practices that align with successful market leaders to enhance legitimacy and efficiency (Yawar & Kauppi, 2018). Mimetic pressures also support cross-functional sustainability innovations within firms, as they seek to align with frontrunners (Sharma et al., 2024; Xu et al., 2023)

*Table 1 : Distribution of Articles across the Journals and Year*

| Source Title; (CABS Ranking) | Number of Articles | 2005 – 2009 | 2010 – 2014 | 2015 – 2019 | 2020 – Aug 2024 |
|---|---|---|---|---|---|
| Business Strategy and the Environment; (3) | 17 | | | 1 | 16 |
| International Journal of Production Economics; (3) | 13 | | 4 | 7 | 3 |
| International Journal of Physical Distribution and Logistics Management; (2) | 10 | | | 4 | 5 |
| Supply Chain Management: An International Journal; (3) | 10 | | 4 | 3 | 4 |
| International Journal of Operations and Production Management; (4) | 9 | | | | 9 |
| Journal of Purchasing and Supply Management; (3) | 8 | | 2 | 2 | 4 |
| Journal of Business Ethics; (3) | 5 | 1 | | 1 | 3 |
| Journal of Operations Management; (4*) | 4 | | | 2 | 2 |
| International Journal of Production Research; (3) | 4 | 1 | 1 | | 2 |
| Journal of Supply Chain Management; (4) | 3 | | | 2 | 1 |
| Journal of Business Logistics; (3) | 3 | | 1 | 1 | 1 |
| IEEE Transactions on Engineering Management; (3) | 2 | | | | 2 |
| Production Planning and Control; (3) | 2 | | | | 2 |
| Annals of Operations Research; (3) | 2 | | | | 2 |
| **Total** | **93** | **2** | **12** | **23** | **56** |

*Table 2 : Distribution of Articles across the Journals and Year*

| Authors | Triggers | Processes | Outcomes | Enablers |
|---|---|---|---|---|
| (Ahmadi-Gh & Bello-Pintado, 2024) | | X | X | X |
| (Castaldi et al., 2023) | | X | X | X |
| (Fontana et al., 2023) | | X | | X |
| (Osei et al., 2023) | | X | | X |
| (Adams et al., 2022) | X | X | | |
| (Calzolari et al., 2024) | X | | X | |
| (Razmdoost & Alinaghian, 2024) | | X | X | |
| (Andoh-Baidoo et al., 2024) | X | X | | X |
| (Farooque et al., 2024) | X | X | | |
| (Vanpoucke & Klassen, 2023) | | X | | X |
| (Zhang et al., 2024) | X | | | X |
| (Diebel et al., 2024) | X | X | | X |
| (Abbate et al., 2023) | X | X | X | |
| (Sharma et al., 2024) | X | X | | |
| (Chen et al., 2024) | | X | | X |
| (Xu et al., 2023) | X | X | X | X |
| (Liao et al., 2024) | X | | X | X |
| (Baral et al., 2023) | X | X | X | |
| (Atupola & Gunarathne, 2023) | X | X | | |
| (Liu, 2023) | | X | | X |
| (Singh & Joshi, 2024) | | X | | X |
| (Vo et al., 2023) | | X | X | |
| (Do et al., 2024) | | X | | |
| (Pereira et al., 2023) | X | X | X | |
| (Wiredu et al., 2024) | X | X | | |
| (Carmagnac et al., 2024) | | X | X | |
| (Flynn & Li, 2023) | X | | X | |
| (Sawang et al., 2024) | X | | | |
| (León Bravo et al., 2022) | | X | X | |
| (Huq & Stevenson, 2020) | X | X | | X |
| (Fung et al., 2020) | X | | | |
| (Hasle & Vang, 2021) | | X | | X |
| (Shibin et al., 2020) | X | X | | |
| (Laosirihongthong et al., 2020) | X | X | | |
| (Tsvetkova, 2021) | X | X | | |
| (Nath & Eweje, 2021) | X | X | X | X |
| (Flynn, 2020) | | | | X |
| (McLoughlin & Meehan, 2021) | | X | X | |
| (Silva & Nunes, 2022). | X | X | | |
| (Nath et al., 2021) | X | X | | |
| (Mena & Schoenherr, 2023) | | X | | |
| (Li et al., 2020) | X | X | | |

| | | | | |
|---|---|---|---|---|
| (Omar et al., 2022) | | | | X |
| (Schumm & Niehm, 2023) | | X | | X |
| (Silvestre et al., 2020) | | X | X | |
| (Ye et al., 2023) | | X | | X |
| (Rentizelas et al., 2020) | X | | | X |
| (Hofman et al., 2020) | X | X | | X |
| (Longoni et al., 2019) | | X | | |
| (Joardar & Sarkis, 2021) | | | | X |
| (Nath et al., 2020) | | X | X | |
| (Geng et al., 2020) | X | X | | X |
| (Yang et al., 2020) | | | | X |
| (Grimm et al., 2023) | | X | | |
| (Kelling et al., 2021) | | X | X | X |
| (Pullman et al., 2018) | | | X | |
| (Mani & Gunasekaran, 2018) | X | | | |
| (Busse et al., 2016) | | X | X | X |
| (Huang et al., 2017) | X | X | | |
| (Silvestre, 2015) | | X | X | |
| (Kauppi & Hannibal, 2017) | X | X | | X |
| (Sayed et al., 2017) | X | | X | |
| (Sauer & Seuring, 2018) | X | | | X |
| (Dubey et al., 2015) | X | X | | X |
| (Sancha et al., 2015) | X | X | | X |
| (Ferri et al., 2016) | | | | X |
| (Yawar & Kauppi, 2018) | X | X | | |
| (Koster et al., 2019) | X | | X | |
| (Agarwal et al., 2018) | X | | | |
| (Hoejmose et al., 2014) | X | X | | X |
| (Nicholls & Huybrechts, 2016) | | X | | |
| (Seles et al., 2016) | X | | | X |
| (Khor et al., 2016) | | X | | X |
| (Fayezi et al., 2018) | | X | | X |
| (Jajja et al., 2019) | X | | | X |
| (Wilhelm et al., 2016) | X | X | | |
| (Z. Wu & Jia, 2018) | | X | | X |
| (G. C. Wu et al., 2012) | X | X | | X |
| (Varsei et al., 2014) | X | | | |
| (Glover et al., 2014) | X | | | |
| (Moxham & Kauppi, 2014) | X | | X | |
| (Zhu & Sarkis, 2007) | X | | | X |
| (Shi et al., 2012) | X | X | | |
| (Blome et al., 2014) | X | X | | |
| (Simpson, 2012) | X | | X | X |

| | | | | |
|---|---|---|---|---|
| (Zhu et al., 2013) | X | X | X | |
| (Tate et al., 2011) | X | | | |
| (Grekova et al., 2014) | X | X | | |
| (Egels-Zandén & Wahlqvist, 2007) | X | X | | |
| (Adebanjo et al., 2013) | X | | X | |
| (Do et al., 2022) | X | | | |
| (Tate et al., 2014) | | | | X |
| (Agyabeng-Mensah et al., 2024) | X | X | | X |

However, mimetic responses may vary in depth, leading to either symbolic or substantive adoption of standards like SA8000, depending on whether customer demands are perceived as reputational or operational (Koster et al., 2019). Collectively, these exogenous pressures interact across different levels of the supply chain. First- and second-tier suppliers experience stronger coercive and normative pressures, while third-tier suppliers feel these forces primarily when directly linked to focal firms (Mena & Schoenherr, 2023; Nath et al., 2021).

We also identified some endogenous (internally driven) pressures that trigger organisation purchasing functions and supply chains to embed sustainability although these were less explored which we grouped into two categories: *top-down* and *bottom-up* pressure. Our review shows that organisations can are increasingly becoming environmentally aware (Sayed et al., 2017; Yawar & Kauppi, 2018) as such take on a double agency role within their supply chain by proactively embedding sustainability within their firms (Rentizelas et al., 2020) and diffusing it across their supply chains (Wilhelm et al., 2016). Owners and top management can play a key role in driving internal pressures by setting targets and goals (Khor et al., 2016) that pushes different functions of the business to consider sustainability, of which the purchasing function has become a key area to achieve this (Varsei et al., 2014). These owners and top management leadership serve as powerful actors that can exhibit top-down change (Agarwal et al., 2018; Vo et al., 2023). Furthermore, we also identified employee driven initiatives as a form of endogenous pressure, wherein low-status actors act as institutional entrepreneurs to advocate for change from the bottom-up (Silva & Nunes, 2022). For instance, employees engaged in who are engaged in the daily negotiations, discussions and meetings with suppliers can use their positions to act as boundary spanners who facilitate the adoption of sustainability within the supply chain (Geng et al., 2020). These small actions by low-status actors individuals within the firm can lead to conflict in understanding of traditional practices that do not promote sustainability thereby poising pressure to engage in institutional change to reconcile the misalignment (Tsvetkova, 2021).

### *5.2 Processes and Mechanisms of Change*

In classifying the processes and mechanisms, we drew on institutional work perspective, which studies the practical actions taken to change institutions (Lawrence & Suddaby, 2006). Building on Hampel and colleagues (2017) we apply a "means-based" approach, identifying three primary strategies through which institutional change occurs: *symbolic*, *relational* and *material* work. This categorisation is adopted because it provides a comprehensive framework for analysing the multifaceted nature of institutional change and it enables a harmonised cross-level analysis, allowing us to examine how institutional change unfolds across various levels of PSCM.

#### *5.2.1 Relational Work*

We found several studies that mentioned that implementing sustainable practices within PSM is not a sole task and requires extension collaboration with various stakeholder groups (McLoughlin & Meehan, 2021; Tsvetkova, 2021). Our analysis reveals two form of relational work practices that exist in the literature: internally oriented and externally oriented.

Internally oriented refers to actions and strategies aimed at influencing institutions through collaboration and coordination within the focal firm itself (Li et al., 2020; Osei et al., 2023). This form of relational work focuses on fostering a unified approach to sustainability within the firm, encouraging internal innovation, sharing best practices, and cultivating sustainability champions who can advocate for and embed sustainable practices throughout the organisation. Through these coordinated efforts, the firm strengthens its internal capacity for sustainability, creating a foundation that supports broader institutional change and reinforces sustainable values as core to its identity. For example, internally oriented relational work often involves the exchange of innovative ideas, information, and skills in team meetings, encouraging employees to think creatively about sustainability challenges and solutions. This collaborative environment fosters new approaches and drives the development of sustainable competencies within the firm (Osei et al., 2023). Additionally, practices such as cross-functional coopetition, where departments work together while challenging each other to reach higher standards, help break down organisational silos, enabling departments such as procurement, operations, and sustainability to share insights and push each other towards more effective sustainable practices (Grimm et al., 2023; Xu et al., 2023). Another essential aspect of internally oriented relational work is the cultivation of sustainability champions within the organisation, employees who advocate for and lead sustainable practices, influencing their peers and fostering a culture of sustainability. These champions play a crucial role in positioning the firm as an agent of institutional change, helping embed sustainability as a core value in the firm (Razmdoost & Alinaghian, 2024).

On the other hand, we refer to externally oriented relational work as the actions and strategies aimed at influencing institutions through collaboration and coordination with the focal firms' external stakeholders such as suppliers, customers, professional bodies and non-governmental organisations (Grimm et al., 2023; Li et al., 2020). There are several institutional entrepreneurs within the supply chain who can enact in work to change supply chain practices and can use their relational power with other actors to drive this change (Grimm et al., 2023) in both upstream and downstream (Mena & Schoenherr, 2023). These entrepreneurs facilitate knowledge exchange by engaging in inter-firm dialogue, which fosters a collaborative environment that supports the diffusion of sustainable practices across the supply chain (Grimm et al., 2023). The influence of externally oriented relational work is strengthened by the interplay of multiple institutional actors, such as suppliers, buyers, and third-party organisations, which creates a network effect that accelerates sustainable change within the supply chain (Kelling et al., 2021). For instance, first-tier suppliers often adopt a "double

agency" role, acting not only as intermediaries who adhere to the sustainability standards set by lead firms but also as agents who actively diffuse these standards to their own suppliers (Wilhelm et al., 2016).

One of the most common externally oriented relational work practice we identified in the literature is the use of supplier development programs (Blome et al., 2014). These programs serve as structured initiatives that focal firms use to enhance the capabilities of their suppliers, aligning them with sustainability goals and standards (Xu et al., 2023). Through regular engagement, firms create a supportive environment where suppliers are encouraged to adopt and implement sustainable practices, reinforcing the firm's commitment to sustainability throughout the supply chain. Supplier development also allows for mutual learning, as suppliers share insights back to the focal firm, contributing to a two-way exchange that strengthens relational ties and fosters a culture of innovation (Ahmadi-Gh & Bello-Pintado, 2024; Yawar & Kauppi, 2018). In doing this, firms are able to co-create new institutions that promote sustainable behaviour in buyer-seller relationships (León Bravo et al., 2022; Razmdoost & Alinaghian, 2024). Findings from our review suggest that firms that engage in a collaborative and co-creation approach with suppliers aimed at embedding sustainability and influencing traditional institutions, lead to better sustainability outcomes and performance (Ahmadi-Gh & Bello-Pintado, 2024; Hoejmose et al., 2014; Seles et al., 2016). Often this requires firms to still work with questionable suppliers or simply suspend working with them to offer support to help change their practices and offer support (Vanpoucke & Klassen, 2023).

Another form of relational work observed in the literature is through conventional supplier relationships, where firms influence sustainable practices by integrating sustainability into their purchasing function (e.g., supplier selection, supplier evaluation and supplier monitoring). Focal firms create a model that suppliers can follow as this becomes crucial to maintain a supply relationship, serving as a foundation for encouraging responsible practices across the supply chain (Sauer & Seuring, 2018). For instance, in their study of isomorphism in buyer-seller relationships within a multi-country and multi-industry project, Ahmadi-Gh and Bello-Pintado (2024) found that focal firms that act as international buyers often exert a "compliance" logic on their suppliers, pushing them to adhere to global sustainability standards that may surpass the requirements of local legislation. This influence can further act as advocacy for change, potentially encouraging the adoption of stricter legal sustainability requirements within the suppliers' countries (Castaldi et al., 2023).

Our review shows that suppliers enact a range of responses to the sustainability requirements introduced within buyer-seller relationships (Nath et al., 2020; Nath & Eweje, 2021; Omar et al., 2022; Sayed et al., 2017). For instance, in their study of institutional tensions in multi-tier suppliers in Bangladeshi apparel industry, Nath et al. (2020) found that suppliers may use a 'consensual strategy' to compromise sustainability requirements and a 'concealment strategy' to hide inefficiencies and violation in their sustainability practices. Similarly, in their study of supplier responses to voluntary public environmental disclosure, Diebel and colleagues (2024) found that suppliers often respond to buyer-imposed sustainability requirements by selectively mimicking disclosure practices, guided by different logics such as market, corporate, and sustainability logics. This range of responses reflects the influence of relational work and the role of power in buyer-supplier relationships (Nicholls & Huybrechts, 2016). Firms with greater resources often wield more influence over suppliers, using this power to shape compliance and sustainability practices (Fayezi et al., 2018; McLoughlin & Meehan, 2021; Vanpoucke & Klassen, 2023). However, power imbalances across multiple stakeholders can also create tension within the supply chain, as differing levels of influence and resources complicate the adoption of uniform sustainability standards (Fayezi et al., 2018).

Moreover, when sustainability is not deeply embedded in the organisational culture of focal firms and their supply chain partners, it can lead to weak adoption of sustainable practices

(Rentizelas et al., 2020). This lack of commitment can result in the emergence of corrupt practices, such as bribery and fraud (Rentizelas et al., 2020; Silvestre et al., 2020). Additionally, weak adoption may cause a decoupling of sustainability practices, where firms outwardly commit to sustainability standards without fully integrating them into their operational routines (Kelling et al., 2021). These consequences highlight the importance of fostering a strong, sustainability-focused organisational culture within firms and engaging in relational work that supports genuine sustainability integration, as opposed to merely symbolic adoption (Silvestre et al., 2020). To overcome the limitations of a compliance-based approach rooted in economic logic, focal firms may need to move towards a hybrid logic by incorporating social-welfare logic that prioritises societal, environmental, and human rights concerns (Longoni et al., 2019; Pullman et al., 2018; Schumm & Niehm, 2023; Vanpoucke & Klassen, 2023). Social-welfare logic, often observed in social enterprises, encourages firms to go beyond profit maximisation, adopting practices that seek to balance the complexities and tensions inherent in sustainable supply chain management (Pullman et al., 2018). For instance, Schumm and Niehm (2023) found that firms with a social-welfare logic prioritise their mission and relational fit with suppliers, focusing on alignment with core values before evaluating functional capabilities. This approach reduces power-driven tensions and also fosters a more collaborative environment that supports meaningful sustainability integration in supply relationships.

When firms and suppliers hold differing logics, such as a commercial logic versus a social-welfare logic, relational management becomes essential to manage the tensions arising from these differences (Pullman et al., 2018; Razmdoost & Alinaghian, 2024). Longoni and colleagues (2019) observed that in such dyadic relationships, firms may engage in strategies like accommodation, acceptance, and complementarity to navigate the complex relational landscape, tailoring their approach based on the level of tension involved. This shift to hybrid logic also encourages sensitivity to local contexts, including cultural traditions and practices (Fontana et al., 2023; Jajja et al., 2019), which can aid in conflict resolution and strengthen interpersonal ties within the supply chain (León Bravo et al., 2022; Tsvetkova, 2021)

### *5.2.2 Symbolic Work*

Symbolic work refers to the application and use of symbols to aid in demonstrating and achieving change (Hampel et al., 2017). Through our review, we found that symbolic objects in PSCM, such as certifications, standards, communication and eco-labels, serve as boundary-spanning tools that bridge traditional practices with sustainable approaches by fostering new understandings and norms across organisations and their stakeholders (Do et al., 2024; Nicholls & Huybrechts, 2016; Razmdoost & Alinaghian, 2024). These elements provide a shared language that helps align diverse stakeholders around a common goal of sustainability, making sustainable practices appear both attainable and desirable (Do et al., 2024; Liu, 2023). In addition, certifications play a crucial role in the process of institutionalising sustainable practices within an institutional field (Abbate et al., 2023; Ahmadi-Gh & Bello-Pintado, 2024; Atupola & Gunarathne, 2023; Kauppi & Hannibal, 2017). As certifications become widely adopted by multiple actors within the supply chain, they contribute to the gradual alignment of firm behaviours and practices. Firms engage in a process of mimetic adaptation, seeking certifications to maintain their legitimacy (Atupola & Gunarathne, 2023). Additionally, the emergence of third-party standard-setting bodies and sustainability assessment associations such as EcoVadis, Carbon Disclosure Project (CDP) and Global Reporting Initiative (GRI) promoting a shared understanding of sustainability benchmarks (Kauppi & Hannibal, 2017; Pereira et al., 2023). For instance, in their study of non-mandatory social sustainability assessment initiatives across supply chains in Europe and America, Kauppi and Hannibal (2017) found that downstream suppliers actively used social sustainability assessments to

engage with and influence upstream suppliers, creating a cascading effect where certification became a vehicle for disseminating sustainability practices.

Another of symbolic work observed in the literature is the use of identities to demonstrate and shape institutional change. This aspect of symbolic work was rarely discussed, with only a few studies explicitly examining how identities can serve as a tool for enacting and sustaining change within organisations. For instance, in their study of social sustainability in the maritime sector, Vo and colleagues (2023) found that women managers were able to navigate and sustain their influence within a male-dominated supply chain management environment by acting as institutional entrepreneurs. These women created and leveraged new identities that allowed them to balance their work and personal commitments, ultimately enabling them to challenge traditional norms and establish alternative ways of leading in this sector. Through this identity work, they were able to introduce new logics and set precedents for how social sustainability could be achieved in the industry.

Another form of symbol that we found in the literature are the visual symbols, particularly in the manufacturing industries (e.g., logos and labels on products such as clothing in apparel industry (Abbate et al., 2023)). Manufacturing firms use these visual symbols as a way to demonstrate accessible and transparent representations of sustainability commitment, thereby making their products favourable to upstream supply chain actors. Additionally, by integrating these symbols into products, manufacturing firms help set industry standards, fostering normative expectations that encourage broader adoption of sustainable practices across the sector (Abbate et al., 2023; Fontana et al., 2023). In this way, visual symbols in manufacturing act as both communicative tools and industry benchmarks, helping to normalise sustainability as an integral part of production and branding. However, the adoption of these symbols can sometimes be superficial when not driven by genuine, intrinsic motivation (Agarwal et al., 2018). In such cases, firms may engage in symbolic adoption, using these markers for reputational gains without embedding sustainability deeply into their operations (Koster et al., 2019). Additionally, firms may differ in how they integrate these symbols into their strategies, especially when balancing sustainability and commercial objectives. This dual logic, where firms operate under both sustainability and commercial imperatives, can lead to variations in adoption at strategic and operational levels, impacting the depth and authenticity of their commitment to sustainable practices (Carmagnac et al., 2024; León Bravo et al., 2022; Nath & Eweje, 2021).

The adoption of these symbols helps focal firms, suppliers and other actors within the supply chain in developing sustainable competencies (Pereira et al., 2023). Internal improvement activities such as training staff, making operational and strategic changes and maintaining top leadership support are essential components of building these competencies (Li et al., 2020). As firms strengthen these competencies, they simultaneously develop new narratives and discourses around sustainability which serve as symbols to shape how stakeholders perceive the firm's identity and its dedication to sustainable practices. These narratives become part of a broader storytelling effort, where firms and PSM actors actively frame their sustainability journey, the values underpinning their practices, and the achievements they are striving to reach (Abbate et al., 2023; Atupola & Gunarathne, 2023; Do et al., 2024; Razmdoost & Alinaghian, 2024).

### *5.2.3 Material Work*

Material work, as defined by Hampel and colleagues (2017) involves the use of tangible resources, structures, and tools that directly shape or influences institutions. Our review found that material work is a vital approach for embedding sustainability within supply chains, with companies increasingly leveraging technologies, structures, and financial resources to drive sustainable practices. However, we observed that, compared to symbolic and relational work,

material work has been less explored in the literature, despite its significance in operationalising sustainability across the purchasing function and supply chains.

The studies that do address material work highlight multiple ways in which firms use these tangible resources to promote sustainability across supply chain networks. For instance, many firms are adopting advanced technologies like Industry 4.0, which enhances transparency and real-time tracking across the supply chain, allowing them to monitor sustainability practices effectively (Sharma et al., 2024). In response to growing demand for eco-friendly products, firms are also investing in sustainable product design, using principles such as eco-design, recycling, and waste reduction to ensure their products meet consumer expectations for environmental responsibility (Khor et al., 2016; Li et al., 2020; G. C. Wu et al., 2012; Zhu & Sarkis, 2007).

Additionally, structural adjustments within companies demonstrate a clear commitment to sustainability (Atupola & Gunarathne, 2023). We found that firms undergo through restructuring by creating dedicated sustainability purchasing and supply chain departments or (Atupola & Gunarathne, 2023; Silva & Nunes, 2022). These specialised units serve as platforms for establishing new sustainable norms and values within the firm, embedding these principles into the organisational culture. Furthermore, these newly established departments act as boundary spanners, facilitating connections between different departments within the firm and with external stakeholders. This positioning allows them to bridge gaps across internal divisions and to align supply chain practices with broader sustainability goals, reinforcing the firm's influence both within the organisation and throughout the supply chain network. Moreover, financial resources are increasingly being allocated to specific sustainability initiatives. Firms are investing in biodiversity conservation efforts and dedicating resources to establish conservation sites, reflecting a strong commitment to environmental stewardship that extends beyond immediate financial returns (Atupola & Gunarathne, 2023). These investments allow companies to position themselves as responsible environmental stewards, setting a standard within the industry and providing tangible proof of their commitment to sustainability. Innovations, experiments, and product development also serve as forms of material work that allow companies to pioneer sustainable practices within the industry. Trialling new sustainable products and methods allows firms to showcase their commitment to sustainability while setting practical examples that others can follow. (Do et al., 2024; Razmdoost & Alinaghian, 2023).

We also found evidence of firms and actors creating contracts and formal agreements to establish enforceable guidelines that sustain sustainability practices across supply chain partnerships (Egels-Zandén & Wahlqvist, 2007). For instance, Nicholls and Huybrechts (2016) found that buyer-seller relationships that are subject to power imbalances (e.g., Fair-Trade Organisations and Corporate Retailers), can draw up formal contracts which assist in providing a formalised mutual ground thereby maintaining their relationship and ability to enact social impact through the supply chain. These agreements and certifications formalise relationship standards while also creating stable frameworks that support sustainable practices in ways that are difficult to alter (Egels-Zandén & Wahlqvist, 2007; Fontana et al., 2023).

### *5.3 Enablers*

Through examining the literature, we identified several key factors that influence the institutional change process towards sustainability in sustainable purchasing and supply chain management. These were particularly discussed in studies that applied institutional change lens

to explain causation (see Geng et al., 2020; Sawang et al., 2024; Yang et al., 2020; Zhang et al., 2024)[2]. We grouped these into two categories: firm-level and institutional-level

At the firm level, we found factors that lie largely within the control of the firm. For instance, studies have discussed that internal capabilities and leadership within buying firms play a foundational role in moderating the how sustainable practices are embedded into the PSCM (Ahmadi-Gh & Bello-Pintado, 2024; Fung et al., 2020; Rentizelas et al., 2020). Strong leadership capabilities, particularly within top management, strengthen the link between the creation of new institutions that support sustainability and institutionalisation these institutions across all levels of purchasing and supply chain management by exerting consistent pressures and providing clear guidance (Ahmadi-Gh & Bello-Pintado, 2024; Dubey et al., 2015). Studies have shown that some firms may use incentives, such as executive compensation tied to sustainability performance to increase leadership commitment to sustainability efforts within PSCM (Liao et al., 2024). While studies have shown that leadership sets the strategic, other studies have highlighted the importance of a supportive organisational culture that influences the diffusion of sustainable practices (Jajja et al., 2019). A culture that prioritises development, innovation, and collaboration further support the implementation of sustainable practices (Osei et al., 2023). In addition, we found studies that discuss other structural attributes of focal firms that may influence the institutional change process such as firm size, availability of resources, and technological capacity (Grekova et al., 2014; Li et al., 2020). These attributes provide a foundation that shapes the firm's ability to adopt, scale, and sustain sustainable practices across purchasing and supply chain management. Larger firms with substantial resources are often better positioned to invest in green technologies, implement training programs, and create dedicated sustainability roles, all of which facilitate the institutionalisation of sustainability (Wilhelm et al., 2016). Conversely, firms with limited resources may encounter challenges in embedding these practices as deeply, highlighting how structural attributes moderate the pace and extent of institutional change (Shi et al., 2012).

The second category, supply chain level enablers, encompasses factors that extend beyond the firm's immediate control and relate to the broader institutional environment in which it operates. The literature often describes the supply chain as an institutional field, a relational space where shared meanings, norms, and influences emerge across interconnected actors (Sauer & Seuring, 2018). Within this field, factors such as institutional context (represented by regulation, country culture, customer pressure) and supply chain dynamics shape how sustainability practices are both adopted and institutionalised across networks of firms. For instance, our review noted that institutional contexts such as regulations in focal firm and supplier countries play a role. In countries where civil society institutions and a well-defined regulatory environment are present, suppliers are generally better equipped to meet sustainability demands (Castaldi et al., 2023). Conversely, in regions with systemic barriers such as corruption, limited infrastructure, or a high degree of informal economic activity, sustainability performance can be hindered, making it difficult for firms to establish or monitor sustainability standards effectively (Silvestre et al., 2020). Additionally, institutional distance, demonstrated through the difference in regulatory and cultural norms between buyers and suppliers, can create a mismatch in sustainability priorities thereby further limiting the institutionalisation of sustainability (Omar et al., 2022; Ye et al., 2023). In China, for example, the concept of *guanxi*, which refers to a network of personal relationships based on trust and reciprocity, moderates the adoption of green practices by balancing regulatory compliance with community and relational pressures (Geng et al., 2020). Furthermore, we found that studies discuss factors related to firms' performance and position in the supply chain. For instance,

[2] These examples are merely exemplarily rather than exhaustive of the full sample

Seles and colleagues (2016) found that firms and suppliers further along the tiered structure of the supply chain often face fewer direct pressures from end consumers, leading to lower levels of engagement in institutional change towards sustainable practices compared to upstream suppliers closer to the end market. Conversely, focal firms at the upstream end of the chain, where the visibility of sustainable practices is more scrutinised, are often more proactive in adopting sustainable practices within their firms and pushing for supplier alignment on sustainability (Mena & Schoenherr, 2023; Nath et al., 2021).

## 6. Agenda for Future Research and Conclusion

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## APPENDICES

*Appendix A: Full source titles and number of articles returned in Scopus search*

| **Source Title; (CABS Ranking)** | **Number of articles** |
|---|---|
| Journal of Business Ethics; (3) | 70 |
| Business Strategy and The Environment; (3) | 57 |
| Supply Chain Management: An International Journal; (3) | 54 |
| International Journal of Production Economics; (3) | 51 |
| Journal Of Operations Management; (4*) | 30 |
| IEEE Transactions on Engineering Management; (3) | 29 |
| International Journal of Operations and Production Management; (4) | 26 |
| International Journal of Production Research; (3) | 25 |
| International Journal of Physical Distribution and Logistics Management (2) | 20 |
| Production Planning and Control; (3) | 18 |
| Journal of Purchasing and Supply Management; (3) | 16 |
| Annals of Operations Research; (3) | 10 |
| Production and Operations Management (4) | 8 |
| Management Science; (4*) | 8 |
| Journal of Supply Chain Management; (4) | 8 |
| Journal of Business Logistics; (3) | 8 |
| European Journal of Operational Research; (4) | 8 |
| Manufacturing And Service Operations Management; (3) | 3 |
| **Total** | **449** |



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# Exploring sustainable purchasing and supply chain management through an institutional change lens: a systematic literature review

**Chikwana, Josephine; Alinaghian, Leila; Razmdoost, Kamran**

**2025-04-02**
International Purchasing and Supply Education and Research Association (IPSERA)
https://ipsera.com/ipsera2025
Chikwana J, Alinaghian L, Razmdoost K. (2025) Exploring sustainable purchasing and supply chain management through an institutional change lens: a systematic literature review. In: International Purchasing & Supply Education & Research Association (IPSERA) 2025, 30 Mar - 2 Apr 2025, Rotterdam, Netherlands

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