

**Critical Factors for the Adoption of Social Sustainability Practices in
Vietnamese Handicraft Organisations: A Preliminary Study**

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ABSTRACT: *The adoption of social sustainability practices (SSP) in Vietnamese handicraft organisations is becoming increasingly important due to the pressure of sustainable development. The actual adoption of SSP, however, is discouraging. Drawing on the theory of diffusion of innovations and the institutional theory, this paper develops a conceptual framework for investigating the critical factors for the adoption of SSP in Vietnamese handicraft organisations from the integrated supply chain perspective. Such a framework is then tested and validated based on the data collected from a preliminary study of 185 Vietnamese handicraft organisations using a telephone survey. This study contributes to better understanding of the adoption of SSP in handicraft organisations.*

Keywords: Social sustainability practices; Sustainable development; Handicraft organisations; Critical factors; Technology adoption

INTRODUCTION

Social sustainability practices (SSP) are about the actions and procedures that an organisation adopts for improving its sustainability responsibilities in a specific situation (Tran, Deng, & Ong, 2018). They are related to labour conditions, human rights, working environments, community development, diversity, ethical behaviour, product responsibilities, and supply chain responsibilities that an organisation faces in their pursuit of competitive advantages in the marketplace (Mani and Gunasekaran, 2018; Shafiq, Johnson, & Awaysheh, 2019). SSP have been widely adopted in organisations due to numerous benefits that the adoption can bring including improved financial performance, increased competitive advantages, strengthened organisational reputation, and enhanced customer and employee satisfaction (Deng, 2015; Deng, Duan, Jie, & Fu, 2019).

The significant role that Vietnamese handicraft organisations play in the national economy has urged the adoption of SSP (Tran et al., 2018). This is because the sustainable development of such organisations leads to the creation of millions of jobs and contributes more than \$2.1 billion annually to the national gross domestic product (Murray & Ton, 2018; Vietnamnews, 2017). Furthermore, the sustainable development of these organisations critically preserves the cultural identity and enhances the tourism industry (Unido, 2013b). As a result, tremendous efforts and specific initiatives have been taken for improving the adoption of SSP in Vietnamese handicraft organisations (Viri, 2015). This leads

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to the use of an integrated approach to the adoption of SSP for improving the sustainable development of the handicraft industry (Unido, 2013b).

The adoption of SSP in Vietnamese handicraft organisations is unsatisfactory. The use of child labour, for example, is still reported (Murray & Ton, 2018). The poor working conditions are well documented (Mutrap, 2014; Viri, 2015). Furthermore, limited awareness of the requirements and expectations of stakeholders on the adoption of SSP is present (Unido, 2013a, 2013b). This shows the urgent need for better understanding the adoption of SSP in Vietnamese handicraft organisations.

Much research has been done for understanding the adoption of SSP in organisations with a specific focus on the identification of the critical factors from the perspective of integrated supply chains (Mani & Gunasekaran, 2018; Nakamba, Chan, & Sharmina, 2017). Hwang, Huang, and Wu (2016), for example, show that stakeholder pressures and organisational readiness are critical for the adoption of SSP. Huq and Stevenson (2018) find out that organisational attitude and stakeholder pressures are fundamental for SSP adoption. Mani and Gunasekaran (2018) reveal that customer pressures, government pressures, external stakeholder pressures, and sustainability culture directly affect SSP adoption. These studies have demonstrated their merits in understanding the adoption of SSP in organisations from different viewpoints. There is, however, lack of empirical studies on SSP adoption in a holistic manner. Furthermore, little research for the adoption of SSP in Vietnamese handicraft organisations is available from the integrated supply chain perspective.

This paper investigates the critical factors for the adoption of SSP in Vietnamese handicraft organisations from the integrated supply chain perspective. A comprehensive review of the related literature has been conducted, leading to the development of a conceptual framework for exploring the adoption of SSP with respect to the theory of diffusion of innovations (DOI) (Rogers, 2003) and the institutional theory (Dimaggio & Powell, 1983). Such a framework is then tested and validated based on the data collected from 185 Vietnamese handicraft organisations using a telephone survey.

The remainder of this paper is organised as follows. A review of the related literature is first presented, leading to the development of a conceptual framework for exploring the adoption of SSP in

Vietnamese handicraft organisations. This is followed by the research methodology that this study adopts. A preliminary data analysis is conducted for testing and validating the proposed framework. Finally, the contributions of this study, their implications, and limitations are elaborated.

LITERATURE REVIEW

There are numerous studies which have been done for better understanding of the adoption of SSP in organisations. Such studies focus on identifying the critical factors for the adoption of SSP with a holistic view of the supply chains in organisations (Agarwal, Giraud-Carrier, & Li, 2018; Mani & Gunasekaran, 2018). They can be classified into three clusters including behaviour-based research, stakeholder pressures-based research, and readiness-based research.

Behaviour-based research is about the awareness, attitude, and commitment of individual organisations on the adoption of SSP (Huq & Stevenson, 2018). Such research examines various organisational behaviours in adopting SSP based on established theories such as transaction cost economics, self-determination, virtuousness, strategic choice theory, and planned behaviour (Huq, Stevenson, & Zorzini, 2014; Yuen, Wang, Wong, & Zhou, 2017). Huq et al. (2014), for example, show that the attitude of management in organisations is critical to the adoption of SSP. Mani, Agrawal, and Sharma (2015) find out that organisational awareness directly affects SSP adoption. Croom, Vidal, Spetic, Marshall, and McCarthy (2018) state that organisational commitment is instrumental to SSP adoption. All these studies have demonstrated that awareness, attitude, and commitment are influential to the adoption of SSP under various circumstances.

Stakeholder pressures-based research is related to understanding the impact of the pressure of stakeholders on the adoption of SSP in organisations (Agarwal et al., 2018). Such research employs the stakeholder theory, institutional theory, resource dependence, and utilitarianism to explain the adoption of SSP (Nakamba et al., 2017). Huq et al. (2016), for example, find out that labour pressures are strongly linked with the adoption of SSP. Agarwal et al. (2018) highlight supplier pressures as a major factor to SSP adoption. Mani and Gunasekaran (2018) demonstrate that government pressures have a strong

correlation with SSP adoption. These studies have shown that stakeholder pressures have fundamental impacts on the adoption of SSP in organisations.

Readiness-oriented research concentrates on examining the critical factors for the adoption of SSP with respect to the resources and capabilities preparedness of organisations towards the adoption of SSP (Walker & Jones, 2012). A variety of theories have been applied including the technology-organisation-environment (TOE) framework, DOI, resource-based view, and planned behaviour (Hwang et al., 2016; Yuen et al., 2017). Hwang et al. (2016), for example, demonstrate that knowledge readiness is critical for the adoption. Golini, Moretto, Caniato, Caridi, and Kalchschmidt (2017) state that organisational size and exportation orientation are influential for SSP adoption. Kiefer, Del Río González, and Carrillo-Hermosilla (2018) state that financial readiness is significant for SSP adoption. These studies show that organisational readiness critically influences the adoption of SSP in organisations. Table 1 presents a summary of the discussion above.

Insert Table 1 about here

There are several studies that have investigated the adoption of SSP in handicraft organisations. Sánchez-Medina, Corbett, and Toledo-López (2011), for example, suggest that organisational size, product innovation, and process innovation influence the adoption of SSP in handicraft businesses. Mare (2012) proves that organisational attitude, traditional culture, and customer pressures affect SSP adoption. Kharel and Middendorf (2015) indicate that organisational awareness and commitment, NGOs pressures, consumer pressures, and customer pressures are critical for SSP adoption. These studies are useful in explaining the critical factors for the adoption of SSP in handicraft organisations.

The discussion above shows that there are various critical factors for the adoption of SSP under different circumstances. There is, however, lack of empirical studies in examining the adoption of SSP in handicraft organisations in a holistic manner. Furthermore, there is little attention paid to the adoption of SSP in Vietnamese handicraft organisations from the integrated supply chain perspective.

A CONCEPTUAL FRAMEWORK

SSP are a management innovation (Tran et al., 2018; Zhu, Sarkis, & Lai, 2012). The adoption of such an innovation is significantly influenced by stakeholder pressures (Nakamba et al., 2017). It is further driven by organisational behaviour and readiness (Hwang et al., 2016; Yuen et al., 2017). This shows that the use of DOI and the institutional theory is appropriate for better understanding the adoption of SSP in Vietnamese handicraft organisations.

The use of DOI assumes that an organisation forms its awareness and attitude on the adoption of SSP (Johnson, 2015; Rogers, 2003). Organisational awareness is about the knowing of top management about the existence of SSP on the benefits of such adoption (Gadanne, Kennedy, & McKeiver, 2009). Organisational attitude is related to the feelings or beliefs of the top management towards the adoption of SSP (Johnson, 2015; Luo et al., 2017). This leads to the decision to adopt or reject SSP (Yuen et al., 2017). The decision to adopt SSP is positively influenced by organisational characteristics such as organisational commitment, financial readiness, knowledge readiness, and exportation orientation (Huq & Stevenson, 2018; Marshall, Akoorie, Hamann, & Sinha, 2010).

The institutional theory posits that organisations are motivated to gain legitimacy by adopting SSP with respect to external pressures from regulations and laws, professional standards, and societal and cultural contexts (Dimaggio & Powell, 1983; Mani & Gunasekaran, 2018). These pressures are classified into coercive pressures, mimetic pressures, and normative pressures (Chu, Yang, Lee, & Park, 2017). Coercive pressures come from governmental laws and regulations in which organisations are required to become more socially sustainable (Mani & Gunasekaran, 2018). Mimetic pressures are associated with the competition in the industry with regard to the adoption of SSP that forces organisations to imitate the adoption behaviour of competitors for success (Marshall, McCarthy, McGrath, & Claudy, 2015). Normative pressures come from the requirements and expectations of the public with respect to the adoption of SSP in organisations (Agarwal et al., 2018).

Figure 1 presents a conceptual framework for investigating the critical factors on the adoption of SSP in Vietnamese handicraft organisations. The framework hypothesises that the adoption of SSP

in organisations is critically driven by organisational behaviour, stakeholder pressures, and organisational readiness. It further hypothesises that the adoption of SSP is reflected by organisational awareness, organisational attitude, and organisational commitment.

Insert Figure 1 about here

Organisational awareness is about the consciousness of organisations with respect to the benefits of SSP (Gadenne et al., 2009). It is measured by boosted revenue, reduced costs, improved product quality, increased market share, strengthened reputation, and enhanced customer and employee satisfaction (Gadenne et al., 2009; Mani & Gunasekaran, 2018). Organisational awareness stimulates the socially sustainable compliance in organisations (Peng & Liu, 2016). This leads to the following hypothesis:

H 1. The organisational awareness positively influences the adoption of SSP in organisations

Organisational attitude is about the feelings and beliefs about the adoption of SSP (Yuen et al., 2017). Such an attitude is reflected by the feelings of satisfaction and responsibility and the beliefs about compatibility with the existing organisation's strategy and usefulness for the business (Luo et al., 2017; Yuen et al., 2017). Organisational attitude directly affects the adoption of SSP (Yuen et al., 2017). This leads to the following hypothesis:

H 2. The organisational attitude positively influences the adoption of SSP in organisations

Organisational commitment is about the efforts of organisations in promoting the adoption of SSP (AlKalbani, Deng, & Kam, 2014). It is measured through top management support, goal alignment, sustainability culture, and stakeholder involvement (Ahmad, Rezaei, Tavasszy, & de Brito, 2016; Croom et al., 2018). Organisational commitment can be critically translated into the adoption of SSP (Croom et al., 2018). This leads to the following hypothesis:

H 3. The organisational commitment positively influences the adoption of SSP in organisations

Stakeholder pressures are about the expectations and requirements of stakeholders about the adoption of SSP (Huq & Stevenson, 2018). They are reflected by government pressures, labour

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pressures, market pressures, and supplier pressures (Nakamba et al., 2017). Government pressures are related to the concern of organisations about the role of the government in regulating the adoption of SSP (Marshall et al., 2015). They are measured through the severity of violation, active push, and intensification exerted by the government with respect to the adoption of SSP (Mani & Gunasekaran, 2018). Government pressures are coercive pressures for shaping the adoption of SSP in organisations (Agarwal et al., 2018). Such an argument leads to the development of the hypothesis as follows:

H 4. The government pressures positively influence the adoption of SSP in organisations

Labour pressures are the concern of organisations about labour expectations, requirements, and relationships with respect to the adoption of SSP (Huq et al., 2014). They directly influence the adoption of SSP in organisations (Huq & Stevenson, 2018). Thus, the following hypothesis is proposed:

H 5. The labour pressures positively influence the adoption of SSP in organisations

Market pressures are related to the concern of organisations about the expectations and requirements of the public, associations, customers, peers, competitors, and investors on the adoption of SSP (Agarwal et al., 2018; Mani & Gunasekaran, 2018). They affect the adoption of SSP in organisations (Huq & Stevenson, 2018). This leads to the following hypothesis:

H 6. The market pressures positively influence the adoption of SSP in organisations

Supplier pressures come from supplier expectations, supplier advances, business continuity, and supplier partnership with respect to the adoption of SSP (Chu et al., 2017). They play a positive role in pressurising organisations into being socially sustainable (Gadenne et al., 2009). The above argument leads to the following hypothesis:

H 7. The supplier pressures positively influence the adoption of SSP in organisations

Organisational readiness is reflected by financial readiness, knowledge readiness, and internationalisation readiness for the adoption of SSP (Yuen et al., 2017). Financial readiness is about the finance availability for the adoption of SSP in organisations (Huq & Stevenson, 2018; Roxas &

Chadee, 2012). It is critical for the adoption of SSP in organisations (Hwang et al., 2016). The above discussion leads to the following hypothesis:

H 8. The financial readiness positively influences the adoption of SSP in organisations

Knowledge readiness is related to the development of necessary expertise to adopt SSP in organisations (Walker & Jones, 2012). It is measured through top management capabilities, experience, adequate training, and availability of dedicated staff for such adoption (Huq & Stevenson, 2018; Yuen et al., 2017). Knowledge readiness is positively associated with SSP adoption in organisations (Huq & Stevenson, 2018). This leads to the hypothesis as follows:

H 9. The knowledge readiness positively influences the adoption of SSP in organisations

Internationalisation readiness is related to the transition of an organisation from a domestic firm into an international one (Tan, Brewer, & Liesch, 2007). It measures the extent to which an organisation shows its preparedness to undertake export activities in terms of market readiness, resources readiness, and top management readiness (Matiusinaite & Sekliuckiene, 2016; Tan et al., 2007). Export-oriented organisations are more likely to adopt SSP (Marshall et al., 2010). This leads to the following hypothesis:

H 10. The internationalisation readiness positively influences the adoption of SSP in organisations

RESEARCH METHODOLOGY

This study investigates the critical factors for the adoption of SSP in Vietnamese handicraft organisations from the integrated supply chain perspective. To achieve this aim, this study employs a quantitative approach to test and validate the proposed framework. The rationale for using this approach is two-fold. First, using a quantitative approach can better generalise the research findings to the whole population. Second, the use of such an approach can lead to more reliable and objective research results (Saunders, Lewis, & Thornhill, 2016).

The approach involves a telephone survey. The survey questionnaire consists of three parts, including the demographics questions about respondents and their organisations, the patterns of the

adoption of SSP, and the critical factors for such adoption in Vietnamese handicraft organisations. The items used in this study are assessed on a five-point Likert scale, with endpoints of 1 (strongly disagree) and 5 (strongly agree). The questionnaire is pre-tested with seven academic experts to ensure the content validity of the survey instrument. It is pilot-tested with the help of thirty handicraft organisations to ensure the reliability of the measures (Saunders et al., 2016).

An initial list of 1,000 Vietnamese handicraft organisations is obtained. The sample is then from the list by using probability sampling. The participants for the survey are owners and senior executives of Vietnamese handicraft organisations. The survey was administered between March and May 2019. The number of complete responses received is 185 at an acceptable response rate of 18.5 percent.

Table 2 presents a summary of the demographic characteristics of the Vietnamese handicraft organisations in the survey. They are from a diverse scale of handicraft organisations including 27.0% from micro-scale (<10 employees), 50.3% from small-scale (10-100 employees), 11.9% from medium-scale (100-200 employees), and 10.8% from large-scale (>200 employees). Regarding the export orientation, 71.9% of organisations have export activities. Noticeably, 41.6% of organisations have obtained standards, certificates, or management systems regarding the adoption of SSP such as Business Social Compliance Initiatives, European standard 71, Forest Stewardship Council, and Fair Trade.

Insert Table 2 about here

PRELIMINARY DATA ANALYSIS

This study follows the steps proposed by MacKenzie, Podsakoff, and Podsakoff (2011) to test and validate the conceptual framework. The first step involved the construct reliability analysis to assess the internal consistency of the theoretical constructs. It is followed by the construct validity analysis with the use of exploratory factor analysis (EFA) for discriminant validity and convergent validity of the theoretical constructs. The average variance extracted (AVE) and composite reliability (CR) are further examined to confirm the convergent validity and reliability respectively.

Construct Reliability

Construct reliability is about the extent to which a set of indicator variables generates stable and consistent results across multiple measurements (Nunnally & Bernstein, 1994). Cronbach's alpha is commonly used to assess construct reliability. It measures the internal consistency that identifies the extent to which the variables in a summated scale reflect the same construct and produce the interrelatedness among them. Cronbach's alpha value must exceed 0.70 to yield the accepted internal consistency of a construct (Hair, Anderson, Babin, & Black, 2014).

The Cronbach's alpha values are calculated for ten proposed constructs based on the data obtained as shown in Table 3. They are ranged from 0.822 to 0.967, in which seven of them indicate excellent reliability (>0.90) and three of them have good reliability. The results reflect the appropriateness of the survey instrument before proceeding to the construct validity analysis.

Insert Table 3 about here

Construct Validity

Construct validity is related to the extent to which a set of indicator variables produces a correct measure of the theoretical constructs (Hair et al., 2014). It is commonly assessed by two forms of validity, namely discriminant validity and convergent validity. The former is related to the extent to which the theoretical constructs are unrelated from each other. The latter is about the extent to which two measures of the same theoretical construct are related (Hair et al., 2014; MacKenzie et al., 2011).

Construct validity is assessed by conducting EFA with the principal components extraction method and the Varimax rotation method. The following criteria are considered to evaluate the appropriateness for running EFA. First, the sample size of 185 satisfies the requirement of minimum 5 cases per variable (Hair et al., 2014; MacKenzie et al., 2011). Second, the Kaiser-Meyer-Olkin (KMO) is greater than 0.5. Third, the Bartlett's test of sphericity is significant with the value below 0.05. Fourth, factor loadings are set at the threshold value of 0.45 to ensure the adequate convergent validity (Hair et al., 2014). Fifth, the number of extracted factors to retain for a specific dimension in the conceptual

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framework is constrained and based on the eigenvalue more than 0.7 (Field, 2013). Sixth, the cross-loadings are carefully examined with a display of 0.3 loading difference among factors at each variable to ensure the discrimination validity (Hair et al., 2014).

Table 4 presents the results of EFA for organisational behaviour. The initial 15 items are extracted into three factors. The total of explained variance is 74.040%. The KMO value is 0.926. The minimum eigenvalue is 0.865. All factor loadings are greater than 0.677. As a result, the construct validity of organisational behaviour is ensured.

Insert Table 4 about here

Table 5 summarises the results of EFA for stakeholder pressures. 15 items are retained from 16 initial items. Item MAR6 is deleted due to the cross-loadings. The second run of EFA produces four factors with the KMO value at 0.889. The minimum eigenvalue is 0.975. The total of explained variance is 80.647%. The factor loadings meet the minimum cut-off value of 0.45. These show strong evidence for the construct validity for stakeholder pressures.

Insert Table 5 about here

Table 6 summarises the results of EFA for organisational readiness. 10 items are retained from 11 initial items. The item KNO1 is deleted due to the cross-loadings. The second run of EFA yields three factors with the KMO value at 0.889. The minimum eigenvalue is 0.763. The total of explained variance is 83.900%. All factor loadings are above the suggested threshold of 0.45. These indicate the construct validity of organisational readiness.

Insert Table 6 about here

To further assess the convergent validity, the AVE is considered. An AVE more than 0.5 is considered significant for an adequate convergent validity. In addition, the Cronbach alpha's of retained items must be calculated to ensure the construct reliability. This value, however, is positively correlated with the number of items in a scale (Hair et al., 2014). As a result, the CR is further examined to estimate

the reliability of the theoretical constructs. In this regard, the composite reliability exceeding 0.7 is considered as an indicator of adequate reliability of the items (Nunnally & Bernstein, 1994).

Table 7 provides a summary of AVE, Cronbach's alpha, and CR estimates for 10 constructs of the proposed conceptual framework. All AVE values of the theoretical constructs are greater than 0.5, which indicate the acceptable convergent validity. Both the Cronbach's alpha and CR exceed the minimum acceptable cut-off value of 0.7, suggesting sufficient reliability of the theoretical constructs.

Insert Table 7 about here

This study confirms the multi-faceted clusters of the critical factors for the adoption of SSP in Vietnamese handicraft organisations from the integrated supply chain perspective. It suggests that stakeholder pressures are not sufficient for explaining the adoption of SSP. When it comes to institutionalising SSP, organisational behaviours including organisational awareness, organisational attitude, and organisational commitment are critical. This study has identified a comprehensive set of organisational readiness factors that cover financial readiness, knowledge readiness, and internationalisation readiness for improving the adoption of SSP. It is the first study that considers the significance of internationalisation readiness in the context of socially sustainable development.

This study contributes significantly to the social sustainability research in both theoretical and practical aspects. Theoretically, it incorporates DOI and the institutional theory in a single study for extending the understanding of the critical factors for the adoption of SSP in organisations. Practically, the framework provides managerial insights on how to improve the adoption of SSP in organisations from the perspective of integrated supply chains. It presents useful guidelines for sustainability practitioners and policymakers in their active pursuit of sustainability in the handicraft industry.

CONCLUSION

Understanding the adoption of SSP in Vietnamese handicraft organisations from the integrated supply chain perspective is of significance for sustainable development of the handicraft industry. This paper presents a comprehensive review of relevant literature on the adoption of SSP in organisations.

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A conceptual framework grounded on the DOI theory and the institutional theory is proposed for investigating the critical factors for the adoption of SSP in Vietnamese handicraft organisations. The proposed framework is then tested for its reliability and validity based on the empirical data collected from a telephone survey of 185 Vietnamese handicraft organisations. The study shows the sufficient reliability and validity of ten extracted constructs, including organisational awareness, organisational commitment, organisational attitude, supplier pressures, market pressures, labour pressures, government pressures, financial readiness, knowledge readiness, and internationalisation readiness.

This preliminary study sheds light on aspects that have significant influences on the adoption of SSP in Vietnamese handicraft organisations from the integrated supply chain perspective. It, however, poses some limitations, thus paving some fruitful avenues for future research. First, the sample size of the study is small, suggesting a larger sample size to achieve more robust data for significant findings. Second, the confirmatory factor analysis should be performed to examine a series of tests including the model fit and the collinearity of the measurement model. This leads to the need for investigating the causal relationship between various constructs using structural equation modelling.

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Table 1. A summary of the critical factors for the adoption of SSP

Cluster	Critical factors	Theories	References
Behaviour-based research	<ul style="list-style-type: none"> - Awareness - Attitude - Commitment 	<ul style="list-style-type: none"> - Transaction cost economics - Self-determination - Virtuousness - Strategic choice theory - Planned behaviour 	Huq et al. (2014); Mani et al. (2015); Marshall et al. (2015); Ahmad et al. (2016); Agarwal et al. (2018); Croom et al. (2018)
Stakeholder pressures-based research	<ul style="list-style-type: none"> - Government pressures - Labour pressures - Public pressures - Supplier pressures - Customer pressures - Peer pressures 	<ul style="list-style-type: none"> - Stakeholder - Institutional - Utilitarianism - Resource dependence 	Park-Poaps and Rees (2010); Huq et al. (2014); Marshall et al. (2015); Huq et al. (2016); Agarwal et al. (2018); Huq and Stevenson (2018); Mani and Gunasekaran (2018)
Readiness-based research	<ul style="list-style-type: none"> - Financial readiness - Knowledge readiness - Organisational size - Exportation orientation 	<ul style="list-style-type: none"> - TOE framework - DOI - Planned behaviour - Resource-based view 	Hwang et al. (2016); Golini et al. (2017); Kiefer et al. (2018); Yuen et al. (2017); Huq and Stevenson (2018); Mani and Gunasekaran (2018)

Table 2: Profile of Vietnamese handicraft organisations

Category	Description	Frequency	Percent	Category	Description	Frequency	Percent
Size	< 10	50	27.0	Exportation	Exporter	133	71.9
	10 - 100	93	50.3		Non-exporter	52	28.1
	101 - 200	22	11.9	Standard adoption	Adopter	77	41.6
	> 200	20	10.8		Non-adopter	108	58.4

Table 3: Cronbach’s alpha reliability analysis

Dimensions	Constructs	No. of items	Cronbach’s Alpha	Reliability strength
Organisational behaviour	Organisational awareness	7	0.925	Excellent
	Organisational attitude	4	0.895	Good
	Organisational commitment	4	0.895	Good
Stakeholder pressures	Government pressures	3	0.822	Good
	Labour pressures	3	0.905	Excellent
	Market pressures	6	0.907	Excellent
	Supplier pressures	4	0.967	Excellent
Organisational readiness	Financial readiness	4	0.921	Excellent
	Knowledge readiness	4	0.918	Excellent
	Internationalisation readiness	3	0.923	Excellent

Table 4: Factor analysis results for the organisational behaviour

Items	Items details	F ₁	F ₂	F ₃
AWA3	Improvement of product quality	0.830		
AWA2	Savings of operating costs	0.801		
AWA4	Increase in market share	0.744		
AWA6	Enhancement of customer satisfaction	0.735		
AWA1	Growth of revenue	0.715		
AWA5	Improvement of organisation’s reputation	0.683		
AWA7	Enhancement of employee satisfaction	0.677		
COM4	Active engagement with various stakeholders such as customers, employees, suppliers, the government, and NGOs		0.796	
COM1	Top management’s engagement and allocation of adequate resources		0.759	
COM2	Holistic alignment between SSP policies and organisational goals		0.778	
COM3	Efforts in minimising the negative effects of the organisation’s activities on individuals and communities in every decision and action		0.686	
ATT4	Belief about the usefulness for the business			0.792
ATT2	Feeling of responsibility			0.777
ATT1	Feeling of satisfaction			0.753
ATT3	Belief about compatibility with the existing organisation’s strategy			0.727
KMO (Barlett’s Test)		.926 (sig=0.000)		
Eigenvalue		8.825	1.416	0.865
Total variance explained		74.040%		
F ₁ = Organisational awareness, F ₂ = Organisational commitment; F ₃ = Organisational attitude				

Table 5: Factor analysis results for stakeholder pressures

Items	Items details	F ₁	F ₂	F ₃	F ₄
SUP3	The need for maintaining the business with suppliers	0.879			
SUP4	The need for cooperation and long-term relationships with suppliers	0.874			
SUP1	Supplier's expectations to adopt SSP	0.851			
SUP2	The wide adoption of SSP in key suppliers that may affect organisational operations	0.800			
MAR4	Competitor pressures		0.828		
MAR5	Peer pressures		0.787		
MAR1	Public pressures		0.692		
MAR2	Association pressures		0.673		
MAR3	Customer pressures		0.652		
LAB1	Worker's expectations to adopt SSP			0.879	
LAB3	The need for maintaining worker's relationships			0.826	
LAB2	Worker's requirements to adopt SSP			0.820	
GOV3	Government's increasing social efforts for improving the adoption of SSP in the next three years				0.868
GOV2	Government's support, namely legal environment, financial support, and training and education programs for improving the adoption of SSP				0.829
GOV1	Government's strict penalties and fines for non-compliance with laws and regulations related to SSP				0.668
KMO (Barlett's Test)		<i>0.889 (sig=0.000)</i>			
Eigenvalue		8.266	1.628	1.228	0.975
Total variance explained		80.647%			
F ₁ = Supplier pressures, F ₂ = Market pressures; F ₃ = Labour pressures; F ₄ = Government pressures					

Table 6: Factor analysis results for the organisational readiness

Items	Items details	F ₁	F ₂	F ₃
FIN2	Sufficient financial resources for maintaining SSP	0.900		
FIN1	Sufficient financial resources for implementing SSP	0.889		
FIN3	Sufficient financial resources for improving SSP	0.840		
FIN4	The ease to raise funds from various sources such as financial institutions, NGOs, government, and investors for the adoption of SSP	0.785		
KNO3	Periodical provision of training and education related to SSP for employees		0.884	
KNO4	Availability of dedicated staff for the adoption of SSP		0.804	
KNO2	Top management's rich experience in adopting SSP		0.771	

INT1	Availability of unique and differentiated products that meet the expectations of customers overseas			0.868
INT3	Top management commitment towards export activities overseas			0.794
INT2	Adequate resources for overseas export activities, namely financial resources, qualified export personnel, capabilities, and experience			0.743
KMO (Barlett's Test)		0.889 (sig=0.000)		
Eigenvalue		6.863	1.603	0.763
Total variance explained		83.900%		
F ₁ = Financial readiness, F ₂ = Knowledge readiness; F ₃ = Internationalisation readiness				

Table 7: AVE, Cronbach's alpha, and CR

Dimensions	Constructs	No. of items	AVE	Cronbach's Alpha	CR
Organisational behaviour	Organisational awareness	7	0.551	0.925	0.895
	Organisational commitment	4	0.571	0.895	0.842
	Organisational attitude	4	0.581	0.895	0.840
Stakeholder pressures	Supplier pressures	4	0.725	0.967	0.913
	Market pressures	5	0.523	0.899	0.849
	Labour pressures	3	0.709	0.905	0.880
	Government pressures	3	0.629	0.822	0.834
Organisational readiness	Financial readiness	4	0.731	0.921	0.915
	Knowledge readiness	3	0.674	0.910	0.861
	Internationalisation readiness	3	0.645	0.923	0.845

Figure 1. A conceptual framework for the adoption of SSP

