



ASSESSING THE IMPACT OF SUSTAINABLE PUBLIC PROCUREMENT ON ORGANISATIONAL PRACTICES AND STAKEHOLDER ENGAGEMENT TOWARDS ENVIRONMENTAL AND SOCIAL RESPONSIBILITY: A SYSTEMATIC LITERATURE REVIEW

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Abstract

This study investigates the impact of sustainable public procurement (SPP) on organisational practices and stakeholder engagement, with a specific focus on achieving environmental and social responsibility. Sustainable public procurement is increasingly recognised as a critical component in promoting sustainability, requiring a systematic review of its implications and effectiveness. This research aims to analyse the integration of sustainable practices within public procurement and how these practices influence organisational behaviors and stakeholder interactions towards sustainability goals. The study employed a systematic literature review methodology, following the PRISMA framework to ensure rigorous and comprehensive analysis. Literature from 2016 to 2024 was reviewed, involving an extensive search across the Scopus database. The review process included screening for eligibility, and thematic analysis was conducted using Atlas-ti software to identify and synthesize key themes and patterns related to SPP's impact on organisational practices and stakeholder engagement. The findings reveal that sustainable public procurement significantly improves organisational performance in environmental and social dimensions. The integration of green procurement strategies reduces environmental impact, while ethical procurement practices improve social equity and stakeholder trust. However, the adoption of sustainable procurement practices contributes to economic efficiency and long-term financial stability. The study highlights the need of forward-thinking organisational strategies that align procurement processes with sustainability objectives, thereby encouraging a holistic approach to achieving sustainability. This research concludes that sustainable public procurement is a key strategy for advancing environmental and social responsibility within organisations. It not only improves operational efficiency but also strengthens stakeholder engagement by promoting transparency and accountability. The insights from this review provide valuable guidance for policymakers and practitioners to improve sustainable procurement practices, thereby contributing to broader sustainability goals.

Keywords: Environmental Responsibility; Social Responsibility; Stakeholder Engagement; Organisational Practices; Sustainable Public Procurement

Introduction

Public procurement is a key government duty that involves acquiring products and services to improve public operations (Changalima *et al.*, 2023). Tátrai (2023) describes it as a procedure that requires substantial financial resources and is key for assuring the optimal allocation of public funds, as well as promoting societal objectives and economic growth. Sustainable public procurement is a strategic

approach in which the public sector leverages its purchasing power to acquire goods and services that are environmentally friendly. This practice has a key role in promoting sustainability in both production and consumption (Wurster *et al.*, 2021).

The importance of public procurement in organisational processes resides in its capacity to stimulate sustainability initiatives, improve stakeholder involvement, and encourage environmental and social accountability (Sönnichsen & Clement, 2020). Organisations are able to promote sustainability at the local level by implementing changes in culture, management, and operations through the integration of circular public procurement practices (Sönnichsen *et al.*, 2020). The decisions made in public procurement have a significant influence on a range of stakeholders, including small and medium-sized firms (SMEs), who have a key role in the procurement system (Changalima, 2023). SMEs are regarded by governments as significant stakeholders, and their involvement in public procurement is key for promoting a competitive and inclusive procurement environment (Changalima *et al.*, 2023).

Effective public procurement practices are key for assuring the prompt supply of products and services at reasonable prices. Improving training practices for public procurement specialists are able to improve procurement effectiveness and help to organisational efficiency (Jaffu, 2023). Transparency and accountability in procurement processes have a dual benefit of ensuring regulatory compliance and promoting competition. This, in turn, results in cost savings and improved efficiency in public procurement operations (Ntangeki, 2023). The implementation of electronic procurement systems can improve efficiency, openness, and competitiveness in public sector procurement processes (Ofori *et al.*, 2023). Social procurement policies encourage collaborations between government, third sector, and commercial organisations to collectively address social concerns. This highlights the changing approach to procurement processes, emphasising social responsibility (Loosemore *et al.*, 2022). Sustainable procurement management incorporates environmental factors into procurement choices, with the goal of attaining favourable environmental results in building projects (Ershadi *et al.*, 2021).

Sustainable Public Procurement (SPP) is an important and central topic of interest for governments and public organisations globally. Sustainable Public Procurement (SPP) entails the incorporation of environmental, social, health, and socio-economic factors into the various stages of procurement practices (Molin *et al.*, 2021). Public sector entities implement policies that promote sustainability via purchasing goods and services. A number of governments have recognised the need of Sustainable Public Procurement (SPP) and have developed laws to guide their procurement operations in a sustainable direction (Grandia & Kruyen, 2020). The significance of Sustainable Public Procurement (SPP) in studies examining the influence of environmentally and socially responsible organisational practices and stakeholder involvement is apparent. The implementation of SPP initiatives might impact organisational practices by encouraging the incorporation of sustainability factors in bidding processes (Demarchi *et al.*, 2023).

However, SPP has the potential to improve stakeholder involvement by promoting emotional dedication to change and raising awareness of circular public procurement practices (Sönnichsen *et al.*, 2020). Organisations are able to improve their contribution to broader social and environmental objectives, such as fair pay, social inclusion, and support for sustainability, by incorporating sustainability concerns into their procurement activities (Lamprinidis, 2023). Exploring the alignment of SPP activities with organisational cultures, strategies, and practices can be advantageous for research in this sector (Hekmatsyar, 2023). By comprehending the difficulties associated with implementing Sustainable

Public Procurement (SPP) and recognising the significance of policy and institutions in sustainable procurement projects, organisations are able to gain useful knowledge to improve their sustainability practices (Demarchi *et al.*, 2023; Hekmatsyar, 2023). Analysing the level of awareness and understanding of environmental sustainability among procurement officers, as specified in procurement regulations, can provide insights into the organisational requirements for capacity-building (Ansere, 2024; Ngubane, 2024).

When considering sustainable public procurement and its effect on how organisations operate and involve stakeholders in environmental and social responsibility, it is important to emphasise the importance of environmental and social responsibility in procurement practices. Multiple studies highlight the significance of incorporating sustainability measures into procurement strategies in order to attain enduring advantages, such as improved operational efficiencies, reduced costs, improved quality, innovation, and competitiveness (Camilleri, 2021). These measures not only improve organisational success but also correspond with wider environmental and social goals.

However, socially conscious companies are urged to give priority to engaging stakeholders as a key component of their sustainability initiatives. Effectively engaging with stakeholders can provide numerous advantages, such as encouraging trust, strengthening relationships, and showcasing a dedication to social and environmental initiatives (Suriyapongprapai *et al.*, 2021). Stakeholder engagement is key for continually prioritising sustainability goals and aligning the aims of many actors in the supply chain towards sustainable practices (Reynolds, 2024). Sustainable procurement practices take into account the social, economic, and environmental factors while making procurement decisions. Organisations are able to improve their social and environmental duties and achieve better environmental and financial performance by incorporating green legitimacy and addressing regulatory stakeholder expectations (Baah *et al.*, 2021). Engaging stakeholders in procurement processes allows for the gathering of external knowledge, which in turn promotes innovation efforts and improves the ability to build project plans focused on sustainability (Pauna *et al.*, 2023).

Aim of the research

The aim of the study is to evaluate how sustainable public procurement influences organisational practices and stakeholder engagement, focusing on its contributions to environmental and social responsibility.

Research Objective and Research Question

1. To evaluate the impact of sustainable public procurement on organisational practices and stakeholder engagement towards achieving environmental and social responsibility.
2. How does sustainable public procurement impact organisational practices and stakeholder engagement towards achieving environmental and social responsibility?

Significance of the study for practitioners and policymakers

The significance of this study for practitioners and policymakers' rests in its capacity to offer significant observations on the influence of sustainable public procurement (SPP) on organisational practices and involvement of stakeholders. The study provides best practices and successful case studies for

practitioners, illustrating how SPP can improve operational efficiency, decrease costs, and improve brand reputation. It provides strategies for cultivating improved stakeholder connections by using responsible procurement practices. The study provides valuable insights for policymakers, including evidence-based recommendations to improve regulatory frameworks and meet environmental and social objectives in support of SPP. The study effectively connects theoretical concepts with practical applications, providing practical insights that can be used to promote sustainability in public procurement.

Conceptual Framework for this study

The study's conceptual framework is based on the theoretical incorporation of sustainable public procurement (SPP) principles into organisational practices and stakeholder interaction practices. This paradigm suggests that SPP (Sustainable Public Procurement) acts as a strategy that brings procurement processes in line with environmental and social goals, leading to organisational transformation and promoting stakeholder engagement. The concept revolves around three key elements: organisational practices, stakeholder involvement, and sustainable outcomes. Organisational practices refer to the procedural and strategic adjustments required to adopt SPP, which include green procurement, ethical sourcing, and lean procurement practices. Stakeholder engagement entails actively involving and collaborating with diverse stakeholders, including suppliers, regulatory authorities, and the community, to guarantee openness, accountability, and mutual advantages. The ultimate objective of SPP is to achieve sustainability outcomes, which are assessed based on advancements in environmental performance, social equality, and economic efficiency. This paradigm emphasises the interconnectedness of these elements, indicating that successful implementation of SPP results in improved organisational performance and strong stakeholder relationships, ultimately contributing to broader sustainability objectives. The framework offers a comprehensive method to comprehend how SPP affects organisational and stakeholder dynamics in the achievement of environmental and social responsibility by incorporating these factors.

Literature Review

Overview of Existing Literature

Public procurement has a significant impact on promoting sustainability goals, with an increasing focus on sustainable public procurement (SPP) worldwide. Governments and public organisations have been formulating strategies to incorporate sustainability into their procurement operations (Grandia *et al.*, 2020). Sustainable Public Procurement (SPP) entails the pursuit of equilibrium among economic, social, and environmental factors across the entire procurement process (Morley, 2021). The United Nations Sustainable Development Goal 12.7 explicitly emphasises the need for sustainable public procurement to be in accordance with the sustainability priorities of each nation (Hamilton, 2022). Studies have demonstrated that several theories, including system, stakeholder, and institutional theories, together with transformational leadership, have an impact on organisations' adoption of sustainable procurement practices (Sönnichsen *et al.*, 2020).

Research has emphasised the significance of awareness programmes and instructional measures for procurement officials to guarantee adherence to environmental sustainability rules (Ansere, 2024). The use of management systems that prioritise quality, environment, and health and safety has been

discovered to improve sustainability in supply chains (Wilhelm & Villena, 2021). Green procurement, sometimes referred to as sustainable public procurement, environmental responsible public procurement, and eco-procurement, is key for reducing emissions and attaining sustainability objectives (Ishak & Thiruchelvam, 2023; Tuffour, 2023). Sustainable procurement strategies incorporate not only environmental considerations but also broader social and economic consequences within government procurement processes (Zambika, 2022). The lack of sufficient information and understanding hampers stakeholder engagement in sustainable procurement, underlining the importance of raising awareness and encouraging interest in sustainable practices (Agyekum *et al.*, 2022).

Emergence of Sustainable Procurement Practices

Evolution and trends in Sustainable Procurement Practices

Public organisations have been employing sustainable public procurement (SPP) as a policy instrument to address societal and environmental issues (Grandia *et al.*, 2020). The shift towards sustainability in procurement encompasses several key elements, including accountability, transparency, ethical conduct, stakeholder concerns, adherence to the rule of law, respect for human rights, and an emphasis on inventive solutions and requirements (Ragin-Skorecka, 2024). However, it is key to incorporate circular public procurement practices at many levels inside organisations in order to contribute to sustainability advancements. This requires significant transformations in cultural, managerial, and operational aspects (Sönnichsen *et al.*, 2020).

The significance of sustainable and responsible practices in public procurement has been highlighted, acknowledging technology advancements such as blockchain and e-procurement as means to improve the honesty and effectiveness of government procurement (Colque-Diaz, 2024). The practice of sustainability can be furthered through public procurement and cooperation between different sectors. This can be achieved by renegotiating public contracts during their execution (Domingos, 2024). Sustainable procurement is widely recognised as a key element of public sector sustainability efforts worldwide, underlining its importance in promoting environmental and social accountability (Ma *et al.*, 2022).

Studies suggest that organisations with comprehensive management systems that encompass economic, environmental, and social dimensions are more inclined to use sustainable procurement practices, particularly when Tronics' influence is little to moderate (Wilhelm *et al.*, 2021). Ngubane (2024) has suggested implementing capacity-building programmes for procurement experts in order to improve their understanding and expertise in green procurement practices specifically in public sector organisations. Sustainable procurement management (SPM) is recognised as a viable approach that takes into account the environmental consequences of procurement choices and incorporates sustainable practices to attain favourable environmental results in project procurement (Ershadi *et al.*, 2021).

The public sector contributes to an important role in promoting sustainability by purchasing environmentally friendly goods and services, recognising public procurement as a means to encourage sustainable production and consumption habits (Wurster *et al.*, 2021). Mélon (2020) emphasised the need for a more explicit legislative approach to mandate sustainability in public procurement processes, due to the complex nature of the legal framework. This is key to ensure that environmental considerations are effectively integrated into purchasing activities. Green procurement seeks to expand

procurement practices by incorporating sustainability concepts, expanding upon established practices (Chan *et al.*, 2021).

Role of policy and regulatory frameworks in promoting Sustainable Public Procurement

Policy and regulatory frameworks contribute to facilitating Sustainable Public Procurement (SPP) by offering directives and benchmarks for public organisations and governments to adhere to. These frameworks contribute to the development of stakeholder engagement strategies and sustainability results in procurement processes (Reynolds, 2024). Sustainable public procurement is in line with international programmes like the United Nations Sustainable Development Goals, which advocate for sustainable procurement processes that adhere to national policies and priorities (Hamilton, 2022). Policymakers are required to carefully consider the importance they give to different components of circular public procurement in order to strengthen sustainability agendas (Sönnichsen *et al.*, 2020). Promoting the adoption of green procurement and environmental sustainability in the public sector becomes key for improving overall sustainability (Ngubane, 2024). Sustainable procurement practices seek to establish a connection between enterprises and policymakers in order to accomplish sustainable development goals. This emphasises the requirement for significant assistance from public authorities (Lăzăroiu *et al.*, 2020). Public procurement is acknowledged as a means to advance sustainable production and consumption practices, with a focus on incorporating social and environmental effects into procurement practices (Zambika, 2022). To integrate sustainability into public procurement practices, it is necessary to establish a well-defined legislative framework, potentially in a compulsory manner, to ensure that public procurers take sustainability into mind when carrying out their activities (Mélou, 2020). Public procurement plays a broader role than only ensuring efficient spending. It also contributes to achieving societal objectives and promoting economic development (Tátrai, 2023).

Effective stakeholder involvement is key for implementing sustainable procurement processes, highlighting the significance of cooperative relationships and addressing challenges to advance sustainability (Dewi, 2024). Effective training practices for public procurement experts can improve the efficiency of delivering goods and services (Jaffu, 2023). The public sector may make a big contribution to sustainability in production and consumption by using their purchasing power to acquire environmentally friendly goods and services (Wurster *et al.*, 2021). Sustainable procurement practices yield environmental benefits and generate positive social results by using the purchasing power of the public sector (Lamprinidis, 2023). Adopting sustainable procurement practices is key for promoting sustainability goals and minimising the ecological and societal consequences of operations (Olsson *et al.*, 2021).

Sustainable Public Procurement in Practice

Sustainable Public Procurement (SPP) has reaped considerable interest as a policy instrument for tackling environmental and social concerns within public organisations (Grandia *et al.*, 2020). Adopting green procurement practices, such as cross-sectoral engagement (CSE) and green public procurement (GPP), can result in more sustainable and environmentally conscientious operations (Liu *et al.*, 2021; Tuffour, 2023). Stakeholders have a significant impact on promoting the use of environmentally friendly procurement processes, shaping organisational knowledge and sustainable approaches (Liu *et al.*, 2021; Tuffour *et al.*, 2023).

Empirical evidence has demonstrated that sustainable public procurement can exert a beneficial influence on several industries. In the construction business, it is key to align strategies with Sustainable Development Goals (SDGs) and promote sustainable development at every stage of the construction process (Bohari *et al.*, 2023).

In the domain of food procurement, metropolitan governments in low- and middle-income nations can strengthen food and nutrition security by expanding public food procurement efforts while simultaneously tackling environmental issues (Xie *et al.*, 2022). The execution of sustainable public procurement encounters challenges such as insufficient involvement of stakeholders and challenges to embracing environmentally friendly procurement practices (Agyekum *et al.*, 2022; Williams, 2024). To overcome these challenges, it is necessary to consistently improve public procurement statutes and rules in order to improve efficiency and assure adherence to sustainable principles (Dahal, 2024).

Sustainable Public Procurement (SPP) provides numerous advantages and presents difficulties for organisations seeking to improve their environmental and social responsibility policies. By incorporating sustainable practices into the process of making procurement decisions, Sustainable Public Procurement (SPP) can effectively promote ecologically responsible operations (Ershadi *et al.*, 2021). Sustainable Public Procurement (SPP) is key for attaining sustainable development goals. It encompasses the consideration of environmental, social, health, and socio-economic factors in procurement practices (Molin *et al.*, 2021). The concept is widely acknowledged as a fundamental aspect of sustainable development and serves as a connection point between governments and enterprises (Treviño-Lozano, 2021).

An advantage of SPP is its ability to promote favourable environmental results by taking into account the environmental impacts of procurement choices (Ershadi *et al.*, 2021). SPP is able to promote sustainable urban development by utilising voluntary norms in public procurement processes for public goods, services, and infrastructure projects (Rainville, 2022). The implementation of SPP can make a significant contribution to improving food and nutrition security, promoting sustainability, and improving the livelihoods of farmers in low- and middle-income countries (Xie *et al.*, 2022). Nevertheless, the implementation of SPP is accompanied by difficulties. The implementation of SPP faces challenges that hinder the complete achievement of government green procurement initiatives (Vejaratnam *et al.*, 2020). The challenges to implementing environmentally sustainable procurement practices differ throughout countries, organisations, and sectors, highlighting the complex nature of adopting SPP (Ayarkwa *et al.*, 2020). However, challenges such as the acceptance of technology, reluctance to change within organisations, and legal frameworks can impede the effective implementation of public e-procurement (Mohungoo *et al.*, 2020).

Methodology

Systematic Literature Review Approach

The PRISMA approach offers a thorough framework for conducting systematic literature reviews with transparency and rigour, as outlined by the Preferred Reporting Items for Systematic Reviews and Meta-Analyses. This methodology guarantees a comprehensive review process and assures that the findings are dependable and can be replicated. This research

paper intends to evaluate the influence of sustainable public procurement (SPP) on organisational practices and stakeholder participation in achieving environmental and social responsibility. The PRISMA methodology will be meticulously employed for this purpose.

The initial stage of the PRISMA technique entails establishing the research question, which, in this instance, is: “What is the effect of sustainable public procurement on organisational practices and stakeholder engagement in the pursuit of environmental and social responsibility?” The presence of a well-defined research question serves as a guiding principle for the subsequent stages of the systematic review, guaranteeing that the review maintains its focus and relevance. As a result, a meticulous search plan was used to establish and locate any pertinent research. This entails choosing suitable databases, such as Scopus, Web of Science, and Google Scholar, and employing precise keywords and search terms pertaining to sustainable public procurement, organisational practices, stakeholder involvement, environmental responsibility, and social responsibility. The search method will furthermore involve establishing specific criteria for inclusion and exclusion to guarantee that only papers pertinent to the research issue were taken into account. The criteria was determined by considering aspects such as the date of publication, language, study type, and the relevance of the study’s content to the research topic.

After the search strategy was put into action, the studies that have been found will go through a screening process. This process entails evaluating the titles and abstracts of the studies to ascertain their suitability according to the predetermined criteria for inclusion and exclusion. Studies that fulfil the above requirements underwent a comprehensive evaluation of their complete text to verify their pertinence and excellence. Ensuring that only high-quality studies that offer significant insights into the research issue were included in the review is a critical step. After the screening procedure, the extraction of data will be conducted. A standardised data extraction form was employed to methodically gather pertinent information from each investigation, encompassing particulars regarding the study’s methodology, sample size, fundamental findings, and conclusions. This stage guarantees that all relevant data is constantly recorded, which enables precise and thorough analysis. The collected data was thereafter combined to discern prevalent themes, patterns, and deficiencies in the current body of literature. This synthesis will encompass a combination of qualitative and quantitative analytic techniques, which will be determined based on the characteristics of the data. The results will be presented in a systematic way, emphasising the influence of sustainable public procurement on organisational practices and stakeholder involvement in achieving environmental and social responsibility. The PRISMA checklist and flow diagram will be utilised during the review process to meticulously record each stage of the technique. The checklist guarantees that all key components of the systematic review are considered, while the flow diagram presents a graphical depiction of the research selection procedure, including the quantity of studies identified, screened, excluded, and included in the review.

Inclusion and Exclusion Criteria

Criteria for selecting relevant literature

The process of selecting appropriate literature is a key initial stage in carrying out a systematic literature review, guaranteeing that the conclusions are based on reputable and relevant studies. This study intended to evaluate the influence of sustainable public procurement (SPP) on organisational practices and stakeholder participation in achieving environmental and social responsibility. To ensure a systematic selection process, precise criteria have been carefully created. The inclusion criteria are developed to guarantee that the literature specifically pertains to the study issue. The selection of studies were specifically selected to address sustainable public procurement and its impact on organisational practices, stakeholder participation, environmental responsibility, and social responsibility. This emphasis guarantees that only pertinent literature that directly helps to addressing the study issue were considered. The evaluation will encompass papers published from 2016 to 2024 to incorporate the latest knowledge and practices. The chosen time frame was used as the study intended to capture the most current developments and patterns in sustainable public procurement. Consequently, only research papers published in the English language was incorporated. This criterion guaranteed that the reviewers can effectively comprehend and evaluate the results without any hindrance caused by linguistic differences. The inclusion criterion of utmost importance is the type of publication. The review examined peer-reviewed scholarly articles, conference papers, and industry reports. These publications were chosen because they go through thorough review processes, which guarantees their high quality and dependability. The inclusion of key policy documents and government publications will provide valuable insights into the policies and regulations of SPP. The selection procedure places great importance on methodological rigour. To be included, studies must exhibit explicit research designs, suitable techniques for data collection and analysis, as well as conclusions that are both valid and trustworthy. This criterion guarantees that the chosen studies offer strong and reliable evidence. On the other hand, particular exclusion criteria are used to remove research that do not satisfy the required standards. Any studies that did not specifically address sustainable public procurement or its effects on organisational practices, stakeholder involvement, environmental responsibility, or social responsibility was disregarded. This encompasses studies that briefly reference SPP without thoroughly examining its impacts. To ensure that the review remains centred on current practices and knowledge, any research published prior to 2010 was omitted. Non-English studies was excluded unless they offer unique and valuable insights that are not found in English literature and can be appropriately translated. Materials such as non-peer-reviewed papers, opinion pieces, editorials, and blog posts were disregarded due to their potential lack of rigour and neutrality, which are key for a systematic review.

Finally, studies that have severe methodological deficiencies, such as unclear research designs, poor data collection practices, or biased findings, was removed to guarantee the integrity and dependability of the review's conclusions. To properly apply these criteria, a thorough search strategy was undertaken across various academic databases, such as Scopus, Web of Science, and Google Scholar. The study utilised keywords and search terms pertaining to sustainable public procurement, organisational practices, stakeholder involvement, environmental responsibility, and social responsibility. The search strategy included a thorough examination of the reference lists of chosen research to discover any other pertinent material. Every study selected by the search strategy went through a two-step screening process. The initial stage is evaluating the titles and abstracts to determine their pertinence to the

research query and criteria for inclusion. Studies that meet the initial criteria will next be thoroughly reviewed to determine their eligibility based on specific inclusion and exclusion criteria.

Search Strategy

Choosing the right databases for the literature search becomes key to ensure that a systematic literature review is thorough and relevant. This study intended to evaluate the influence of sustainable public procurement (SPP) on organisational practices and stakeholder participation in achieving environmental and social responsibility. Multiple key databases have been chosen for this purpose. The selection of these databases were based on their comprehensive inclusion of peer-reviewed journals, conference papers, industry reports, and pertinent policy documents.

Scopus is a widely recognised and highly regarded database that is extensively used for conducting literature searches. It offers comprehensive coverage of scientific, technical, medical, and social sciences literature across several disciplines. Scopus offers access to an extensive collection of high-quality, peer-reviewed articles, making it an indispensable resource for thorough literature studies. The extensive search capabilities of the system allow for accurate filtering of search results according to specific criteria, such as publication date, document type, and subject area. This ensures that only the most relevant studies are included.

The study employed keywords such as “sustainable public procurement”, “organisational practices”, “stakeholder engagement”, “environmental responsibility”, “social responsibility”, “green procurement”, “ethical procurement”, “supply chain sustainability”, and similar concepts. After completing the initial stage, the researcher employed a search string to obtain more papers that met the specified criteria. The following search string was used (“sustainable public procurement” OR “green procurement” OR “ethical procurement” OR “environmentally responsible procurement”) AND (“organisational practices” OR “corporate practices” OR “business practices” OR “operational practices”) AND (“stakeholder engagement” OR “stakeholder involvement” OR “stakeholder participation”) AND (“environmental responsibility” OR “environmental sustainability” OR “eco-friendly practices”) AND (“social responsibility” OR “social sustainability” OR “social impact”).

Data Extraction and Synthesis

Data extraction was a key phase in the systematic literature review process, with the purpose of methodically gathering relevant information from each chosen study in order to address the research question. To conduct a comprehensive and consistent data collection for this study on the influence of sustainable public procurement (SPP) on organisational practices and stakeholder engagement in achieving environmental and social responsibility, many methodologies were utilised.

Initially, a standardised data extraction form was created. The form contained fields for key information such as the title of the study, the names of the authors, the year of publication, the journal, the research aims, the methodology, the sample size, the main findings, and the conclusions. The creation of this form was key for ensuring uniformity and thoroughness in data extraction across all chosen research. Prior to initiating comprehensive data extraction, the form underwent a pilot test on a limited sample of studies. The pilot testing phase was key for detecting any flaws or deficiencies in the form, enabling necessary modifications to ensure its suitability. This phase improved the extraction process and improved the dependability of the acquired data. Every chosen research received a meticulous

examination, which included a comprehensive analysis of the entire text to extract the necessary information. The approach was methodical, with data being carefully documented in a standardised format.

After extracting the data from the chosen research, the subsequent task involved synthesising and categorising the data to derive significant findings. Multiple methodologies were utilised to guarantee a thorough and methodical synthesis. Thematic analysis was employed to find and examine recurring patterns or themes in the collected data. The task entailed categorising the data according to recurrent categories associated with SPP, organisational practices, stakeholder involvement, environmental responsibility, and social responsibility. The selected themes were categorised based on their relevance to different parts of the study issue, creating a systematic framework for investigation. A narrative synthesis methodology was utilised to condense and analyse the results of the studies that were included. This entailed generating comprehensive synopses of the primary discoveries, emphasising commonalities and disparities among investigations, and constructing a cohesive storyline that connected the findings to the study inquiry. This methodology facilitated a thorough comprehension of the influence of SPP on organisational practices and involvement of stakeholders. If relevant, statistical techniques were used to synthesise quantitative data from the investigations. This involved computing effect sizes and consolidating quantitative data to offer a comprehensive evaluation of the influence of SPP.

This quantitative synthesis improved the theme and narrative analyses, providing a more nuanced comprehension of the results. The data was further classified according to study attributes, including research methodology (e.g., case studies, surveys, experiments), geographic location, and industry sector. The process of classification facilitated the identification of patterns and discrepancies in the results across various contexts, hence improving the depth of the research. A comparative analysis was performed to investigate how various studies approached the study question. This entailed a thorough examination of the techniques, findings, and conclusions of the research to uncover similarities and differences.

This comparative analysis of multiple studies offered valuable insights into the reliability and consistency of the research findings, while also providing insight on areas of consensus and disagreement within the existing body of literature. Ultimately, the synthesis process involved the identification of deficiencies in the current body of literature and the proposal of potential avenues for future research. This entailed identifying gaps in evidence or places requiring additional inquiry to improve comprehension. Through the utilisation of these data extraction practices and the application of techniques for synthesising and categorising the data, this systematic literature review conducted a thorough and all-encompassing evaluation of the influence of sustainable public procurement on organisational practices and stakeholder engagement.

Quality Assessment

Evaluating the quality of the studies that are included becomes key to guarantee the dependability and accuracy of a systematic literature review. The Critical Appraisal Skills Programme (CASP) checklists were used as the major tool for quality assessment in this study examining the effects of sustainable public procurement (SPP) on organisational practices and stakeholder involvement. The review of each study was guided by CASP checklists, which assessed key factors like research objectives, study design, data collecting and analytic methodologies, and the validity of conclusions. Each study had a thorough evaluation using these checklists, and the criteria were assessed and assigned scores to determine an overall quality grade.

The Joanna Briggs Institute (JBI) critical appraisal techniques were used to further evaluate studies with complex methodology or distinct contexts. By implementing a dual-review method, each paper was evaluated by two independent reviewers, guaranteeing uniformity and reducing potential bias. Discrepancies were handled through discourse, with a third reviewer acting as a mediator if required. The Risk of Bias (RoB) instrument was utilised to assess potential bias, specifically examining elements such as selection, performance, detection, and reporting biases. Studies that did not fulfil the minimum quality standards were eliminated to preserve the integrity of the findings. Only studies that exhibited a high level of methodological rigour and relevance were included. The review utilised rigorous practices and criteria to ensure that the conclusions were derived from high-quality research. This comprehensive methodology yielded dependable insights on the influence of sustainable public procurement on organisational practices and stakeholder involvement, providing significant information for practitioners and policymakers.

Results

Figure 1 below presents the PRISMA flow diagram, detailing the search results, screening process, and studies included in the review.

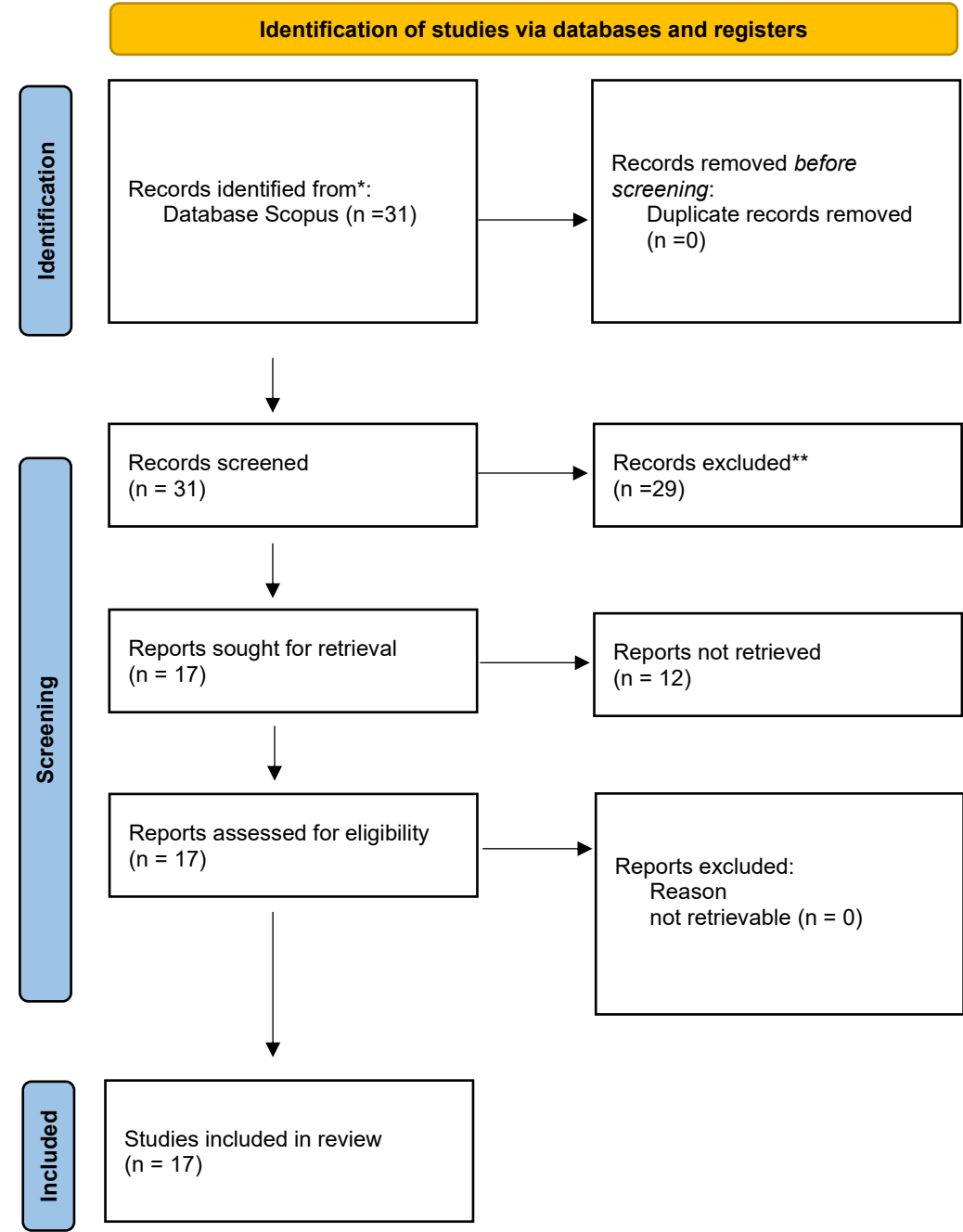


Figure 1: PRISMA framework Source: Rethlefsen *et al.* (2021)

Figure 2 below of a line graph offers a detailed data visualization, effectively communicating the breadth of research conducted in the domain of sustainable public procurement from 2016 to 2024. The line graph illustrates the sequential progression of academic publications, with the x-axis representing the years and the y-axis indicating the annual count of documents created. This graphical representation

facilitates an instantaneous comprehension of patterns and variations in research productivity within the selected timeframe.

In 2016, the graph shows that a single document was produced, indicating initial interest and exploratory research in sustainable public procurement. The following year, 2017, saw a slight increase with the production of two documents, suggesting a growing acknowledgment of the importance of the field. However, in 2018 and 2019, there was a notable decrease, with only one document produced each year, indicating a temporary lull or possibly resource constraints affecting research output. The years 2020 and 2021 exhibited no significant change, with zero documents produced in 2020 and three documents each in 2021 and 2022. This period may represent foundational work being carried out, laying the groundwork for future research. The consistent yet limited production during these years suggests that interest in sustainable public procurement was stable, but perhaps not yet a major focus within the academic community.

A significant surge in research productivity is observed in 2024, with six documents produced. This sharp increase indicates a prominent escalation in focus and research endeavours devoted to sustainable public procurement in academia. This substantial growth could be attributed to heightened global awareness of environmental and social responsibility, as well as increased funding opportunities and policy initiatives promoting sustainable practices. The notable rise in 2024 suggests a shift towards more extensive research efforts and the application of advanced methodologies and technologies in the field. Analysing the articles during this specific time period reveals patterns in academic focus and research intensity. The limited production from 2016 to 2019 might reflect preliminary exploratory studies or fundamental research establishing the basis for more comprehensive investigations. The consistent output in the early 2020s could indicate sustained but cautious interest, potentially due to evolving priorities or emerging challenges in sustainable procurement. The dramatic increase in 2024 signifies a transition towards more extensive and impactful research, likely driven by the pressing need for sustainable solutions in public procurement and the growing recognition of its critical role in achieving environmental and social goals.

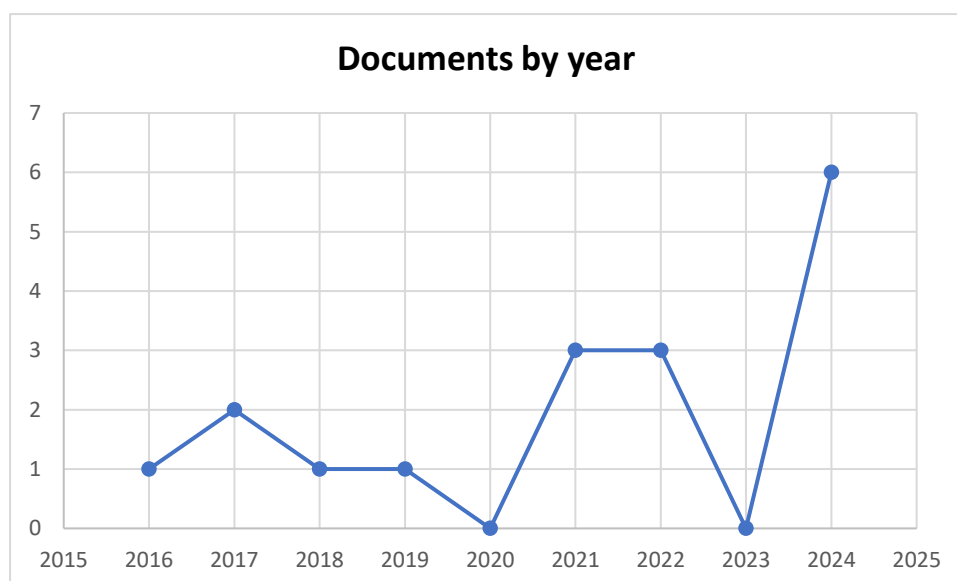


Figure 2: Documents by year. Source: Author

The data visualisation demonstrated by Figure 3 “Document types” provides a comprehensive display of research carried out in the domain of sustainable public procurement, organised by document categories. The pie chart is a concise representation of the distribution of different categories of academic publications, emphasizing the prevalent formats employed by scholars in this field.

According to the chart, articles are the most common type of document, with a total of ten publications. This dominance of articles suggests that there is a significant amount of research being disseminated through peer-reviewed journals, highlighting the continuous academic discourse and the importance of sustainable public procurement as a subject of scholarly research within the broader academic community. Following articles, books constitute the next substantial category with three publications. This indicates that detailed and extensive research on sustainable public procurement is being documented in books, reflecting a demand for comprehensive examinations of the subject that are suitable for academic and professional use.

Book chapters, with two publications, underline the inclusion of sustainable public procurement topics in larger edited volumes. This indicates a collaborative approach to research, where contributions are made within the framework of broader thematic investigations. Reviews, also accounting for two publications, contribute to the academic dialogue by offering key evaluations and summarizing current research trends in sustainable public procurement. Analysing the types of documents over time can reveal patterns in academic focus, allowing us to determine if there is a shift in attention across various disciplines of study. For example, the dominance of articles might indicate ongoing detailed studies and continuous updates in the field, while the presence of books and book chapters suggests foundational and comprehensive research efforts. Reviews, although fewer, play a key role in consolidating existing knowledge and identifying future research directions. This analysis is key for identifying shifting priorities and gaps in the current body of literature, potentially revealing areas that require additional research.

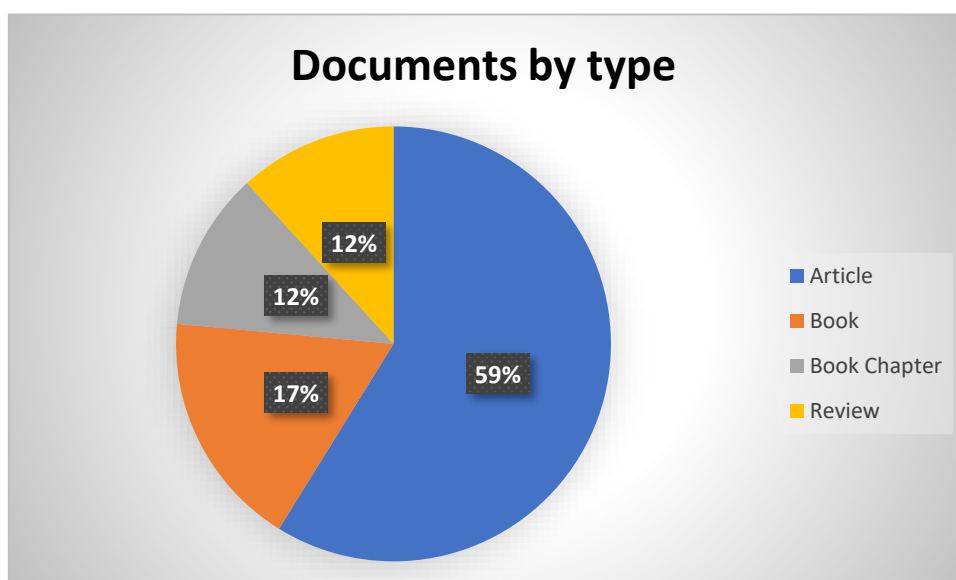


Figure 3: Documents by type. Source: Author

Thematic Analysis

The below word cloud presented in Figure 4 provides the frequency and significance of important terms related to sustainable public procurement and its influence on organisational practices and stakeholder involvement in attaining environmental and social responsibility. The term “Business” is strongly highlighted, emphasising the key role that sustainable procurement plays in improving business operations and strategies. This demonstrates the extensive influence that integrating sustainable practices has on the efficiency and competitiveness of businesses. The term “Supply” emphasises the importance of supply chain management, which is key in the context of sustainable procurement.

Efficient supply chain management is key for integrating sustainable practices and establishing smooth operations that are in line with environmental and social objectives. “Practice” emphasises the need of implementing sustainable procurement in a practical manner and following the most effective practices. This word emphasises the importance for organisations to not only comprehend academic principles but also to effectively implement them in their operations to attain sustainability. The term “chain” serves to underline the interdependent and interrelated character of supply chain management. The shift from traditional procurement practices to sustainable practices is a fundamental feature of contemporary supply chains, where every component must collaborate effectively to attain total sustainability. The use of the phrase “Chapter” suggests a systematic method of addressing certain subjects, most likely within the framework of scholarly or professional literature. This indicates that the discourse on sustainable procurement is well documented and divided into many facets for thorough examination.

The term “Resource” emphasises the key need of effectively managing resources in sustainable procurement. Effective resource allocation is key for maximising efficiency and capitalising on the advantages of sustainable practices. The terms “Author” and “Book” denote a significant corpus of academic research and published materials specifically centred around these subjects. This signifies a continuous scholarly curiosity and a plethora of knowledge accessible to anyone seeking to comprehend and execute sustainable buying practices. The term “actor” refers to the several entities involved in the procurement process, such as suppliers, organisations, and regulatory agencies. The cooperation among these stakeholders is key for the effective execution of sustainable procurement processes.

The words “Level” and “Role” emphasise the hierarchical and functional characteristics of the supply chain and business operations. Gaining a comprehensive understanding of the many responsibilities at different hierarchical levels is key for efficient leadership and the seamless incorporation of sustainable strategies. The term “Firm” emphasises the influence of sustainable procurement on specific enterprises. Every company must successfully manage these changes in order to improve their competitiveness and operational efficiency, all while maintaining their commitment to environmental and social responsibility.

The term “tool” encompasses the diverse range of technical resources that firms can utilise to improve their procurement and general operations. These tools are key for implementing sustainable buying practices. The term “Year” conveys the temporal nature of these conversations, implying a persistent progression and uninterrupted advancement in these domains. The phrases “Factor” and “Concept” refer to the fundamental components and theoretical concepts that influence sustainable procurement processes. Comprehending these aspects and concepts is key for both businesses and scholars.

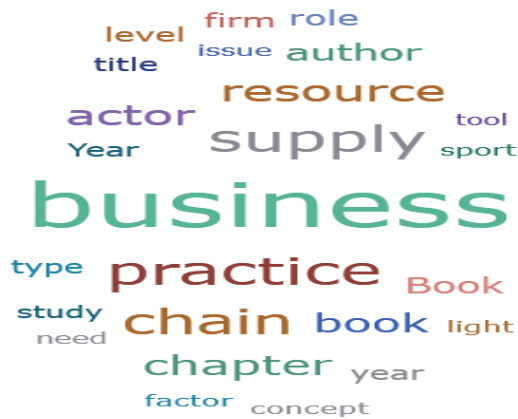


Figure 4: Word cloud. Source: Author

Theme One: Performance

The below diagram Figure 5 provides a complex and diverse aspects of “Performance” in relation to sustainable public procurement, and how it influences organisational practices and engagement with stakeholders. The core node, labelled “Performance”, is linked to other fundamental aspects, each representing a distinct facet of performance that is pertinent to sustainability and organisational practices.

Environmental Performance Management

This statement emphasises the significance of incorporating environmental performance management into sustainable buying. It highlights the way organisations assess and control their environmental footprint by use of procurement processes. Efficient environmental performance management ensures that procurement processes are in line with sustainability objectives, thereby minimising adverse environmental effects and encouraging environmentally friendly behaviours. Organisations must incorporate environmental factors into their buying strategy to ensure long-term sustainability.

Social Issue and Social Performance

The concepts “Social Issue” and “Performance: Social Performance” represent the social dimensions of performance in sustainable procurement. Social concerns cover a wide range of difficulties pertaining to labour practices, community effect, and human rights. It is imperative for organisations to tackle these difficulties to uphold ethical standards and cultivate favourable relationships with stakeholders. Social performance measures the extent to which an organisation effectively deals with social challenges by implementing appropriate procurement practices. This includes the promotion of equitable labour practices, the provision of assistance to local communities, and the maintenance of human rights. These elements emphasise the significance of procurement in encouraging social responsibility and strengthening the organisation’s reputation and stakeholder confidence.

Economic Performance

Economic performance refers to the overall effectiveness and efficiency of an economy in producing and distributing goods and services. It encompasses several indicators such as GDP growth, productivity, employment rates, inflation, and trade balance. Economic performance is a crucial factor that highlights the financial aspects of sustainable procurement. The organization's ability to achieve cost efficiency, financial stability, and profitability while adhering to sustainable principles is reflected. This dimension highlights the need of maintaining a harmonious relationship between economic profitability and sustainability, showcasing that organisation can attain financial prosperity without sacrificing their environmental and social obligations. Efficient economic performance in procurement guarantees that sustainable practices positively impact the organization's overall financial well-being.

Performance in relation to business models, business strategy, and innovation.

The concepts "Business Models", "Business Strategy", and "Innovation" exemplify the strategic dimensions of performance. Sustainable procurement requires the implementation of inventive business models that include sustainability into the fundamental operations of the organisation. Business strategy encompasses the organisation's enduring planning and decision-making practices that prioritise sustainability. Innovation is key for the advancement of sustainable procurement practices through the development of new technology, practices, and approaches. The dimensions mentioned emphasise the key significance of connecting procurement with the broader objectives of the organisation and utilising innovation to promote sustainability.

Environmental Performance

This concept specifically addresses the immediate ecological consequences of organisational practices. The environmental impact of procurement activities is assessed by measuring outcomes such as the decrease of carbon footprint, effective waste management, and conservation of resources. An organisation's commitment to sustainability and its capacity to minimise its ecological footprint through responsible procurement practices can be measured by its environmental performance.

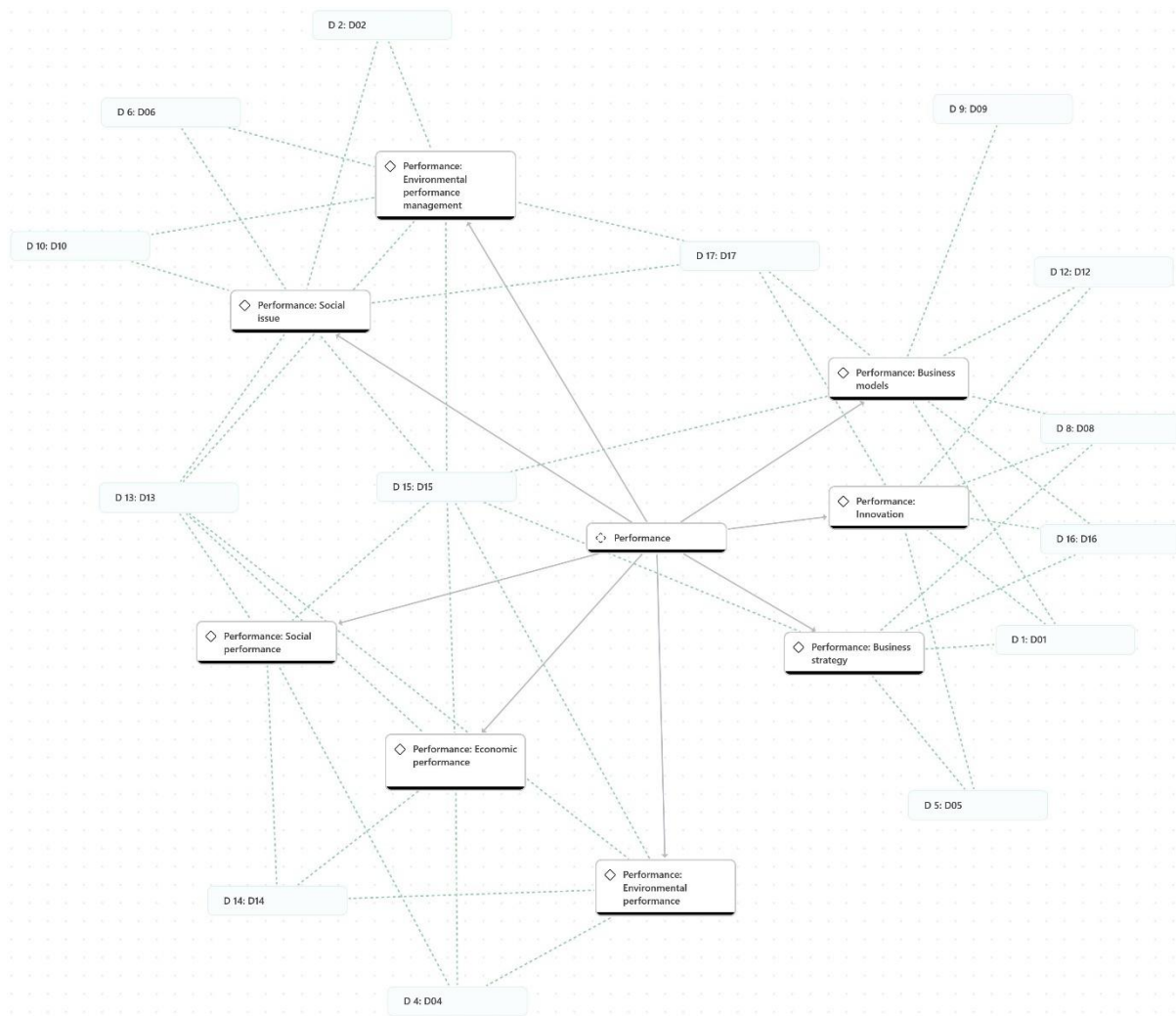


Figure 5: Theme One: Performance. Source: Author

Theme Two: Procurement Practices

The diagram below Figure 6 illustrates the many aspects of “Procurement Practices” within the framework of sustainable public procurement. Every subtheme symbolises a distinct concept of procurement, emphasising the various strategies and ideas that organisations can embrace to improve their procurement processes to achieve environmental and social responsibility.

Procurement Practices

“Procurement Practices” is positioned at the centre of the diagram, representing the comprehensive framework that includes several processes and approaches for procurement. The core node represents the fundamental importance of procurement processes in promoting sustainability and efficiency within an organisation.

Procurement

The concept “Procurement” represents the overall practices and practices used to obtain products and services. This encompasses conventional procurement approaches that prioritise factors such as cost, quality, and delivery time. It acts as the foundation upon which more specific and long-lasting procurement practices are created. Green procurement refers to the procurement practices that prioritise environmentally friendly products and services. “Green Procurement” is the practice of making environmentally responsible choices while purchasing goods and services. This approach entails choosing items and services with low environmental effect, such as those that are energy-efficient, recyclable, or made from sustainable materials. Green procurement seeks to minimise the environmental impact of procurement activities and encourage responsible management of the environment. This feature emphasises the organisation’s dedication to incorporating environmental factors into its purchasing decisions, therefore promoting wider sustainability objectives.

Ethical procurement

Ethical procurement is a topic that pertains to the practices and principals involved in the acquisition of goods and services. “Ethical Procurement” prioritises the significance of ethical criteria and societal accountability in the procurement procedure. This technique entails verifying that suppliers comply with ethical labour practices, human rights norms, and fair-trade principles. Ethical procurement aims to mitigate exploitation and foster fairness and equity across the supply chain. Organisations can strengthen their social responsibility and cultivate trust with stakeholders by giving priority to ethical considerations.

Lean Procurement

“Lean Procurement” emphasises efficiency and waste reduction in the procurement process. The objective of this method is to optimise procurement activities by removing superfluous practices and minimising expenses, all while upholding high standards of quality. Lean procurement applies the concepts of lean management to improve efficiency, decrease lead times, and minimise resource usage. The significance of operational excellence and cost-effectiveness in sustainable procurement practices is highlighted by this dimension.

Connections Between Procurement Practices

The figure also demonstrates the interdependence among various procurement practices. Green procurement and ethical procurement can intersect when acquiring environmentally friendly products from vendors who follow ethical labour practices. Lean procurement can improve green procurement efforts by minimising waste and optimising resource utilisation, hence promoting environmental objectives.

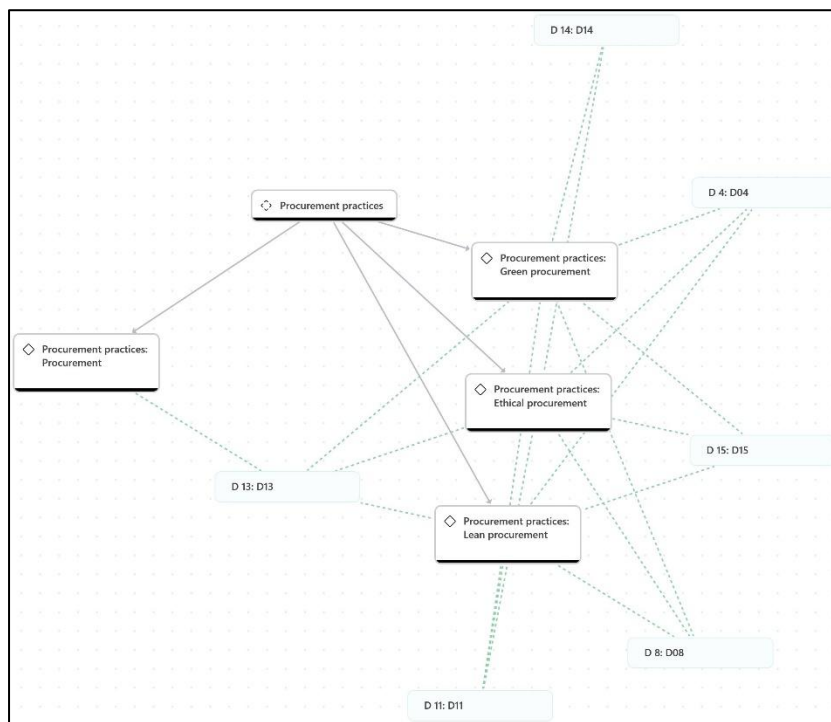


Figure 6: Theme Two: Procurement Practices. Source: Author

Theme Three: Sustainability

The diagram below figure 7 provides a thorough overview of the interconnected elements of “Sustainability” within the framework of sustainable public procurement and how it affects organisational practices and engagement with stakeholders. The primary theme of the diagram is “Sustainability”, which is the focus. From this central theme, there are other branches that reflect different dimensions of sustainability. These dimensions are important for organisations to consider achieving environmental and social responsibility.

Sustainable Development

The concept of Sustainable Development" emphasises the primary objective of attaining enduring, well-rounded progress that fulfils present requirements while safeguarding the capacity of future generations to fulfil their own. This component encompasses economic, environmental, and social objectives, with a focus on a comprehensive approach to development. Sustainable development is a fundamental concept, since it ensures that procurement processes actively support broader sustainability objectives and encourages a harmonious relationship between economic growth and environmental protection.

Sustainable Supply Chain Management

The concept of “Sustainable Supply Chain Management” centres around the integration of sustainability principles across the whole supply chain. This includes the reduction of environmental footprints, the promotion of ethical conduct, and the improvement of economic effectiveness. Efficient supply chain

management is key for reducing the environmental impact of procurement activities and ensuring that all stages of the supply chain are in line with sustainability goals. The subtheme “Green Product Development” symbolises the effort to design products that have a minimum ecological footprint. This entails the utilisation of sustainable materials, energy-efficient methodologies, and the creation of products that are long-lasting and easily recyclable. Developing green products is key for minimising the environmental impact of products, facilitating the transition to a circular economy, and fostering innovation in product design.

Green Supply Chain Management

“Green Supply Chain Management” focuses primarily on incorporating environmental factors into the supply chain. This entails implementing strategies such as waste reduction, emission minimisation, and the use of renewable resources. Green supply chain management incorporates environmental sustainability into the logistics and operational activities of the supply chain, hence improving the total environmental performance.

Sustainable Procurement

“Sustainable Procurement” refers to the method of obtaining goods and services in a way that provides good value for money over the whole lifespan of the products, and also helps both the organisation and society as a whole, while minimising harm to the environment. Sustainable procurement strategies encompass the deliberate selection of suppliers based on their environmental and social performance, active promotion of fair trade, and diligent enforcement of ethical labour policies.

Sustainable Procurement Practices

“Sustainable Procurement Practices” specifically addresses the techniques and approaches used to put sustainable procurement into action. This encompasses the implementation of policies that give priority to sustainability, providing training to procurement workers on sustainability matters, and involving suppliers in sustainability projects. Efficient sustainable procurement practices are key for integrating sustainability into the procurement process and attaining long-term sustainability objectives.

The diagram also demonstrates the interdependence of various aspects. Both sustainable supply chain management and green supply chain management share a common goal of minimising the environmental footprint at every stage of the supply chain. Green product development and sustainable procurement are interconnected, as the need for sustainable products fuels the need for innovative green product developments. The diagram highlights the need of adopting a comprehensive approach to sustainability, in which different facets of sustainability are interconnected and mutually supportive. Organisations are able to establish a comprehensive sustainability strategy by incorporating sustainable development, supply chain management, product development, and procurement practices. This approach will effectively address environmental, social, and economic objectives.

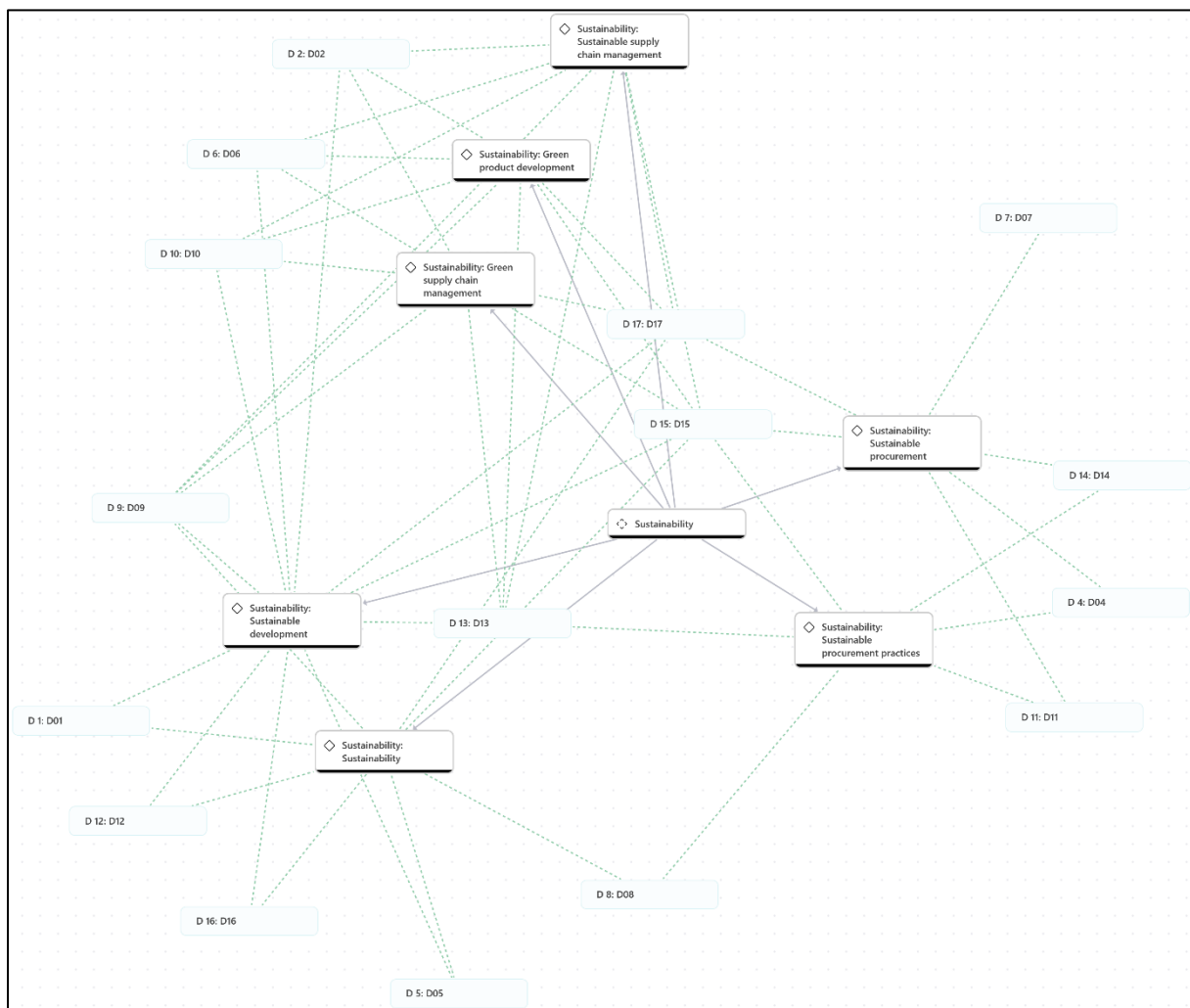


Figure 7: Theme Three: Sustainability. Source: Author

The following is a meticulously arranged compilation of main themes, sub-themes, and accompanying quotations, as seen in Table 1. The context explores several subjects and sub-themes related to supply chain management (SCM), with a specific emphasis on sustainable public procurement. This table presents a subjective evaluation of three primary topics, each comprising multiple sub-themes that pertain to various areas of supply chain management (SCM) such as performance, procurement practices, and sustainability. The main theme is elaborated upon with sub-themes that delineate certain concerns or approaches, strengthened by explicit quotes from the academic sources. The study question centres around important themes, such as the evolution of Supply Chain Management (SCM). Table 1 displays the findings of the research, emphasising several significant insights. The sub-theme of Environment Performance Management and Environmental Performance, under the primary theme of Performance, emphasises the urgent requirement for strong practices to reduce the environmental impact resulting from the growing demand for commodities. Ardakani and Soltanmohammadi (2019) highlight the need for strong environmental performance management practices due to the escalating demands for commodities, which have led to an unprecedented environmental burden.

However, Preghenella and Battistella (2021) emphasise the crucial importance of incorporating sustainable practices into company strategy in order to improve environmental performance. The sub-theme of Social Issue and Social Performance emphasises the significance of tackling social issues through ethical procurement, which can improve organisational performance and adhere to societal and ethical norms. Agyapong et al. (2024) examine the connection between social problems and performance, with a focus on ethical procurement, whereas Yorulmaz (2024) emphasises the increasing significance of social performance measurements. The sub-theme of Economic Performance is of great importance, since Kannan et al. (2022) observe that the implementation of sustainable procurement practices results in cost reductions and efficiency improvements, which have a significant influence on economic performance. Preghenella and Battistella (2021) argue that incorporating sustainability into economic strategy facilitates the attainment of enduring financial stability. Lastly, the sub-theme of Performance in Relation to corporate Strategy and Innovation emphasises the crucial importance of innovation in corporate strategy for achieving long-term performance. Agyapong et al. (2024) and Kannan et al. (2022) emphasise the significance of integrating sustainability into corporate plans in order to improve overall performance.

The primary subject of Procurement Practices revolves around sub-themes that centre on implementing efficient procurement practices to uphold sustainability objectives. The sub-theme of Procurement highlights the significance of integrating procurement processes with sustainability objectives, as mentioned by Agyapong et al. (2024) and Yorulmaz (2024). Efficient procurement practices are fundamental for establishing a sustainable supply chain and guaranteeing the long-term viability of an organisation.

Emphasising ethical procurement is recognised as a crucial practices that improves social performance and encourages trust among stakeholders. Kannan et al. (2022) and Preghenella and Battistella (2021) examine the positive impact of ethical procurement practices on social outcomes and their role in enabling organisations to fulfil regulatory and societal requirements. Lean Procurement, a subsidiary issue, centres on the eradication of inefficiency and the improvement of productivity. Agyapong et al. (2024) and Yorulmaz (2024) highlight the advantages of lean procurement strategies, such as decreased operational expenses and resource utilisation. The sub-theme of Connection Between Procurement processes exemplifies the holistic approach to sustainability that is accomplished through the integration of environmentally friendly, ethically conscious, and efficient procurement processes. Kannan et al. (2022) and Preghenella and Battistella (2021) emphasise the interrelatedness of these activities and their combined influence on sustainability.

The central concept of Sustainability includes sub-themes that emphasise different aspects of sustainable practices. Sustainable Development is underlined as a multifaceted concept that requires achieving a harmonious equilibrium among economic, social, and environmental objectives. Ardakani and Soltanmohammadi (2019) and Preghenella and Battistella (2021) emphasise the significance of giving priority to sustainable development to guarantee the long-term sustainability and resilience of organisations. Sustainable Supply Chain Management is a significant sub-theme that focuses on reducing environmental effect and promoting social responsibility. Kannan et al. (2022) and Yorulmaz (2024) explore the implementation of strategies in this area. Incorporating sustainability into supply chain strategy is crucial for attaining complete sustainability objectives. Green Supply Chain Management aims to reduce the environmental impact of supply chain activities. Agyapong et al. (2024) and Preghenella and Battistella (2021) emphasise the substantial ecological advantages and improved operational effectiveness achieved by implementing green supply chain techniques.

The sub-theme of Sustainable Procurement and Sustainable Procurement Practices emphasises the crucial importance of sustainable procurement in attaining organisational sustainability. Kannan et al. (2022) and Ardakani and Soltanmohammadi (2019) emphasise the crucial significance of sustainable procurement in promoting environmental and social accountability.

Table 1: Themes, Sub-themes, Supporting Quotes and Main Findings. Source: Author

Main Theme	Sub-themes	Supporting Quotes	Main Findings
Performance	Environment Performance Management and Environment Performance	“The growing demands for goods, which has been driving the environmental burden to unprecedented levels, require strong environmental performance management strategies”. (Ardakani & Soltanmohammadi, 2019) “This study aims to review the state of the art in environmental performance management, highlighting the critical role of green practices in modern business strategies” (Preghenella & Battistella, 2021)	- Strong environmental performance management is key to mitigate the environmental impact of increased goods demand. - Integration of green practices into business strategies significantly improves environmental performance.
	Social Issue and Social Performance	“This study investigates the explanatory link between social issues and organisational performance, emphasizing the role of ethical procurement in addressing these challenges”. (Agyapong et al., 2024) “Social performance metrics are becoming increasingly important as organisations strive to meet societal expectations and ethical standards”. (Yorulmaz, 2024)	- Addressing social issues through ethical procurement can improve organisational performance. - Social performance metrics are crucial for meeting societal and ethical standards.
	Economic Performance	“Economic performance is significantly impacted by the adoption of sustainable procurement practices, which lead to cost savings and efficiency improvements”. (Kannan et al., 2022) - The integration of sustainability into economic performance strategies helps organisations achieve long-	- Sustainable procurement practices contribute to cost savings and efficiency, improving economic performance. - Long-term financial stability is achievable through the integration of sustainability into economic strategies.

		term financial stability”. (Preghenella & Battistella, 2021)	
	Performance in relation to business, strategy, and Innovation	• “Innovative business strategies that incorporate sustainability can drive performance improvements across the organisation”. (Agyapong et al., 2024) • “The role of innovation in business strategy is pivotal for achieving sustainable performance outcomes”. (Kannan et al., 2022)	• Incorporating sustainability into business strategies can lead to significant performance improvements. • Innovation is crucial for achieving sustainable performance outcomes in business strategies.
Procurement Practices	Procurement	• “Effective procurement practices are the cornerstone of a sustainable supply chain, ensuring that all activities are aligned with sustainability goals”. (Agyapong et al., 2024) • This study highlights the importance of developing strong procurement strategies to support organisational sustainability”. (Yorulmaz, 2024)	• Effective procurement practices are key for aligning supply chain activities with sustainability goals. • Strong procurement strategies support overall organisational sustainability.
	Ethical Procurement	• “Ethical procurement practices not only improve social performance but also improve stakeholder trust and engagement”. (Kannan et al., 2022) • “Organisations adopting ethical procurement practices are better positioned to meet regulatory and societal expectations”. (Preghenella & Battistella, 2021)	• Ethical procurement practices improve social performance and stakeholder trust. • Adopting ethical procurement helps organisations meet regulatory and societal expectations.
	Lean Procurement	• “Lean procurement strategies focus on eliminating waste and improving efficiency, leading to better economic and environmental	• Lean procurement strategies improve economic and environmental performance by eliminating waste and improving efficiency.

		performance”. (Agyapong et al., 2024) “Implementing lean procurement practices can significantly reduce operational costs and resource consumption”. (Yorulmaz, 2024)	Reduced operational costs and resource consumption are key benefits of lean procurement practices.
	Connection Between Procurement Practices	“The integration of green, ethical, and lean procurement practices creates a comprehensive approach to sustainability in procurement”. (Kannan et al., 2022) “This study emphasizes the interconnected nature of various procurement practices and their collective impact on sustainability”. (Preghenella & Battistella, 2021)	- Integrating green, ethical, and lean procurement practices encourages a comprehensive sustainability approach. - The interconnected nature of procurement practices amplifies their collective impact on sustainability.
Sustainability	Sustainable Development	“Sustainable development is a multi-dimensional concept that requires balancing economic, social, and environmental goals”. (Ardakani & Soltanmohammadi, 2019) “Organisations must prioritize sustainable development to ensure long-term viability and resilience”. (Preghenella & Battistella, 2021)	- Balancing economic, social, and environmental goals is fundamental for sustainable development. - Prioritising sustainable development ensures long-term organisational viability and resilience.
	Sustainable Supply Chain Management	“Sustainable supply chain management involves adopting practices that reduce environmental impact and promote social responsibility”. (Kannan et al., 2022) “This study explores the strategies for integrating sustainability into supply chain management to	- Reducing environmental impact and promoting social responsibility are key aspects of sustainable supply chain management. - Integrating sustainability into supply chain strategies is fundamental for achieving comprehensive sustainability goals.

		achieve comprehensive sustainability goals”. (Yorulmaz, 2024)	
	Green Supply Chain Management	“Green supply chain management focuses on minimising the environmental footprint of supply chain activities”. (Agyapong et al., 2024) - Implementing green supply chain practices can lead to significant environmental benefits and operational efficiencies”. (Preghenella & Battistella, 2021)	- Minimising the environmental footprint is the primary focus of green supply chain management. - Green supply chain practices yield environmental benefits and operational efficiencies.
	Sustainable Procurement and Sustainable Procurement Practices	“Sustainable procurement practices are fundamental for achieving overall sustainability in organizational operations”. (Kannan et al., 2022) “This study highlights the critical role of sustainable procurement in fostering environmental and social responsibility”. (Ardakani & Soltanmohammadi, 2019)	- Sustainable procurement practices are imperative for achieving organisational sustainability. - Encouraging environmental and social responsibility is a key outcome of sustainable procurement.

Discussion

Theme One: Performance

When evaluating the effects of sustainable public procurement on organisational practices and stakeholder participation in environmental and social responsibility, it is possible to investigate different subthemes to comprehend how performance is connected to different aspects of sustainability. Performance management in the context of the environment refers to the assessment of how organisations oversee, gauge, and improve their ecological influence (Çek & Eyupoglu, 2020). Organisations that place a high priority on environmental performance frequently observe favourable impacts on economic growth (Çek *et al.*, 2020). These findings indicate that implementing sustainable public procurement practices can result in improved environmental performance, hence encouraging economic development.

The interpersonal dimension of performance is key for comprehending how organisations interact with stakeholders and tackle societal concerns. The social performance is shaped by the stakeholder intelligence and decision-making processes that consider the requirements of different stakeholder groups (Flávio Luiz von der & Toaldo, 2022). Sustainable public procurement can have a substantial impact on improving social performance by encouraging inclusivity and addressing stakeholder issues effectively. Organisations can improve their social performance by implementing sustainable practices

and actively involving stakeholders, which in turn encourages trust and credibility within their communities.

Another key aspect that connects with sustainability and organisational practices is economic performance. Research has demonstrated that the environmental, social, and governance performance of organisations can have an impact on their economic performance (Mutie *et al.*, 2020). Implementing sustainable public procurement processes that prioritise environmental and social responsibility can have a positive influence on economic outcomes by improving efficiency, lowering expenses, and attracting socially conscious consumers and investors.

Organisations that want to incorporate sustainability into their operations must prioritise performance in terms of business, strategy, and innovation. Research has shown that implementing green logistics practices is associated with improved firm performance. This relationship is mediated by economic performance, meaning that sustainability efforts directly impact business outcomes (Mutie *et al.*, 2020). Through the implementation of innovative practices and the integration of business plans with environmental and social responsibility objectives, organisations can not only improve their performance but also make significant contributions to larger sustainability goals.

Theme Two: Procurement Practices

Sustainable public procurement is key for influencing organisational practices and engaging stakeholders in order to achieve environmental and social responsibility. Studies have demonstrated that incorporating sustainable practices into procurement practices has a positive effect on the performance of companies (Acquah, 2023). This integration encompasses key elements such as procurement planning, supplier collaboration, contract administration, and adherence to regulations. These elements are fundamental for improving organisational processes and promoting stakeholder involvement in environmental and social responsibility.

However, the implementation of sustainable procurement practices has been linked to improved supply chain performance, underlining the significance of ethical and accountable procurement (Kevin, 2023). Adhering to ethical procurement principles is fundamental for guaranteeing transparency, accountability, and integrity in public procurement practices (Ntangeki, 2023). Research highlights the importance of ethical frameworks in procurement, particularly in utilising technology such as artificial intelligence to improve transparency and decision-making (Obinna, 2024). Professionals in supply chain management should adhere to ethical sourcing principles, which are key norms that ensure sustainable institutional operations (Chimakati, 2020). It is imperative for county governments to maintain adherence to procurement ethics, including honesty, accountability, and transparency, during their procurement processes (Kevin, 2023).

Efficient and waste-reducing procurement practices, known as lean procurement, are fundamental for sustainable public procurement. Studies suggest that implementing lean principles in procurement can result in cost reductions and improved quality by promoting competitiveness for contracts (Hoekman & Taş, 2020). Consequently, the adoption of sustainable public procurement rules by the government has been emphasised as a way to encourage the acquisition of healthy and sustainable food. This underlines the significance of local government actions in advancing sustainability (Lassen *et al.*, 2023). The interconnection between procurement processes, ethical considerations, and stakeholder

participation is key for attaining environmental and social responsibility. The literature highlights the importance of incorporating collective ethical procurement policy into organisational practices (Ponte *et al.*, 2020). However, the inclusion of all stakeholders in the procurement process is key for guaranteeing prompt service delivery that is in line with sustainable objectives (Mwakiru & Barasa, 2022).

Theme Three: Sustainability

Sustainable development is a core principle that underpins the worldwide endeavour to uphold environmental and social accountability. Sustainable development involves satisfying the requirements of the current generation while ensuring that future generations can fulfil their own demands without any hindrance (Olsson & Öjehag-Pettersson, 2020). Effective implementation of sustainable supply chain management is key for ensuring that organisational activities are in line with sustainable development goals. Organisations can promote innovation, resource efficiency, and financial sustainability by integrating green principles into their supply chain strategy (Sönnichsen *et al.*, 2020). Green supply chain management emphasises the significance of considering environmental standards when acquiring and selling goods and services internationally (Omar, 2023). This approach guarantees the integration of environmental factors across the entire supply chain process.

Sustainable procurement practices are crucial elements of sustainable public procurement, which seeks to promote the sustainable growth of public institutions (Pamuła *et al.*, 2023). This entails including sustainability criteria into the bidding practices, guaranteeing that procurement operations align with environmental and social responsibility objectives (Demarchi *et al.*, 2023). Sustainable procurement practices encompass the evaluation of both the environmental consequences of items and services, as well as their complete lifecycle, which includes production, utilisation, and disposal (Ansere, 2024). Organisations can contribute to the greater purpose of attaining sustainable development and environmental stewardship by adopting sustainable procurement practices.

The impact of sustainable public procurement on organisational practices and stakeholder involvement in relation to environmental and social responsibility is significant. It functions as a means for organisations to improve their long-term sustainability and adaptability by expanding their range of resources and adhering to ecologically sustainable practices (Ngubane, 2024). Sustainable public procurement is widely recognised as a crucial component of sustainability efforts in the public sector globally (Ma *et al.*, 2022). By incorporating sustainability criteria into procurement practices, organisations can reduce their environmental impact and include stakeholders in advocating for environmental and social responsibility (Kim, 2024).

Theoretical and Practical Implications

The study reveals the theoretical implications of Sustainable Public Procurement (SPP), emphasising its complex character and significant influence on the development of organisational practices and stakeholder involvement. This study improves theory development by demonstrating the fundamental role of SPP in integrating environmental and social responsibility within organisational structures. SPP improves the theoretical understanding of sustainable supply chain management (SSCM) by incorporating sustainability criteria into procurement practices. This method encourages a holistic perspective that connects economic, environmental, and social elements. The study further elucidates

existing theories by highlighting the significance of ethical and green procurement practices in encouraging transparency and accountability. These practices are key for theoretical models that investigate the interactions between stakeholders and the process of organisational transformation. However, incorporating cutting-edge technologies like artificial intelligence into ethical procurement frameworks offers a fresh perspective for analysing the convergence of technology and sustainability. This, in turn, contributes to the existing knowledge in supply chain and operations management.

The findings of this study offer practical recommendations that organisations and policymakers may implement to improve sustainable procurement processes. Organisations are advised to embrace a holistic strategy to procurement that integrates green, ethical, and lean concepts. This requires not just complying with regulatory frameworks but also cultivating a culture of sustainability that is present throughout all levels of the organisation. Practical steps involve implementing training programmes to improve awareness and develop the abilities of procurement experts, ensuring they possess the essential information and skills to effectively carry out sustainable procurement strategies. The study emphasises the significance of policymakers creating and implementing strong legislative frameworks that require the incorporation of sustainability criteria in public procurement practices. This can be accomplished by harmonising domestic policies with global sustainability objectives, such as the United Nations Sustainable Development Goals (SDGs). In addition, strengthening collaboration between the public and commercial sectors can improve the effectiveness of sustainable procurement practices, encouraging more widespread adoption and facilitating the sharing of successful strategies. By implementing these suggestions, both organisations and governments are able to make substantial strides in achieving environmental and social responsibility through sustainable public procurement.

Limitations

This study, while comprehensive in its approach to assessing the impact of sustainable public procurement (SPP) on organisational practices and stakeholder engagement, is not without its limitations. One of the primary constraints is the potential for selection bias inherent in the systematic literature review methodology. Despite the rigorous application of the PRISMA framework to ensure the inclusion of relevant studies, the selection process may inadvertently overlook pertinent research due to language barriers, publication bias, or the accessibility of databases. This bias could skew the findings by disproportionately representing studies from regions or institutions with greater access to publishing resources, potentially limiting the generalisability of the conclusions to broader contexts. However, the reliance on published literature excludes grey literature, such as government reports and industry white papers, which might offer valuable insights into SPP practices and outcomes but are often not subjected to the same peer-review processes as academic publications.

Another significant limitation is the constraint posed by the temporal scope of the included studies. The review encompasses research published between 2016 and 2024, a period chosen to capture contemporary developments in SPP. However, this timeframe may exclude seminal works that laid the foundational theories of SPP, or recent studies not yet indexed in major databases. The rapidly evolving nature of sustainability practices and public procurement policies means that the findings of this study may quickly become outdated as new technologies, regulations, and strategies emerge. Additionally, the heterogeneity in the methodologies and contexts of the included studies presents challenges in synthesizing findings uniformly. Variations in study designs, sample sizes, and regional focuses can result in inconsistent data, making it difficult to draw definitive conclusions about the global impact of

SPP. These methodological discrepancies necessitate cautious interpretation of the results and highlight the need for further empirical research to validate and extend the findings of this review.

Conclusion and Recommendations

Summary of Key Findings

The study on the impact of sustainable public procurement on organisational practices and stakeholder involvement in relation to environmental and social responsibility uncovers various significant discoveries. The incorporation of sustainable procurement practices into business operations considerably improves environmental performance management by integrating green strategies, hence reducing the environmental load. Improving social performance can be achieved by using ethical procurement practices that specifically target social concerns. This approach helps to cultivate trust among stakeholders and ensures compliance with societal and ethical norms. Sustainable procurement contributes to economic performance by generating cost savings, improving efficiency, and ensuring long-term financial stability.

However, the research emphasises the significance of forward-thinking company strategies that integrate sustainability, which can lead to significant improvements in performance. Efficient procurement strategies, such as ethical and lean procurement, are key for harmonising supply chain activities with sustainability objectives and guaranteeing organisational sustainability. The interdependence of different procurement techniques highlights their combined influence on achieving holistic sustainability. Sustainable supply chain management, which encompasses green supply chain management, plays a key role in minimising environmental harm and encouraging social accountability, hence attaining holistic sustainability objectives. Adopting sustainable procurement methods is fundamental for promoting environmental and social responsibility, which in turn contributes to the overall sustainability of an organisation. The study highlights the importance of sustainable public procurement as a key element in improving organisational processes and involving stakeholders in promoting environmental and social responsibility.

Recommendations

To effectively improve sustainable public procurement (SPP) practices, it is advisable for organisations to establish thorough training programmes for procurement experts, with a focus on the principles of green procurement, ethical sourcing, and lean procurement. This will guarantee that procurement decisions are made with a strong assessment of environmental, social, and economic consequences, promoting a culture of sustainability.

Incorporating cutting-edge technologies like blockchain and e-procurement can improve transparency, efficiency, and accountability in procurement practices, thereby strengthening stakeholder trust and involvement. At a policy level, it is key to create and implement strong regulatory frameworks that require the incorporation of sustainability standards in all public procurement activities. Policies should facilitate the implementation of circular procurement practice and encourage collaboration across different sectors to attain overarching sustainability objectives. Governments should also contemplate offering incentives to organisations that exhibit outstanding sustainable procurement practices, so encouraging more entities to embrace similar techniques.

Suggestions for Future Research

The results of this comprehensive analysis of published works emphasise the significance of sustainable public procurement (SPP) in influencing organisational practices and stakeholder involvement in environmental and social responsibility. Nevertheless, there are other areas that require further research. Future study should investigate the enduring effects of SPP on organisational performance in other sectors, with a specific emphasis on conducting comparative studies across developed and developing nations to discern contextual disparities. Furthermore, a thorough analysis of the impact of technological breakthroughs, such as blockchain and artificial intelligence, on improving the transparency and efficiency of SPP processes could yield significant insights.

Another key area for future investigation is the evaluation of the societal aspects of SPP, namely its impact on community development, social fairness, and the involvement of small and medium-sized firms (SMEs) in the procurement practice. Examining the challenges and facilitators of adopting Strategic Performance Planning (SPP) across multiple tiers of government and within diverse organisational cultures might also yield advantageous insights. Longitudinal studies that monitor the development of SPP practices and their results over time should provide a more comprehensive comprehension of the sustainability transitions in public procurement systems and their wider societal effects. By focusing on these specific areas, future study can further provide understanding of how SPP might be optimally utilised to accomplish sustainable development goals.

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