

**THE IMPACT OF GOOD CITIZENSHIP DIMENSIONS ON
SUPPLY CHAIN SUSTAINABILITY**

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Abstract

This study explored the relationship between good citizenship dimensions and supply chain sustainability in Malaysia. Utilizing a quantitative approach, the research examined six key dimensions: political participation, social capital, civic knowledge, ethical behavior, environmental stewardship and digital citizenship. Data were collected through an online survey, resulting in 100 responses. The findings revealed significant positive correlation between these citizenship behaviours and supply chain sustainability, suggesting that individuals, who displayed responsible civic behaviours, were more likely to support sustainable supply chain practices. The study underscores the importance of fostering good citizenship as the means to enhance the sustainability in supply chains, providing valuable insights for policymakers, business leaders, and educators. It also highlights the role of digital platforms in promoting transparency and engagement in sustainability initiatives. Despite its contributions, the study acknowledges limitations in sample diversity and geographic focus, calling for broader research to validate these findings across different contexts and industries. The study concludes that promoting responsible citizenship can promote sustainable business practices, ultimately contributing to a more sustainable future.

Keywords: *Good Citizenship Index, Political Participation, Social Capital, Civil Knowledge, Ethical Behaviour, Digital Citizenship, Environmental Stewardship, Supply Chain Sustainability.*

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1. Introduction

In recent years, the concept of good citizenship has gained significant attention in academic and practical discourse. Good citizenship encompasses various dimensions, including political participation, social capital, civic knowledge, ethical behavior, environmental stewardship, and digital citizenship. These dimensions are critical for fostering an engaged and responsible citizenry, which is essential for the sustainable development of societies (Dalton, 2008; Putnam, 2000). As global challenges such as climate change, social inequality, and technological advancements intensify, the role of citizens in promoting sustainability has become increasingly vital (Ali et al., 2020; Dryzek et al., 2011; Syakirah et al., 2020).

Supply chain sustainability, a crucial aspect of organizational and economic resilience, refers to the management of environmental, social, and economic impacts within supply chains (Sivan et al 2022; Sivan et al., 2023). Supply chain sustainability ensures that supply chain operations are conducted in a manner that preserves resources, reduces negative environmental impacts and promotes social equity (Carter & Rogers, 2008; Selvaraju et al., 2017). The pursuit of supply chain sustainability is not only a strategic imperative for businesses but also a moral obligation towards future generations (Elkington, 1997). The relationship between good citizenship and supply chain sustainability presents a fertile ground for exploration, as responsible citizenship behaviors can potentially drive sustainable practices across

supply chains (Bansal & DesJardine, 2014; Mkumbo et al., 2019; Munir et al., 2021; Rajagopal et al., 2016; Sundram et al., 2017).

Given the growing importance of sustainability in global supply chains, understanding the role of good citizenship in promoting sustainable practices is essential. This study aims to explore this interface, providing insights that could inform both academic discourse and practical strategies. The findings from this research will not only contribute to the body of knowledge on sustainability but also offer actionable recommendations for businesses and policymakers, aiming to enhance supply chain sustainability through the promotion of responsible citizenship behaviours.

2. Literature Review

2.1. Good Citizenship Dimensions

Good citizenship encompasses a broad spectrum of behaviors and attitudes that contribute to societal well-being. Key dimensions include political participation, which involves engagement in activities like voting and policy advocacy, fostering democratic governance and community responsibility (Verba, Schlozman, & Brady, 1995; Dalton, 2008). Social capital, defined by networks, norms, and trust, promotes social cohesion and enables collective action, benefiting both individuals and communities (Putnam, 2000; Bourdieu, 1986). Civic knowledge is crucial for understanding political processes and civic responsibilities, aiding effective civic engagement (Delli Carpini & Keeter, 1996). Ethical behavior, centered on principles like honesty and fairness, shapes interactions in society (Rawls, 1971). Environmental stewardship emphasizes protecting the natural environment through conservation and sustainable practices (Berry, 2006). Lastly, digital citizenship pertains to the

responsible use of digital technologies, encompassing digital literacy, privacy, and cybersecurity, which are essential in today's interconnected world (Ribble, 2011).

2.2. Supply Chain Sustainability

Supply chain sustainability involves integrating environmental, social, and economic considerations into supply chain management, to minimize negative impacts and enhance positive contributions throughout the product lifecycle, from raw material extraction to disposal (Carter & Rogers, 2008; Narayanan et al., 2024a). This concept agrees with sustainable development, balancing economic growth, environmental protection, and social equity (Brundtland Commission, 1987; Rasi et al., 2021; Sundram et al., 2016). Environmental sustainability focuses on reducing carbon footprints, waste and promoting renewable resources through practices like eco-design and sustainable sourcing (Elkington, 1997; Srivastava, 2007). Social sustainability emphasizes fair labor conditions, diversity, inclusion and community engagement (Seuring & Müller, 2008). Economic sustainability concerns the long-term viability of businesses, emphasizing cost efficiency, innovation and risk management (Pagell & Wu, 2009). The triple bottom line approach, which includes environmental, social, and economic aspects, serves as a framework for evaluating sustainability in supply chains (Elkington, 1997; Vatumalae et al., 2022).

3. Statement of Problem

Despite increasing awareness and implementation of sustainable practices, many organizations still struggle to fully integrate these dimensions, resulting in unsustainable supply chain practices that continue to harm the environment, exploit labor and prioritize short-term economic gains over long-term

sustainability (Gold, Seuring, & Beske, 2010). This gap between awareness and action underscores the importance of understanding the factors that influence sustainable supply chain management.

Recent studies suggest that good citizenship behaviors, among consumers and other stakeholders, can significantly impact corporate practices, including those related to sustainability (Schaltegger & Wagner, 2017; Sundram et al., 2018; Vatumalae et al., 2020). However, there is limited empirical research that systematically examines how different dimensions of good citizenship—such as political participation, social capital, civic knowledge, ethical behavior, environmental stewardship, and digital citizenship—contribute to supply chain sustainability (Kolk & van Tulder, 2010; Vatumalae et al 2023). As such, this study proposed to address these gaps by exploring the relationship between good citizenship dimensions and supply chain sustainability, providing empirical insights that can inform both academic discourse and practical strategies for enhancing sustainability in supply chains.

4. Need of the Study

This research will contribute to the existing body of knowledge by highlighting the importance of fostering good citizenship in the pursuit of sustainable supply chain practices. Moreover, it will also offer practical insights for policymakers, business leaders, and educators on how to cultivate and leverage good citizenship behaviors to enhance supply chain sustainability. Through this investigation, the study would explain the critical role that responsible citizenship plays in shaping a sustainable future, both at the individual and organizational levels.

5. Objective of the Study

This study was undertaken to examine the impact of various dimensions of good citizenship

on supply chain sustainability. By focusing on the independent variables of political participation, social capital, civic knowledge, ethical behavior, environmental stewardship, and digital citizenship, this research seeks to understand how these aspects of good citizenship contribute to the sustainability of supply chains. The study employed a quantitative analysis approach to assess the relationships between these variables and supply chain sustainability, providing empirical evidence to support the theorized linkages.

6. Hypotheses of the Study

The Good Citizen Index measures individuals' responsible engagement in societal activities, including political participation, social capital, civic knowledge, ethical behavior, environmental stewardship and digital citizenship. A high index score often correlates with greater consumer demand for sustainable products, advocacy for environmentally and socially responsible policies and community engagement that fosters cooperation among stakeholders. These behaviors collectively bring pressure to bear upon companies to adopt sustainable supply chain practices, thus enhancing overall supply chain sustainability. This relationship underscores the influence of active and informed citizenship in driving corporate responsibility and environmental stewardship (Dalton, 2008; Putnam, 2000; Elkington, 1997; Vogel, 2005; Harrison, Newholm & Shaw, 2005).

H₁: There is positive relationship between political participation and supply chain sustainability.

H₂: There is positive relationship between social capital and supply chain sustainability.

H₃: There is positive relationship between civic knowledge and supply chain sustainability.

H₄: There is positive relationship between ethical behavior and supply chain sustainability.

H₅: There is positive relationship between environmental stewardship and supply chain sustainability.

H₆: There is positive relationship between digital citizenship and supply chain sustainability.

7. Research Methodology

Utilizing a quantitative research approach, this study employed survey methods through the administration of questionnaires. By applying statistical analysis, it examined the relationship between good citizenship dimensions and supply chain sustainability. This methodological approach is grounded in observed and measured data, allowing for an in-depth exploration of how various aspects of good citizenship such as political participation, social capital, civic knowledge, ethical behavior, environmental stewardship and digital citizenship impact sustainable practices within organizations. Through a quantitative lens, the study meticulously analysed numerical data, providing a robust avenue to uncover comprehensive insights into the nuanced interrelationships between good citizenship behaviors and the sustainability performance of supply chains. (Figure 1).

7.1. Sample Selection

The study employed a convenience sampling method, targeting the general population in Malaysia through online surveys. This approach enabled the collection of 100 responses from diverse backgrounds, ensuring a broad representation of perspectives. Location was selected as the criteria for sample selection to capture diverse socio-economic, cultural, and technological contexts, as these factors significantly influence good citizenship behaviors and supply chain sustainability practices (Table 2)

7.2. Sources of Data

The main sources of data were mainly the primary data obtained from the questionnaire

distributed in Malaysia. Data collection was conducted through online surveys, distributed across various platforms and channels, including social media, email lists, and community groups. This method ensured that the survey reached a broad audience, encompassing individuals from different backgrounds, professions, and demographic profiles.

7.3. Period of Study

This study was conducted during the period from Feb 2023 to July 2024. The data collection took about six months. After data collection, the next step was data analysis, to capture the result.

7.4. Tools used in the Study

This study employed a quantitative research methodology, utilizing self-administered questionnaires, comprising multiple items to assess various dimensions of good citizenship, including political participation, social capital, civic knowledge, ethical behaviour, environmental stewardship and digital citizenship. The questionnaires were structured on a five-point Likert Scale, enabling respondents to express their level of agreement from 1 (strongly disagree) to 5 (strongly agree). The relationship between these good citizenship behaviors and supply chain sustainability was explored, by using regression analysis, providing valuable insights from the collected responses.

8. Data Analysis

In this study, the collected survey data were analyzed, by using SPSS. Descriptive statistics was used to identify the frequency distribution, which helps to visualize how often different values of a variable occur. This distribution is usually presented in terms of percentages to show the relative occurrences of each value. Regression analysis was used to model the relationship between six independent variables and a dependent variable.

8.1. Demographic Profile of Survey Respondents

The data offered insights into the distribution of respondents across diverse segments among Malaysians, from various backgrounds and an understanding of the Good Citizenship Index. The comprehensive questionnaire, utilized for this study, covered responses from 100 participants within Malaysia. **Table-1** categorizes respondents by gender, age group, education level, occupation, and location, providing both the frequency and percentage of each category. This breakdown indicates that a significant majority of respondents were predominantly associated with courier and express delivery services.

8.2. Reliability Test Dimension of Good Citizenship Index and Supply Chain Sustainability

Reliability analysis aims to assess the consistency and steadiness of measurement scales along with their components. As illustrated in **Table 3**, this analysis procedure calculates various established indicators of scale reliability, providing insights into the connections among individual scale elements. The Cronbach's Alpha values showed how consistent and reliable our survey questions were for each topic. Scores between 0.70 and 0.9 for all topics like political participation, social capital, and others revealed that the questions worked well together to measure the same idea. In simple terms, it means that when people responded to these questions, their responses were dependable and consistent, which helped us to trust the data of the study.

8.3. Correlation Analysis of Dimension of Good Citizenship Index and Supply Chain Sustainability

According to **Table-4**, all independent variables recorded positive correlations with

Supply Chain Sustainability, with coefficients ranging from 0.50 to 0.75, indicating that as these aspects of good citizenship increased, supply chain sustainability also increased. The correlations among the independent variables were moderate, suggesting some level of interrelationship without severe multicollinearity issues.

8.4. Multiple Regression Analysis of Dimension of Good Citizenship Index and Supply Chain Sustainability

The findings, depicted in **Table 5**, present the results of a comprehensive multiple-regression analysis, aimed at exploring the relationship between dimensions of the Good Citizenship Index and Supply Chain Sustainability. The multiple regression analysis demonstrated that all six independent variables significantly did influence Supply Chain Sustainability, with p-values being less than 0.05. The coefficients indicated the expected change in sustainability for a one-unit increase in each predictor, holding others constant. Political Participation (0.300), Social Capital (0.250), Civic Knowledge (0.200), Ethical Behavior (0.150), Environmental Stewardship (0.180), and Digital Citizenship (0.270) all show positive relationships, suggesting that enhancing these aspects of good citizenship can improve sustainability outcomes (**Narayanan et al., 2024b**).

9. Findings of the Study

The study found significant positive relationship between good citizenship dimensions and supply chain sustainability. Political participation, social capital, civic knowledge, ethical behavior, environmental stewardship, and digital citizenship all positively correlated with sustainability outcomes, as shown in the regression analysis. These findings suggest that individuals, who engage in responsible civic behaviours, are more likely to

influence organizational practices towards sustainable supply chains. The results concur with the existing literature, emphasizing the importance of an engaged citizenry in promoting corporate responsibility and sustainable development.

10. Suggestion

To enhance supply chain sustainability, it is recommended that policymakers and business leaders foster a culture of good citizenship among stakeholders. This can be achieved through public awareness campaigns, educational programs and corporate policies that encourage ethical behavior, political participation, and environmental stewardship. Businesses should also engage in transparent communication with consumers and communities, to build social capital and trust. Further, leveraging digital platforms can amplify these efforts, promoting digital citizenship and enabling broader participation in sustainability initiatives.

11. Conclusion

This study demonstrated that good citizenship dimensions-political participation, social capital, civic knowledge, ethical behavior, environmental stewardship, and digital citizenship did play a crucial role in enhancing supply chain sustainability. Individuals, who engage in responsible civic behaviours, are more likely to support and drive sustainable practices within organizations, highlighting the need for integrating citizenship education and engagement into corporate and governmental sustainability strategies. The research also underscores the importance of digital citizenship in increasing transparency and stakeholder involvement in sustainability efforts.

12. Limitations of Study

The study's limitations include the use of convenience sampling, which may not fully

represent the broader population. The data collection was limited to online surveys, potentially excluding individuals without internet access. Additionally, the study's focus on a specific geographic region, Malaysia, may limit the generalizability of the findings to other contexts. Future research should consider more diverse sampling methods and broader geographical contexts to validate these results.

13. Scope for Further Research

Future research should explore the impact of good citizenship on supply chain sustainability, across different industries and cultural contexts. Longitudinal studies could provide insights into how these relationships evolve. Additionally, examining the role of digital citizenship in enhancing corporate transparency and stakeholder engagement can offer valuable perspectives on leveraging technology for sustainability.

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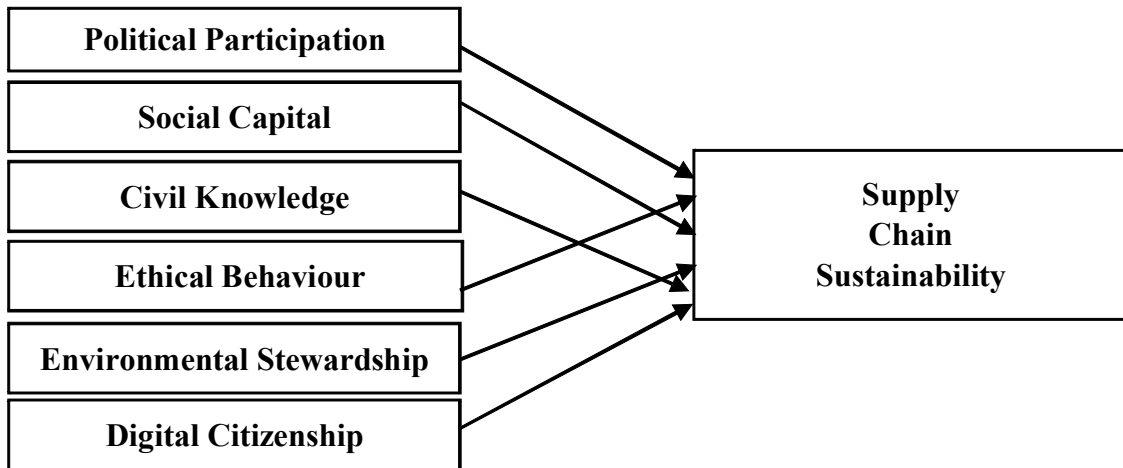
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Figure 1: Conceptual Framework for the Impact of Good Citizenship Dimensions on Supply Chain Sustainability



Source: Framed by Authors

Table 1: Demographic Profile of Respondents in Malaysia

Demographic Variables	Categories	Frequency	Percentage (%)
Gender	Male	45	45
	Female	55	55
Age Group	18-24	15	15
	25-34	30	30
	35-44	25	25
	45-54	20	20
	55 and above	10	10
Education Level	High School	20	20
	Bachelor's Degree	50	50
	Master's Degree	20	20
	Doctorate	5	5
	Other	5	5
Occupation	Student	10	10
	Professional/Manager	40	40
	Technical / Skilled	20	20
	Administrator	10	10
	Self-employed	10	10
	Retired	5	5
	Others	5	5
	Urban	60	60
	Suburban	30	30
	Rural	10	10

Source: Primary data computed using SPSS

Table 2: Classification of Survey Responses on the basis of Location

Location	Population	Sample	Responses (response rate)
Urban	250	60	15%
Suburban	100	30	7.5%
Rural	50	10	2.5%
	400	100	25%

Source: Generated by Authors

Table 3: Reliability Test of Dimension of Good Citizenship Index and Supply Chain Sustainability

Variables	Cronbach Alpha
Political Participation	0.854
Social Capital	0.831
Civil Knowledge	0.872
Ethical Behavior	0.754
Environmental Stewardship	0.735
Digital Citizenship	0.822
Supply Chain Sustainability	0.712

Source: Primary data computed using SPSS

Table 4: Correlation between Good Citizenship Index and Supply Chain Sustainability

Variable	PP	SC	CK	EB	ES	DS	SCS
Political Participation	1.00						
Social Capital	0.452	1.00					
Civil Knowledge	0.353	0.405	1.00				
Ethical Behavior	0.404	0.533	0.456	1.00			
Environmental Stewardship	0.307	0.457	0.408	0.559	1.00		
Digital Citizenship	0.505	0.556	0.513	0.652	0.564	1.00	
Supply Chain Sustainability	0.606	0.650	0.554	0.764	0.649	0.516	1.00

Source: Primary data computed using SPSS

Table 5: Multiple Regression Analysis between Good Citizenship Index and Supply Chain Sustainability

Independent Variable	Supply Chain Sustainability			Hypothesis	Result
	Beta (β)	<i>t</i> -value	<i>Sig.</i>		
Political Participation	0.300	5.445	0.000	<i>H1</i>	Accepted
Social Capital	0.250	3.887	0.000	<i>H2</i>	Accepted
Civil Knowledge	0.202	2.778	0.006	<i>H3</i>	Accepted
Ethical Behavior	0.155	2.500	0.003	<i>H4</i>	Accepted
Environmental Stewardship	0.169	2.143	0.019	<i>H5</i>	Accepted
Digital Citizenship	0.270	2.145	0.021	<i>H6</i>	Accepted
<i>F</i> -value	17.694				
<i>R</i> -square	0.411				

Source: Primary data computed using SPSS

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