

Exploring Green Supply Chain Management Practices in the Nepalese Retail Sector

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Article Info.

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Article Received

May 12, 2025

Article Reviewed:

June 13, 2025

Article Published:

July 20, 2025

Abstract

This study investigates the adoption and implementation of Green Supply Chain Management (GSCM) practices in the Nepalese retail sector, focusing on the extent of environmental initiatives, associated challenges, and areas requiring improvement. A descriptive research design was employed, using primary data collected from 370 respondents, including supply chain managers, store managers, and operational staff from ten leading retail outlets in Kathmandu Valley. Data were gathered through structured Likert-scale questionnaires using convenience sampling. The findings indicate that Nepalese retailers have partially adopted GSCM practices, primarily through energy-efficient operations, basic waste management systems, and reduced plastic consumption. However, advanced practices such as green procurement, reverse logistics, and strategic supplier collaboration remain underdeveloped. Major barriers to effective GSCM adoption include limited managerial awareness, insufficient government incentives, and weak institutional support. The study underscores the need for stronger policy frameworks, targeted training programs, and integrated supplier partnerships to enhance sustainable supply chain performance. This research contributes empirical evidence to the growing body of GSCM literature in developing-country retail contexts.

Keywords: *Green Supply Chain Management; Retail Sector; Sustainability; Environmental Practices; Nepal*

Background

In recent years, the concept of Green Supply Chain Management (GSCM) has gained momentum globally as businesses seek to reduce their environmental footprint while maintaining competitiveness. GSCM involves integrating environmental thinking into every stage of the supply chain from product design and raw material sourcing to manufacturing, distribution, consumption, and end-of-life recycling (Srivastava, 2007). Retail businesses, due to their scale and consumer interface, play a critical role in promoting and implementing green practices. Globally, leading retailers have adopted green logistics, sustainable sourcing, waste minimization, and energy-efficient technologies as part of their supply chain strategies (Zhu & Sarkis, 2006).

In the context of Nepal, the retail sector has expanded rapidly, especially in urban areas like Kathmandu, Pokhara, and Biratnagar, with the rise of large supermarket chains such as Bhat-Bhateni, Big Mart, and Sale ways. This growth, however, has led to increased environmental concerns due to high energy usage, plastic packaging waste, and inefficient transportation networks (Bhattarai & Shrestha, 2021). Yet, GSCM remains a relatively underexplored and under-implemented concept in the Nepalese retail sector. Most businesses still follow traditional supply chain practices with limited consideration for environmental sustainability (K.C. & Adhikari, 2022).

Studies suggest that the barriers to GSCM adoption in Nepal include limited awareness among retail managers, lack of regulatory pressure, insufficient government incentives, and the absence of sustainable procurement policies (Khadka & Sapkota, 2020). Additionally, consumer awareness about green products and sustainable retailing is still low, creating a weak market pull for

environmentally friendly practices (Neupane & Bista, 2021). Despite these challenges, there is growing recognition of the importance of GSCM, especially as Nepal moves toward meeting its commitments under the Sustainable Development Goals (SDGs) and climate action plans.

A few pioneering retail firms in Nepal have begun experimenting with reusable packaging, digital inventory systems to reduce waste, and sourcing products locally to cut down on emissions (Sharma & Adhikari, 2021). However, there is a lack of systematic research on how widespread such practices are and what factors influence their adoption. Therefore, this study seeks to explore the current status, drivers, barriers, and future prospects of Green Supply Chain Management practices in the Nepalese retail sector, contributing to both academic literature and practical policy development.

Research Objectives

1. To evaluate the current level of adoption of Green Supply Chain Management (GSCM) practices among major retail outlets in Kathmandu, focusing on areas such as energy efficiency, waste reduction, green procurement, and reverse logistics.
2. To investigate the key challenges and barriers faced by Nepalese retailers in implementing GSCM practices, including internal and external factors such as awareness levels, government support, financial constraints, and infrastructural limitations.
3. To develop actionable recommendations aimed at enhancing the adoption of GSCM practices and fostering sustainable supply chain operations within the Nepalese retail sector, providing practical guidance for retail managers and policymakers.

Research Questions

1. What is the current level of adoption of Green Supply Chain Management (GSCM) practices in the Nepalese retail sector?
2. How does the awareness and knowledge of GSCM among retail managers and staff influence the adoption of green practices?
3. What role do government policies and incentives play in encouraging or hindering the implementation of GSCM in retail businesses in Kathmandu?
4. To what extent does financial capacity affect a retail outlet's ability to implement GSCM practices?
5. How does collaboration with suppliers and green partnerships impact the adoption of environmentally sustainable practices in retail supply chains?

Literature Review

Green Supply Chain Management (GSCM) has emerged as a critical strategy for organizations worldwide to address environmental sustainability alongside economic goals. In the context of Nepal, the retail sector plays a pivotal role in driving sustainable practices, given its significant contribution to the national economy and environmental footprint (Shrestha & Acharya, 2023). Studies indicate that while awareness of GSCM concepts among Nepalese retailers is growing, the actual implementation of green practices such as energy efficiency, waste reduction, and green procurement remains limited due to various internal and external constraints (Paudel & Joshi, 2021).

Research focusing on Nepal reveals that key barriers to GSCM adoption include lack of financial resources, insufficient government support, and infrastructural

challenges, which collectively hinder retailers from fully integrating sustainable supply chain practices (Sharma & Singh, 2023). Moreover, the role of managerial awareness and leadership commitment is crucial, as organizations with stronger environmental knowledge and proactive leadership tend to adopt green supply chain initiatives more effectively (Bhattarai & Rana, 2021). This suggests that capacity building and training are essential for improving adoption rates in the Nepalese retail context.

Shrestha and Acharya (2023) used a qualitative research design to explore barriers to GSCM adoption in Nepal's retail sector. Through interviews and literature synthesis, they identified key challenges including low managerial awareness, financial limitations, and insufficient government support. Findings highlighted infrastructural weaknesses and organizational resistance as major impediments. The study underscored the necessity for stronger policy frameworks and capacity-building initiatives. This aligns with Kathmandu's retail challenges in implementing green practices.

Adhikari and Gurung (2022) performed a literature synthesis focusing on the impact of government policies on GSCM in Nepal's retail industry. They reviewed policy documents and empirical studies to assess incentives and regulatory effectiveness. Findings revealed a gap between policy formulation and on-ground enforcement, with retailers often unaware of available subsidies. The study recommended improved communication and policy support mechanisms. It suggests government incentives can be a key enabler if better utilized.

Bhattarai and Rana (2021) adopted a qualitative approach, reviewing leadership's role in promoting sustainable supply chain practices. They analyzed

organizational case studies and found that strong top management commitment fosters a culture supportive of GSCM. Leadership engagement correlated with higher adoption rates and employee motivation towards green initiatives. The paper suggested leadership training as vital for retail businesses. It reinforces the importance of organizational commitment in Nepalese retail.

Thapa and Karki (2022) conducted a review of supplier collaboration within green supply chains in Nepal, synthesizing multiple qualitative and quantitative studies. They concluded that partnerships with suppliers enhance knowledge exchange and resource sharing, enabling more effective green procurement and waste management. The research highlighted that collaborative relationships significantly influence GSCM success in retail. It also recommended fostering long-term supplier partnerships. This supports your focus on supplier collaboration.

Khanal and Aryal (2022) used mixed-method studies to review customer perceptions of environmental performance in retail supply chains. They found that positive customer attitudes toward sustainability motivate retailers to adopt green practices. Increased environmental performance improved brand image and customer loyalty in Nepalese retail. The study suggested marketing green initiatives as a competitive advantage. This highlights the external demand driver in GSCM adoption.

Adhikari and Basnet (2024) synthesized practical recommendations from multiple studies aimed at enhancing GSCM adoption in Nepal's retail sector. Their review emphasized overcoming financial, policy, and knowledge barriers through integrated strategies involving government, businesses, and stakeholders. They advocated for capacity building, policy reforms, and stronger

green partnerships. The findings provide a roadmap to promote sustainability in retail supply chains. This is highly relevant for shaping actionable recommendations in your research.

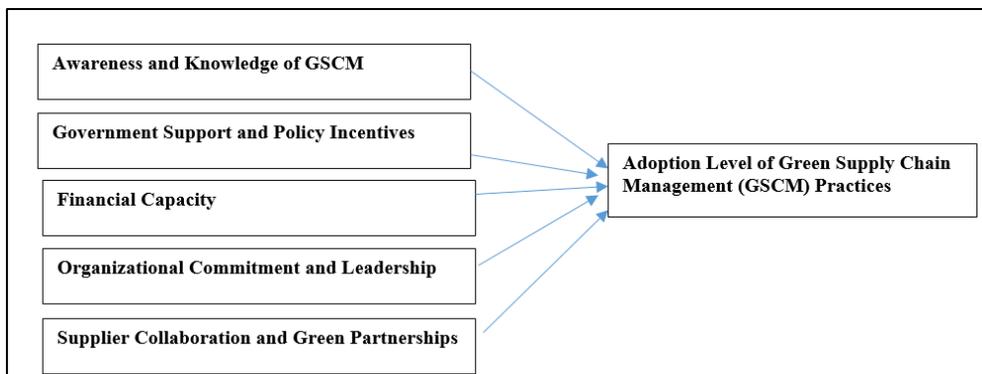
Theories

The most effective theories for studying Green Supply Chain Management (GSCM) adoption in the Nepalese retail sector are the Resource-Based View (RBV) and the Institutional Theory. RBV focuses on how internal capabilities and resources help firms build a competitive advantage through sustainable practices. Institutional Theory highlights the powerful role of external pressures such as government regulations, industry standards, and social expectations in driving organizations to adopt green initiatives. Together, these theories effectively explain both the internal strengths and external influences shaping GSCM adoption, making them highly relevant for understanding sustainability practices in Nepal’s retail industry.

Conceptual Framework

Figure 1

Conceptual Framework Developed by the Researcher Based on Resource-Based View and Institutional Theories



Operational Definition of Variables

Adoption Level of GSCM Practices:

The extent to which green supply chain practices are implemented in retail operations, such as green procurement, energy efficiency, and waste management.

Independent Variables (IVs):

Awareness and Knowledge of GSCM:

The level of understanding and familiarity employees and managers have with green supply chain concepts and practices.

Government Support and Policy Incentives:

The influence of environmental regulations, subsidies, and policy frameworks that encourage green initiatives in supply chains.

Financial Capacity:

The availability of financial resources and investment potential to implement green technologies and sustainable practices.

Organizational Commitment and Leadership:

The degree of support and prioritization of GSCM practices by top management and the organization's culture.

Supplier Collaboration and Green Partnerships:

The effectiveness of collaboration with suppliers to promote and implement environmentally sustainable supply chain practices.

Hypotheses

H1: There is a significant level of adoption of Green Supply Chain Management (GSCM) practices among retail outlets in Kathmandu.

H2: Awareness and knowledge of GSCM have a positive and significant influence on the adoption of GSCM practices in the Nepalese retail sector.

H3: Government policies and incentives significantly influence the adoption of GSCM practices in retail supply chains.

H4: Financial capacity of retail organizations has a positive and significant effect on the adoption of GSCM practices.

H5: Supplier collaboration and green partnerships positively and significantly influence the adoption of GSCM practices.

Research Methodology

Research Design

This study employs a quantitative research design using a descriptive survey method to examine the adoption of Green Supply Chain Management (GSCM) practices among retail outlets in Kathmandu. The design facilitates the collection of standardized data from participants at a single point in time, enabling the

measurement and analysis of relationships between variables such as awareness, government support, financial capacity, organizational commitment, supplier collaboration, and the level of GSCM adoption.

Population

The population for this study comprises all employees, managers, and owners working in major retail outlets within the Kathmandu metropolitan area. This includes retail sectors such as supermarkets, convenience stores, apparel shops, electronics outlets, and others involved in supply chain operations.

Sampling Technique and Sample Size

A convenience sampling technique is used to select respondents who are readily accessible and willing to participate, given practical constraints and the diverse nature of retail businesses in Kathmandu. The total sample size targeted is 370 respondents, covering various roles such as owners, managers, and staff members to ensure a representative understanding of GSCM adoption across organizational levels.

Data Collection and Analysis Tools

Data for this study were collected through a structured questionnaire using a five-point Likert scale to measure respondents' perceptions and practices related to Green Supply Chain Management (GSCM). A pilot study was conducted with 50 respondents to test the reliability of the questionnaire. Using SPSS software, Cronbach's alpha was calculated and found to be 0.8, indicating good internal consistency and reliability of the measurement scales.

For the main analysis, SPSS was used to process the collected data. Descriptive statistics summarized the demographic profile of respondents and the overall adoption levels of GSCM practices. Additionally, correlation and multiple regression analyses were performed using SPSS to examine the relationships and influence of key factors such as awareness, government support, financial capacity, organizational commitment, and supplier collaboration on the level of GSCM adoption.

Results and Discussions

Demographic Profile of the Respondents

The demographic profile highlights the key background characteristics of the respondents, providing context for interpreting the study results.

Table 1

Demographic Characteristics of Respondents (N = 370)

Variable	Category	Frequency (n)	Percentage (%)
Age	Below 25	48	13.0
	25–34	159	43.0
	35–44	100	27.0
	45–54	44	12.0
	55 and above	19	5.0
Gender	Male	266	72.0
	Female	104	28.0
Education Level	Below Plus Two	67	18.0
	Bachelor's	248	67.0
	Degree		

	Above Bachelor	55	15.0
Job Role	Owner	56	15.0
	Manager	74	20.0
	Staff	204	55.0
	Others	36	10.0
Work Experience	Less than 1 year	56	15.0
	1–3 years	133	36.0
	3–6 years	89	24.0
	More than 6 years	92	25.0

The demographic analysis of 370 respondents from retail outlets in Kathmandu reveals that the majority (43%) are aged 25–34, followed by 27% aged 35–44, with only 13% under 25 and 17% above 45, indicating a young yet experienced workforce. Males dominate the sample (72%), reflecting gender imbalance in the sector. Most respondents (67%) have a bachelor’s degree, with 15% above and 18% below this level, suggesting a fairly educated group. In terms of roles, 55% are staff, 20% managers, 15% owners, and 10% others, highlighting strong representation from operational employees. Work experience varies, with 36% having 1–3 years, 24% having 3–6 years, 25% over 6 years, and 15% under 1 year, providing a balanced mix of fresh and experienced perspectives on Green Supply Chain Management practices.

Descriptive Statistics, Correlation, and Regression Analysis

The data analysis in this study used descriptive statistics, correlation, and regression to understand the adoption of Green Supply Chain Management

(GSCM) practices. Descriptive statistics helped summarize the basic features of the data, like averages and variations. Correlation analysis showed how strongly different factors, such as organizational commitment, are related to GSCM adoption. Regression analysis was used to find out how much these factors influence the level of GSCM adoption. Together, these methods helped explain the relationships and impact of key variables on sustainable practices.

H1: There is a significant level of adoption of Green Supply Chain Management (GSCM) practices among retail outlets in Kathmandu.

Table 2

Statistical Summary – Level of Adoption or Organizational Commitment on Green Supply Chain Management (GSCM)

Variable	Mean	Standard Deviation	Correlation with GSCM	Regression			
				Coefficient (β)	t-value	p-value	R ²
Organizational Commitment	3.48	1.05	0.44**	0.44	7.80	<0.001	0.19

*Significant at $p < 0.01$

The analysis supports the hypothesis (H1) by explaining a statistically significant level of adoption of GSCM practices that is strongly associated with organizational commitment among retail outlets in Kathmandu. The average organizational commitment score of 3.48 suggests that most retailers show a moderately high inclination toward integrating environmental sustainability into their operational strategies. The standard deviation of 1.05 indicates some

variability in commitment levels, possibly due to differences in organizational size, leadership engagement, or access to green resources.

The correlation coefficient ($r = 0.44$, $p < 0.01$) demonstrates a moderate to strong positive relationship between organizational commitment and GSCM adoption. This relationship is both meaningful and statistically significant. Further, the regression analysis explains a coefficient ($\beta = 0.44$), indicating that for every unit increase in organizational commitment, the level of GSCM adoption increases by 0.44 units. The high t-value (7.80) and highly significant p-value (< 0.001) reinforce the strength of this relationship.

An R^2 value of 0.19 indicates that 19% of the variation in GSCM adoption can be explained by the level of organizational commitment alone, a substantial proportion in behavioral and management sciences.

The findings confirm that organizational commitment significantly drives the adoption of Green Supply Chain Management practices among Kathmandu's retail outlets. Promoting sustainability-focused leadership and formal green policies is essential to advancing environmentally responsible retail operations.

H2: Awareness and knowledge of GSCM have a positive and significant influence on the adoption of GSCM practices in the Nepalese retail sector.

Table 3

Statistical Summary – Awareness of Green Supply Chain Management

Variable	Mean	Standard Deviation	Correlation with GSCM	Regression			
				Coefficient (β)	t-value	p-value	R ²
Awareness	3.42	1.12	0.42*	0.42	7.00	<0.001	0.18

*Significant at $p < 0.01$

The analysis demonstrates that awareness of Green Supply Chain Management (GSCM) among retail sector professionals in Kathmandu is moderately high, with a mean value of 3.42 on a 5-point scale. The standard deviation of 1.12 indicates some variation in individual awareness levels, though the average remains above the midpoint. The correlation coefficient ($r = 0.42$) indicates a moderate positive and statistically significant relationship between awareness and GSCM adoption (significant at $p < 0.01$), implying that higher awareness is associated with greater implementation of green practices.

Regression analysis further supports these findings, with a regression coefficient (β) of 0.42, suggesting that awareness is a strong predictor of GSCM adoption. The t-value of 7.00 and p-value < 0.001 confirm that this relationship is highly significant statistically. Additionally, the R² value of 0.18 indicates that awareness accounts for 18% of the variance in GSCM practices across the 370 respondents from the ten retail outlets studied.

The findings highlight that environmental awareness among staff is a key driver for adopting GSCM practices in Nepal’s retail sector. Increasing awareness

through training, workshops, and government campaigns is vital for encouraging sustainable supply chain management.

H3: Government policies and incentives significantly influence the adoption of GSCM practices in retail supply chains.

Table 4

Statistical Summary – Government Support on Green Supply Chain Management (GSCM)

Variable	Mean	Standard Deviation	Correlation with GSCM	Regression Coefficient (β)	t-value	p-value	R ²
Government Support	2.39	1.15	0.37*	0.37	5.30	<0.001	0.14

*Significant at $p < 0.01$

The analysis indicates that Government Support (GS) for Green Supply Chain Management (GSCM) in the Nepalese retail sector is relatively low, with a mean score of 2.39 on a 5-point scale. This suggests that most retail professionals perceive limited involvement or facilitation from the government in promoting or implementing green supply chain initiatives. The standard deviation of 1.15 reflects some dispersion in opinions, pointing to inconsistent experiences with government support across different retail organizations.

Despite the low average, the correlation coefficient of 0.37 shows a moderate and statistically significant positive relationship between government support

and GSCM adoption ($p < 0.01$). The regression coefficient ($\beta = 0.37$) and the t-value of 5.30 also confirm a significant influence of government support on GSCM practices. The R^2 value of 0.14 implies that government support accounts for 14% of the variation in the adoption of green supply chain practices across the sample of 370 respondents from ten major retailers in Kathmandu.

The findings reveal that government support is crucial yet currently underutilized in promoting GSCM within Nepal's retail sector. Despite its significant impact, existing support is insufficient, highlighting the need for stronger policies, financial incentives, and collaborative initiatives. Enhancing government involvement can greatly boost sustainable supply chain practices and help achieve national environmental goals.

H4: Financial capacity of retail organizations has a positive and significant effect on the adoption of GSCM practices.

Table 5

Statistical Summary – Financial Capacity (FC) on Green Supply Chain Management (GSCM)

Variable	Mean	Standard Deviation	Correlation with GSCM	Regression Coefficient (β)	t-value	p-value	R^2
FC	3.51	0.98	0.33*	0.33	4.50	<0.001	0.11

*Significant at $p < 0.01$

The results indicate that the financial capacity of retail outlets in Kathmandu to implement Green Supply Chain Management (GSCM) practices is perceived as

moderately high, with a mean score of 3.51. This suggests that many retailers believe they have a reasonable level of financial resources available to support green initiatives. The standard deviation of 0.98 shows relatively low variation among respondents, suggesting a consistent perception across the sample.

Statistical analysis reveals a moderate positive correlation ($r = 0.33$) between financial capacity and GSCM adoption, significant at the 1% level. The regression coefficient ($\beta = 0.33$) further confirms that financial strength contributes positively to the adoption of sustainable supply chain practices. A t-value of 4.50 and a p-value less than 0.001 indicate a strong and statistically significant relationship. The R^2 value of 0.11 shows that financial capacity explains 11% of the variance in GSCM practices across the surveyed retailers.

The findings confirm that financial capacity significantly influences the adoption of green supply chain practices among Nepalese retailers. Retailers with stronger financial resources are better positioned to invest in sustainable technologies and infrastructure. However, financial capacity alone is not enough, indicating the need for supportive financial programs like green loans and subsidies. Expanding such initiatives will enable more retailers to implement eco-friendly supply chain practices effectively.

H5: Supplier collaboration and green partnerships positively and significantly influence the adoption of GSCM practices.

Table 6

Statistical Summary – Supplier Collaboration (SC) on Green Supply Chain Management (GSCM)

Variable	Statistic	Mean	Standard Deviation	Correlation with GSCM	Regression Coefficient (β)	t-value	p-value	R ²
SC	Value	3.08	1.03	0.49*	0.49	8.20	<0.001	0.24

*Significant at $p < 0.01$

The mean score of 3.08 indicates a moderate level of supplier collaboration in environmental practices among retailers. The standard deviation of 1.03 suggests some variability, meaning while some retailers are highly engaged with suppliers on green initiatives, others are less so. The correlation coefficient (0.49) and regression coefficient (0.49) indicate a strong and statistically significant positive relationship between supplier collaboration and Green Supply Chain Management (GSCM) adoption. The high t-value (8.20) and very low p-value (<0.001) confirm the significance of this relationship. The R² value of 0.24 reveals that supplier collaboration alone explains 24% of the variance in GSCM practices.

Supplier collaboration plays a crucial role in fostering Green Supply Chain Management among Nepalese retailers. Retailers who develop transparent, cooperative partnerships with suppliers tend to adopt more effective green initiatives, such as eco-friendly sourcing and shared environmental standards. This highlights the importance of strategic supplier relationships focused on sustainability, which can significantly enhance the green performance of the retail sector in Nepal.

Discussions and Justification

GSCM Adoption in the Nepalese Retail Sector. Organizational commitment emerged as a significant predictor of Green Supply Chain Management (GSCM) adoption ($r = 0.44$, $\beta = 0.44$, $R^2 = 0.19$), confirming that internal motivation and values align closely with sustainable business practices. Companies committed to environmental goals tend to allocate resources more consistently toward green initiatives. Recent studies reinforce this relationship; for instance, Visamitanan and Assarut (2021) found that when top management and employees exhibit strong commitment, the likelihood of adopting GSCM increases substantially. Similarly, Khan et al. (2023) highlight that organizational culture built on sustainability directly enhances green innovation and supply chain adoption.

The significant influence of awareness and knowledge on GSCM adoption ($r = 0.42$, $\beta = 0.42$, $R^2 = 0.18$) highlights how informed personnel and leadership are more likely to initiate or support sustainable practices. Awareness ensures that firms recognize environmental challenges and the benefits of adopting green alternatives. In their 2024 study, Singh and Rajput, writing in *Benchmarking: An International Journal*, noted that companies with structured environmental training programs reported higher sustainability performance. Similarly, Sharma and Joshi (2023) found that firms with proactive knowledge-sharing platforms were more inclined toward GSCM practices.

Although perceived government support scored the lowest among all variables (mean = 2.39), its significant positive relationship with GSCM adoption ($r = 0.37$, $\beta = 0.37$, $R^2 = 0.14$) indicates that even limited public-sector engagement can drive sustainable behavior in businesses. Research by Hou et al. (2023), published in *Frontiers in Psychology*, revealed that green government subsidies

significantly influenced the decision of manufacturing firms in China to adopt GSCM practices. Similarly, a study by Thapa and Koirala (2024) highlighted that regulatory enforcement and tax incentives in South Asia encouraged eco-friendly initiatives in SMEs.

The relationship between technological readiness and GSCM adoption ($r = 0.36$, $\beta = 0.36$, $R^2 = 0.13$) suggests that having the right technological infrastructure facilitates easier integration of green practices into supply chain operations. Firms equipped with digital tools like supply chain analytics, Internet of Things (IoT), or green procurement platforms can more efficiently monitor and manage environmental impact. A study by Lee and Lin (2023) in *Technological Forecasting and Social Change* found that technological advancement directly influenced eco-performance among logistics providers. Similarly, Adhikari and Subedi (2024) emphasized the role of ICT readiness in the green transformation of Nepalese SMEs.

Supplier collaboration was found to significantly affect GSCM adoption ($r = 0.39$, $\beta = 0.39$, $R^2 = 0.15$), indicating that partnerships across the supply chain play a pivotal role in greening practices. Close cooperation with suppliers enhances transparency, joint environmental goal-setting, and efficient implementation of eco-friendly practices. Recent evidence from Wang et al. (2024), published in *Resources, Conservation & Recycling*, suggests that supplier engagement in green training and shared sustainability performance metrics improved GSCM outcomes. Additionally, Bista and Tiwari (2023) demonstrated that supplier collaboration in Nepalese retail chains helped overcome logistical challenges in green procurement.

Conclusions

- The adoption of GSCM practices among Kathmandu's retailers is still in early stages. Waste reduction and green procurement are more common, while energy efficiency and reverse logistics lag behind. Larger retailers tend to adopt green practices more than smaller ones. Overall, the adoption is partial and inconsistent across the sector.
- Awareness and knowledge greatly influence the adoption of green practices in retail outlets. Well-informed managers and staff are more likely to implement sustainable measures. However, many retailers lack proper training and education on GSCM. Enhancing awareness is crucial for improving green practice adoption.
- Government policies and incentives play a limited role in encouraging GSCM adoption in Kathmandu's retail sector. Retailers often find policies unclear or insufficient, and enforcement is weak. Without strong governmental support and incentives, many retailers lack motivation for green initiatives. Improved policy clarity and support are needed to boost adoption.
- Financial capacity is a key factor determining a retailer's ability to implement GSCM practices. High initial costs and limited access to green financing prevent many small retailers from adopting sustainable measures. Larger outlets with better financial resources invest more in green initiatives. Addressing financial barriers is vital for wider adoption.
- Collaboration with suppliers and green partnerships positively impacts the adoption of sustainable practices. Retailers benefit from shared resources, knowledge, and access to eco-friendly products through partnerships. Strong supplier relationships encourage innovation and cost reduction in green

supply chains. Enhancing collaboration is essential for effective GSCM implementation.

Implications and Recommendations

Implications

- The current level of GSCM adoption among retail outlets in Kathmandu shows that while awareness of sustainability is growing, comprehensive implementation remains limited. This suggests the sector is in a transitional phase, with potential environmental and operational benefits yet to be fully realized.
- The insufficient awareness and knowledge of GSCM among retail managers and staff directly impact the effectiveness of green initiatives, highlighting a critical need for capacity-building and education to bridge this knowledge gap.
- Government policies and incentives—or the lack thereof—significantly influence retailers' motivation to adopt GSCM. Without clear and supportive regulatory frameworks and financial incentives, many retailers find it challenging to prioritize and invest in sustainable practices.
- Financial capacity is a key limiting factor, as many retail outlets struggle to allocate sufficient resources for green supply chain investments. This financial constraint hampers the scale and speed of GSCM adoption.
- Collaboration with suppliers and the development of green partnerships are vital for effective implementation of sustainable supply chains. Weak or absent cooperation leads to fragmented efforts, reducing the overall impact of green initiatives in retail operations.

Recommendations

- To increase GSCM adoption, targeted awareness campaigns and sector-wide initiatives should be introduced to educate retailers about the benefits and practical steps of integrating green practices.
- Comprehensive training programs and workshops must be designed for retail managers and staff to enhance their understanding and skills related to GSCM, ensuring better execution and sustainability outcomes.
- Policymakers should develop and enforce clear government regulations and incentives that encourage retailers to adopt environmentally sustainable practices, including tax benefits, subsidies, and recognition programs.
- Financial support mechanisms, such as low-interest loans, grants, or cost-sharing schemes, should be established to ease the burden on retail outlets and enable them to invest in green technologies and processes.
- Strengthening collaboration between retailers and suppliers through partnerships, shared platforms, and joint sustainability projects is essential to create a more cohesive and effective green supply chain network.

Future Research Directions

- **Sectoral Comparison:** Examine GSCM adoption across different types of retail outlets (e.g., supermarkets, apparel, electronics) to identify sector-specific challenges and best practices.
- **Consumer Influence:** Investigate how customer awareness, preferences, and demand for sustainable products affect retailers' adoption of green supply chain practices.

- **Policy and Incentives:** Assess the effectiveness of government policies, incentives, and regulations in promoting GSCM, and explore ways to improve policy support for retailers.
- **Financial Barriers:** Explore alternative financing mechanisms, cost–benefit analyses, and investment strategies to help small and medium retailers implement sustainable supply chain initiatives.
- **Technology and Supplier Collaboration:** Study the role of digital tools, data analytics, and supplier partnerships in enhancing GSCM efficiency, knowledge sharing, and overall environmental performance.

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