

# Go the extra mile!

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# Go the extra mile!

## The role of intrapreneurial behavior on the relationship between environmental citizenship behavior of purchasers on circular purchasing

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### Relationship between OCBE, intrapreneurship and circular purchasing

The circular economy refers to 'an industrial system that is restorative or regenerative by intention and design' (World economic Forum, 2015, p.15). Purchasers play a critical role in the transition to a circular economy (Giunipero et al., 2005); they are responsible for selecting suppliers (Carter & Jennings, 2004), and therefore directly impact an organization's interactions with the supply chain (Eltantawy et al., 2009). We argue that circular purchasing is determined by Organizational Citizenship Behavior for the Environment (OCBE). Moreover, circular purchasing is likely to be a new strategic direction for an organization (Bocken et al., 2016), which requires purchasers to be proactive and to take risks to act on OCBE. In order to overcome (some of) these barriers, we propose that OCBE with associate with circular purchasing through intrapreneurship. This study aims to examine the mediating role of purchaser intrapreneurship in the association between purchaser OCBE and the level of circular purchasing, and the moderating role of hierarchical level of the purchaser.

### Hypotheses

- *Hypothesis 1:* The level of OCBE of the purchaser is associated with a higher level of circular purchasing of the individual purchaser
- *Hypothesis 2:* The level of intrapreneurial behavior of the purchaser mediates the relationship between the level of OCBE and circular purchasing of the individual purchaser.
- *Hypothesis 3:* The function level moderates the relationship between OCBE and the level of intrapreneurial behavior of the purchaser.
- *Hypothesis 4:* The function level moderates the relationship between OCBE and circular purchasing of the individual purchase.

### Methods

- Electronic survey amongst purchasers in the Netherlands and Flanders (Belgium) (n=124).
- Scale:
  - Organizational citizenship behavior towards the Environment (Temminck et al., 2015)
  - Circular purchasing: what percentage of their purchasing was purchased in a circular manner ranging from 0-100%
  - Intrapreneurship adapted from Chen et al., 2015, Fellnhofer et al., 2016 and Wang et al., 2013.
  - Hierarchical level
- Tobit regression using Mplus

### Main conclusions

- We found that five dimensions (innovativeness, risk-taking, opportunity recognition and internal and external networking) relate to a second-order construct of intrapreneurship.
- Positive relation between OCBE and circular purchasing for purchasers in a higher function, but a negative relation for purchasers in a lower level function (figure 2).
- Positive relationship between OCBE and intrapreneurship

Table 3 – Results of the CFA intrapreneurship

	X <sup>2</sup> (DF)	RSMEA	CFI	TLI	BIC	AIC
<b>Model 1:</b> 1-factor model All 20 intrapreneurship items separately	626.65 (170)*	.147	.456	.393	5365.92	5196.71
<b>Model 2:</b> 5-factor model 1: innovativeness 2: risk-taking 3: internal networking 4: external networking 5: opportunity recognition	184.79 (140)*	.051	.925	.939	4876.77	4682.17
<b>Model 3:</b> Second order 1-factor analysis. intrapreneurship (consisting of the factors of model 2)	201.98 (145)*	.056	.922	.908	4869.88	4689.38
<b>Model 4:</b> 6-factor model 1: innovativeness 2: risk-taking 3: internal networking 4: external networking 5: opportunity recognition 6: OCBE	434.35 (282)*	.066	.877	.858	6758.44	6490.51

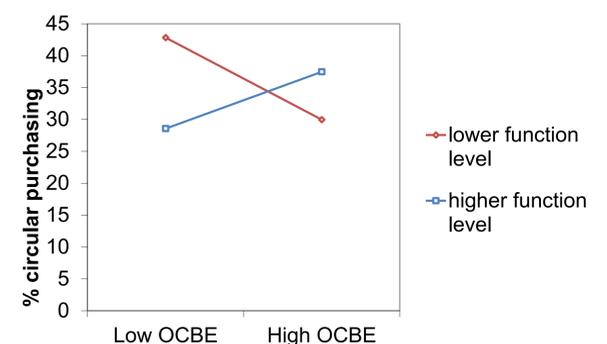


Figure 2 - Interaction effect of hierarchical level and OCBE on the percentage of circular purchasing.

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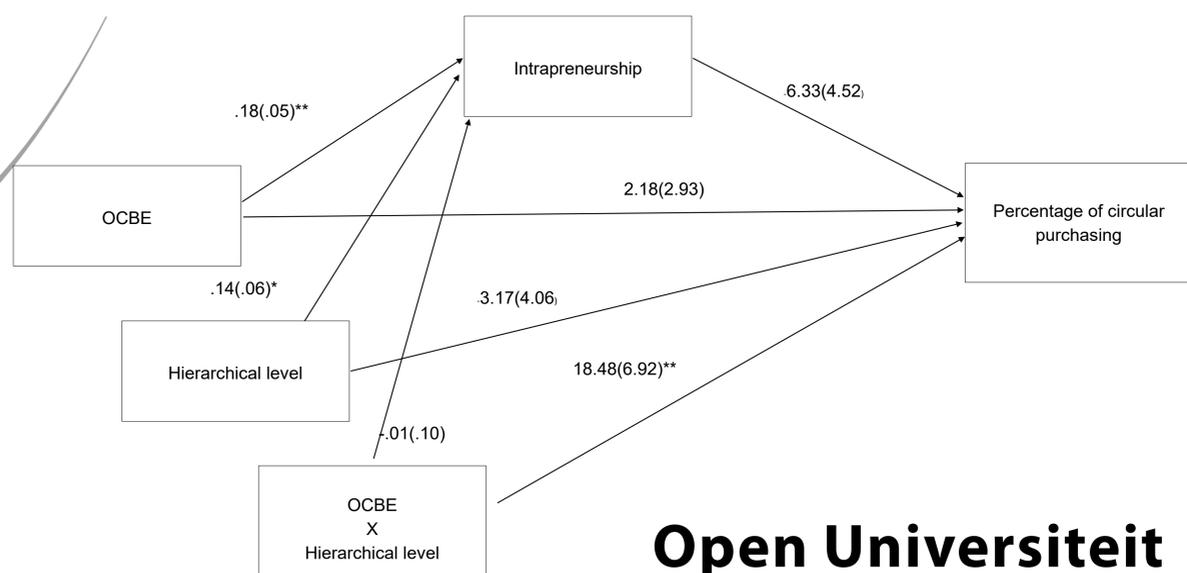


Figure 1 – Results of the Tobit SEM regression  
note: Figure reports unstandardized beta's; OCBE = Organizational Citizenship Behavior towards the Environment; \* p < .05, \*\* p < .01.

