

The Impact of Corporate Supplier Diversity Programs on Corporate Purchasers' Intention to Purchase From Women-Owned Enterprises: An Empirical Test

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Abstract

This doctoral thesis examines the impact of corporate supplier diversity programs on corporate purchasers' intention to purchase from women-owned enterprises using Ajzen's theory of planned behavior. Two hundred and seventy-two corporate purchasers across a diverse range of industries and geographical regions in the United States participated in a mail survey in which the participants responded to questions (capturing the constructs of the theory of planned behavior) related to a selected scenario. These scenarios (a 2×2 factorial design) manipulated two constructs: male/female of the small enterprise owner and corporate purchasers' familiarity/unfamiliarity with the enterprise. The goal of the experimental manipulation was to ensure sufficient variance in the study constructs. The results provided general support for the theory of planned behavior in capturing how corporate purchasers make decisions. The findings of the study show that programs designed to promote women-owned enterprises may be effective in gaining acceptance from corporate purchasers. Thus, the dissertation makes a contribution to the corporate social responsibility literature as it reveals that it is possible for business to incorporate positive duty into its core economic activities

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without compromising its financial gains and that the economic-aligned and duty-aligned orientations can be integrated.

Keywords

corporate supplier diversity program, women-owned enterprises, theory of planned behavior, positive duty

In the corporate social responsibility (CSR) area, there exists a tension between economic and duty-aligned perspectives (e.g., Swanson, 1995; Treviño & Weaver, 1994). The economic orientation, drawing on classical and neoclassical economic theories, largely stresses economic consequences and compliance with social constraints for economic ends and pays little attention to extending individual entitlements. The duty-aligned orientation, however, stressing the moral personhood of others (Boatright, 1993; Brady, 1985; De George, 1990; Donaldson, 1989; Freeman & Gilbert, 1988; Velasquez, 1982), places emphasis on both negative duties (protection of individual entitlements) and positive duties (extension of individual entitlements). In an effort to integrate the two perspectives, this dissertation examines whether corporate supplier diversity programs, which are intended to support minority and women-owned enterprises, influence corporate purchasers' decision making regarding women-owned enterprises.

The Center for Women's Business Research (2005, 2006) indicates that 48% of all privately held firms are now at least 50% owned by a woman or women. Despite this figure, barriers to these enterprises can be easily recognized. For example, in the equity capital markets, women received only 9% of the institutional investment deals and 2% of the dollars in 1999; in the corporate supplier market, women-owned enterprises obtained only 4% of the market share in 2003 (Center for Women's Business Research, 2005).

Drawing on Ajzen's theory of planned behavior, this study explores the influence of Corporate Commitment to Supplier Diversity Program on purchasers' Intention to purchase from women-owned enterprises, first through its immediate influence on the Beliefs Composites and then through its secondary influence on Attitude, Subjective Norm, and Perceived Behavioral Control about purchasing from women-owned enterprises.

Theory of Planned Behavior

The theory of planned behavior evolved from the theory of reasoned action. The theory of reasoned action (Fishbein, 1980; Fishbein & Ajzen, 1975) is a model that explains Intention to perform a behavior in terms of both one's

own Attitude toward the behavior and perceived significant others' attitudes toward it (Subjective Norm). Attitude toward the behavior suggests an individual's favorable or unfavorable evaluation of performing the behavior (e.g., one's approval of drinking tea or distaste for smoking). Subjective Norm, however, reflects an individual's perceived social pressure on him or her to perform the behavior. The combined strength of Attitude and Subjective Norm influences Intention and eventually behavior.

Intention is distally explained by Beliefs or Beliefs Composites. One's belief that behavior leads to certain desirable or undesirable outcomes underlies his or her attitude toward the behavior. Meanwhile, the behavioral beliefs are subject to his or her evaluation of the outcomes of the behavior. Together, they (the beliefs and the evaluations of the behavioral outcomes) form Behavioral Beliefs Composite. Furthermore, an individual's belief that important others think he or she should/should not perform the behavior underlies Subjective Norm. The belief can also be strengthened or attenuated by his or her motivation to comply with the social pressures. The Normative Beliefs Composite is then a combination of one's beliefs about expectations from significant individuals or groups and one's motivation to comply with the expectations of these individuals or groups.

The theory does not deny other variables that may have an influence on behavior. It maintains that all other variables, described as external variables, only indirectly influence behavior, by directly affecting behavioral and normative beliefs. These external variables include demographic variables (e.g., age, sex, occupation, socioeconomic status, religion, education, and race), personality traits (e.g., intra-extraversion, neuroticism, and dominance), and attitude toward the targets (e.g., attitude toward people and attitude toward institutions).

The central factor that explains behavior in the theory of reasoned action is one's Intention to perform a given behavior (Fishbein (1980); Fishbein & Ajzen, 1975). Intention denotes motivation: the stronger intention one holds, the more likely one will perform a behavior. Yet, as we shall see, all behaviors are not within one's volitional control; motivation can also be influenced by factors beyond one's volitional control.

In his theory of planned behavior, Ajzen (1985, 1987, 1991) states that human behaviors often result from a combination of Intention, or volition, and Perceived Behavioral Control—our perception of how easily we could perform the behavior of interest. Furthermore, Perceived Behavioral Control also heightens or diminishes one's motivation to perform a given behavior. Moreover, just as Attitude is predicted by Behavioral Beliefs Composite and Subjective Norm predicted by Normative Beliefs Composite, Perceived Behavioral Control is also explained by the Control Beliefs Composite, a

combination of control beliefs (about the necessary resources and opportunities that one believes one possesses for a given behavior) and control power. The contribution of the theory of planned behavior hence lies in its inclusion of Perceived Behavioral Control in the prediction of both Intention and Behavior.

Based on the theory of planned behavior, the analysis now develops hypotheses about the impact of Corporate Commitment to Supplier Diversity Program on corporate purchasers' Intention to purchase from women-owned enterprises. As the research design is scenario based, it is difficult to measure actual Behavior. Hence, the study focuses on Intention.

In the theory of reasoned action, Fishbein (1980) categorize many other variables that also influence Intention and Behavior as external variables to the model. Accordingly, the study treats Corporate Commitment to Supplier Diversity Program as an external variable. First, the study examines its influence on the three sets of beliefs composites—Behavioral Beliefs Composite, Normative Beliefs Composite, and Control Beliefs Composite—then on Attitude, Subjective Norm, Perceived Behavioral Control, and finally on corporate purchasers' Intention to purchase from women-owned enterprises.

Strictly speaking, Corporate Commitment to Diversity Program is not an external variable, in the sense intended by Fishbein and Ajzen (1980). The external variables in Fishbein and Ajzen's theory of reasoned action refer to those related in various ways to the performer of a given behavior, including his or her demographic characteristics, attitude toward targets, and personality traits. Yet, an organizational setting can shape one's behavior as much as one's own characteristics do (cf. Johns, 2006; Mowday & Sutton, 1993). Hence, the next step is to supplement the planned behavior model with Corporate Commitment to Supplier Diversity Program as an external variable to predict corporate purchasers' decision making (Figure 1), with more explanations to follow. Before developing the hypotheses, it is important to point out that a supplier diversity program is intended to promote both minority-owned and women-owned enterprises. This study focuses on the effects of such a program on purchasing from women-owned enterprises.

Specifically, the implementation of a policy can provide new meaning for corporate behavior (cf. Johns, 2006). In this case, a credible supplier diversity program may add a new dimension of meaning to professional purchasers' job when they are made aware that purchasing from minority and women-owned enterprises can empower entrepreneurs/business owners from disadvantaged social-status groups. The policy thus can influence purchasers at the cognitive or belief level. Conversely, an organization that

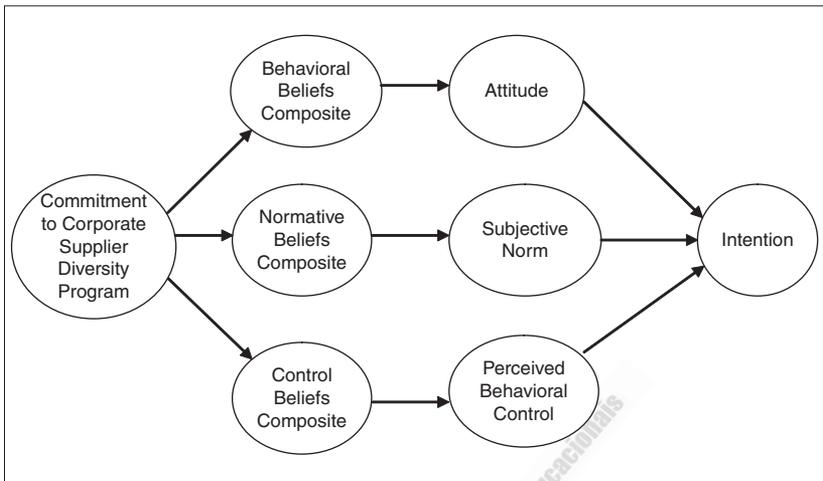


Figure 1. Corporate commitment to supplier diversity program as an external variable to the theory of planned behavior

perfunctorily implements such a policy or that does not implement such a policy at all may fail to raise purchasers' awareness of the importance of purchasing from these enterprises. Furthermore, with traditional negative stereotypes about women's capabilities, it may be hard for purchasers from organizations driven by purely economic incentives to be motivated to purchase from women-owned enterprises.

Hypothesis 1 (H1). Behavioral Beliefs Composite regarding purchasing from women-owned enterprises is a positive function of Corporate Commitment to Supplier Diversity Program.

Moreover, a strongly implemented policy can become a mandate. For instance, if a corporate purchasing policy stipulates that 20% of the supplies one purchases need to come from minority- and women-owned businesses, a purchaser who does not fulfill the quota is unlikely to be rewarded for his or her inadequate performance in the area. Thus, the policy becomes a criterion for supervisors to evaluate purchasers' performance. However, if one fulfills the quota, he or she may be perceived well by his or her supervisors and peers, given the expectations shaped by the corporate policy and the meaning that such a policy may generate. In short, a

corporate supplier diversity policy can be translated into supervisors' and peers' expectations of purchasers' performance. In short, corporate commitment to a policy directs significant referents' expectations of participants' behavior. Not complying with a policy can raise those referents' doubts about a given participant's competence or values.

Hypothesis 2 (H2). Normative Beliefs Composite regarding purchasing from women-owned enterprises is a positive function of Corporate Commitment to Supplier Diversity Program.

In addition, an organizational context can facilitate opportunities and pose constraints for behavior (cf. Johns, 1991, 2006; Mowday & Sutton, 1993). The implementation of a supplier diversity program opens new opportunities for purchasers to buy supplies from minority- and women-owned enterprises. A well-implemented policy may be accompanied by organizational efforts to bring purchasers in contact with those suppliers and provide incentives for purchasing from them. In this sense, the organization provides necessary resources and creates opportunities for purchasers to perform the behavior, which may help overcome the hurdle of purchasing from such nontraditional suppliers.

Hypothesis 3 (H3). Control Beliefs Composite regarding purchasing from women-owned enterprises is a positive function of Corporate Commitment to Supplier Diversity Program.

Having proposed the direct effects of Corporate Commitment to Supplier Diversity Program on the three sets of beliefs composites, the analysis now turns to its indirect effects on the immediate predictors of Intention in the theory of planned behavior—Attitude, Subjective Norm, and Perceived Behavioral Control. Although research has given empirical support for the relationship between the Behavioral Beliefs Composite and Attitude (e.g., Fishbein & Ajzen, 1981), the magnitude of the relationship has sometimes been poor, with Behavioral Beliefs Composite explaining only about 10%-36% of the variance in standard Attitude measures (Ajzen, 1991). In a recent study on Attitude toward Internet purchasing, George (2002) found that Behavioral Beliefs Composite explained about 16% of the variance. Though the magnitude of relationship is relatively small for various reasons, Behavioral Beliefs Composite has been shown to predict Attitude to some extent.

Hypothesis 4 (H4). Corporate Commitment to Supplier Diversity Program will positively influence corporate purchasers' Attitude

toward purchasing from women-owned enterprises through its direct influence on the Behavioral Beliefs Composite.

The theory of planned behavior also posits that the Subjective Norm is predicted by Normative Beliefs Composite. The magnitude of the relationship has been shown to be stronger than that between Behavioral Beliefs Composite and Attitude and is usually in the range between 0.40 and 0.80 (e.g., Ajzen & Madden, 1986; Fishbein & Ajzen, 1981). In a corporate setting, significant referents, such as supervisors and colleagues, are likely to exert varying degrees of influence on an employee's behavior.

Hypothesis 5 (H5). Corporate Commitment to Supplier Diversity Program will positively influence the Subjective Norm about purchasing from women-owned enterprises through its direct influence on the Normative Beliefs Composite.

Moreover, in a similar manner, the theory of planned behavior posits that Control Beliefs Composite predicts Perceived Behavioral Control. For the theory of planned behavior, this relationship probably has been least examined (Ajzen, 1991). In a study on leisure, Ajzen and Driver (1992) found empirical support for the relationship. Based on the theory, the sixth hypothesis is as follows:

Hypothesis 6 (H6). Commitment to Supplier Diversity Program will positively influence Perceived Behavioral Control about purchasing from women-owned enterprises through its direct influence on Control Beliefs Composite.

Finally, Corporate Commitment to Supplier Diversity Program may have indirect effects on Intention. In an extensive meta-analysis of 87 separate studies with a total sample of 12,624, Sheppard, Hartwick, and Warshaw (1988) reported that a frequency-weighted average correlation for the *Attitude + Subjective Norm – Intention* relationship was 0.66 ($p < .001$). Furthermore, in a review of 16 empirical studies, Ajzen (1991) found that the addition of Perceived Behavioral Control considerably improved the prediction of Intention—the regression coefficients of Perceived Behavioral Control were significant in all 16 studies. With regard to Attitude in these studies, with one exception, it contributed significantly to Intention. However, the predictive power of Subjective Norm remained uncertain: more than half of the regression coefficients were insignificant. This suggests that the predictive power of Subjective Norm may be moderated by such factors as

personalities in some situations. Recent studies using the theory of planned behavior have also found general empirical support for the theory (e.g., Chan & Lau, 2001; Krueger, Reilly, & Carsrud, 2000), though Krueger et al. (2000) also did not find Subjective Norm to be a significant predictor of Intention.

Despite the mixed empirical results on the predictive power of Subjective Norm, for this study, Subjective Norm may positively influence corporate purchasers' Intention to purchase from women-owned enterprises. Unlike behaviors that largely result from individual will or choice, such as losing weight and abstaining from alcohol, where Subjective Norm may play an insignificant role, corporate purchasing is carried out in the context of a corporation, which can exert considerable influence on individual behavior through policies, culture, and supervision (Johns, 2006). Therefore, the seventh hypothesis proposes as follows:

Hypothesis 7 (H7). Corporate Commitment to Supplier Diversity Program positively influences corporate purchasers' Intention to purchase from women-owned enterprises through its indirect influence on (a) Attitude toward behavior, (b) Subjective Norm, and (c) Perceived Behavioral Control.

Data, Research Design, and Method

The study uses a randomly generalized sample of 2,600 participants representing 78 industries. The sample is generated from the database of the Institute for Supply Management, the largest supply management association in the world and a highly respected organization. The sample represents corporate purchasing personnel of different ranks in the United States. As it is not limited by industries, geographical regions, or the presence of diversity programs, the sample is well-suited for studying corporate purchasers' decision making, relative to women-owned enterprises. A total of 100 participants are invited to participate in a pilot mail study. The remaining 2,500 participants are then invited to participate in the full study. Among them, 1,450 (58%) are male and 1,050 (42%) are female. A total of 277 complete surveys are returned; among them 272 are usable: the other 71 surveys are returned without completion due to the participants' job changes and other reasons. In all, the survey results in an 11.4% response rate.

Regarding research design, four scenarios are designed to elicit responses on the constructs in the planned behavior model: Behavioral Beliefs Composite, Normative Beliefs Composite, Control Beliefs Composite, and Attitude, Subjective Norm, Perceived Behavioral Control, and Intention.

The scenarios are built on a 2×2 between-subjects factorial design: gender (male/female) of enterprise owner and purchaser's familiarity/unfamiliarity with the enterprise. Participants are randomly and proportionally organized into four groups for the four scenarios (i.e., 363 male participants, 262 female participants, and a total of 625 participants per scenario). Approval by the institutional review board at Virginia Tech is obtained before the surveys are mailed to the participants.

The dependent variable Intention and the immediate predictor variables—Attitude toward behavior, Subjective Norm, and Perceived Behavioral Control—are constructed based on each of the scenarios and following the guidelines by Ajzen (2002). Each variable is measured with three items. Due to logistical reasons, the three items are reduced to two in the actual survey. Belief composites (Behavioral Beliefs Composite, Normative Beliefs Composite, and Control Beliefs Composite) are constructed based on interviews with a few purchasers. Commitment to Supplier Diversity Program is constructed using three 7-point items (the appendix lists a sample scenario and the measurements of all the constructs used in the actual mail survey). Finally, with regard to data analysis, structural equation modeling (AMOS) and regression analyses are used to determine the relationships between the constructs.

Results

An initial AMOS path analysis validates the structural model of the theory of planned behavior. With the exception of the relationship between Perceived Behavioral Control and Intention, all other relationships are statistically significant. Adding Corporate Commitment to Supplier Diversity Program to the theory of planned behavior, an AMOS path analysis reveals that, contrary to the hypotheses, the influence of Corporate Commitment to Supplier Diversity Program on Behavioral Beliefs Composite, Normative Beliefs Composite, and Control Beliefs Composite is insignificant (see Table 1). Corporate Commitment to Supplier Diversity Program is a poor exogenous variable to the planned behavior model.

MANOVA is performed, using both Corporate Commitment to Supplier Diversity Program (an ordinal variable) and Presence of a diversity program (a categorical variable constructed by a question in the survey) as predictors and all the variables in the planned behavior model as dependent variables. Both Corporate Commitment to Supplier Diversity Program and the Presence of a Supplier Diversity Program have a significant effect on Intention ($p < .05$). In addition, the categorical variable Presence of a Supplier Diversity Program also has a significant effect on Subjective Norm ($p < .05$). The effects of the two predictors on remaining variables are insignificant.

Table 1. Unstandardized and Standardized Regression Weights of the Expanded Model

	Unstandardized regression weights	SE	CR (Critical Ratios)	<i>p</i>	Standardized regression weights
BBC ← CCDP	.165	.102	1.622	.105	.112
NBC ← CCDP	.119	.081	1.468	.142	.096
CBC ← CCDP	.099	.061	1.616	.106	.108
Attitude ← BBC	.188	.022	8.720	***	.771
SN ← NBC	.264	.023	11.376	***	.941
PBC ← CBC	.115	.049	2.377	.017	.168
Intention ← SN	.481	.057	8.447	***	.451
Intention ← Attitude	.824	.072	11.419	***	.796
Intention ← PBC	-.001	.027	-0.041	.967	-.002

Note: BBC = Behavioral Beliefs Composite; NBC = Normative Beliefs Composite; CBC = Control Beliefs Composite; SN = Subjective Norm; PBC = Perceived Behavioral Control; and CCDP = Corporate Commitment to Supplier Diversity Program. ****p* < .001

Finally, MANOVA is performed to determine the effects of Scenarios on the variables in the planned behavior model. Scenarios, as a categorical variable, are found to have no statistically significant effect on any of the variables in the planned behavior model. This indicates that Corporate Commitment to Supplier Diversity Program positively influence purchasers' decision making regarding purchasing from both women-owned and men-owned small enterprises, possibly because these programs aim to promote a variety of small enterprises, women-owned enterprises being one group among them.

In light of the hypotheses, Intention is, in general, predicted by the other variables in the planned behavior model. Corporate Commitment to Supplier Diversity Program, however, does not significantly influence Behavioral Beliefs Composite, Normative Beliefs Composite, or Control Beliefs Composite; as a result, it does not have indirect effects on the remaining variables in the planned behavior model. It does, however, have a significant direct effect on Intention. Furthermore, Presence of supplier diversity program also has a significant effect on both Subjective Norm and Intention.

Conclusions

The dissertation findings that both Corporate Commitment to Supplier Diversity Program and the Presence of a supplier diversity program influence purchasers' Intention to purchase from small business enterprises, including

women-owned enterprises, make a noteworthy contribution to the CSR literature. As mentioned earlier, the business ethics area has long experienced a tension between the economic and duty-aligned orientations, as conveyed in CSR literature at large (see Swanson, 1995, 1999). The economic and the duty-aligned orientations overlap in the concern for the protection of negative rights; yet the economic orientation is markedly indifferent to positive or affirmative duty to others (Etzioni, 1988; Hausman, 1992; Sen, 1987; Swanson, 1995). As a result, positive duty in the CSR literature has often been overlooked or downplayed, despite pleas from business ethics scholars for an exploratory stance toward the integration of the two orientations (e.g., Singer, 1998; Swanson, 1995, 1999; Treviño & Weaver, 1994; Victor & Stevens, 1994). The study of corporate purchasers' decision making relative to women-owned enterprises helps close this gap, as explained below.

The stress on economic responsibility in the economic orientation suggests that issues not subject to social constraints, such as the inequitable distribution of corporate contracts to suppliers, are unidentified, ignored, or downplayed in CSR research, especially to the extent that these issues are seen to be in the realm of positive duty. The findings that both a corporation's Commitment to a Supplier Diversity Program and the Presence of such a program can have an impact on purchasers' decision making demonstrate that positive duty can be incorporated in business activities and that the economic and the duty-aligned orientations can be compatible in this context (see Swanson, 1995): with some channeling of behaviors from the corporation through corporate supplier diversity programs, purchasers could be guided to purchase more from women- or minority-owned enterprises. This small shift of focus in purchasing decisions can help mitigate some inequitable income distribution, thus aligning affirmative (positive duty) and justice in decision making to some degree. To the extent that such decisions are financially beneficial to the firm, the economic and dutiful perspectives can be viewed as compatible in this practice.

One reason CSR theorists have downplayed positive duty is that the motivation in the duty-aligned perspective is difficult to operationalize empirically. This study further suggests that one way to resolve the problem is to use planning as a proxy for intentionality. Planning, in the form of implementing a supplier diversity program in a corporation, for example, bridges intentionality (e.g., a commitment to enact positive duty to women- or minority-owned enterprises) and consequence (the impact on corporate economic efficiency). In short, the integration of the economic perspective's focus on ends and the duty-aligned emphasis on motivation can be made empirically feasible by operationalizing positive duty through such proxies as planning.

With regard to future studies, given that both Corporate Commitment to Supplier Diversity Program and the Presence of such a program are shown to

have a significant direct effect on Intention, propose that future studies be conducted to further validate the relationship using such a program as a direct predictor of Intention and possibly alongside Attitude, Subjective Norm, and Perceived Behavioral Control instead of as an exogenous variable to the planned behavior model.

Methodologically, future research could refine the study in the following ways. First, future studies could design more complex and realistic scenarios so that respondents could respond to a more life-like situation. Alternatively, a video portrayal of a small business owner and his or her enterprises could be used, as visual images speak more plainly and intuitively to viewers than written paragraphs to readers; the latter demands cognitive efforts, potentially resulting in unintended interpretations of the text. To further enhance the reliability and validity of the study, future studies could use more items to measure the constructs: this questionnaire was constrained by length and used only two items for Intention and each of its immediate predictors. Finally, future studies could also build potentially more reliable constructs of the beliefs composites by interviewing more purchasers.

Finally, the findings that the Presence of Supplier Diversity Program and Corporate Commitment to such a program have a significant effect on purchasers' Intention to purchase have significant practical implications as well. With a slight shift of focus in purchasing decision making, purchasers could potentially redress the inequitable distribution of corporate contracts to suppliers in the market place (Center for Women's Business Research, 2005) by providing women- or minority-owned enterprises with more contracts. Corporate supplier diversity programs thus could play a significant, socially beneficial role. As the survey reveals that about 40% of the corporations have not yet introduced a supplier diversity program, the study strongly calls for those corporations to establish one. In addition, as corporate commitment to supplier diversity program is positively associated with purchasers' intention to purchase, the study also calls for the corporations that have already established a supplier diversity program to be committed to their programs.

Appendix

Sample Scenario and Construct Measures

Scenario 1. After planning for it for years, Jennifer Lee finally started her business, Millennium Computing, which manufactures and sells a new generation of hand-held computing devices. Married and a mother of two,

(continued)

Appendix (continued)

aged 4 and 2, Jennifer has about 8 years of experience working for a high-tech company. She has now hired about 10 employees and will hire more as business expands. She has a manufacturing facility located in the vicinity of her office. Jennifer's targeted customers are corporations. Jennifer is aware that there are other competitors in the market and that her products are comparable in terms of price and quality.

Suppose your company has a need for hand-held computing devices and you are responsible for choosing a supplier within the next 6 months and you have the right technological expertise to do so. Suppose also that you have never heard of Millennium Computing or Jennifer Lee and you do not know other suppliers either. Now an employee from Millennium Computing approaches you to sell their products.

Intention

- Given that your company has a need for hand-held computing devices, how likely are you to order this product from Millennium Computing?

Very unlikely	Unlikely	Somewhat unlikely	Neither likely nor unlikely	Somewhat likely	Likely	Very likely
1	2	3	4	5	6	7

- There is a _____ chance that I would buy hand-held computing devices from Millennium Computing, if my company has a need for such a product.

Very remote	Remote	Somewhat remote	Neither remote nor good	Somewhat good	Good	Very good
1	2	3	4	5	6	7

Attitude Toward Behavior

- I feel that purchasing hand-held computing devices from Millennium Computing will be _____.

(continued)

Appendix (continued)

Totally worthless	Worthless	Somewhat worthless	Neither worthless nor worthwhile	Somewhat worthwhile	Worthwhile	Extremely worthwhile
1	2	3	4	5	6	7

2. I am _____ in purchasing from Millennium Computing.

Extremely uninterested	Uninterested	Somewhat uninterested	Neither uninterested nor interested	Somewhat interested	Interested	Extremely interested
1	2	3	4	5	6	7

Subjective Norm

1. The people whose opinions I value at work would think that I _____ purchase hand-held computing devices or such products from a company such as Millennium Computing.

Absolutely should not	Should not	Somewhat should not	Neither nor should not	Somewhat should	Should	Absolutely should
1	2	3	4	5	6	7

2. The people whose opinions I value at work would want me to purchase hand-held computing devices and related products from a company such as Millennium Computing.

Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
1	2	3	4	5	6	7

(continued)

Appendix (continued)

Perceived Behavioral Control

1. Given the work environment I am in, the decision to purchase hand-held computing devices from a company such as Millennium Computing is beyond my control.

Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
1	2	3	4	5	6	7

2. Given the work environment I am in, whether or not I purchase hand-held computing devices from a company such as Millennium Computing is a decision entirely up to me.

Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
1	2	3	4	5	6	7

Behavioral Beliefs Composite

1. If I purchase hand-held computing devices from a company such as Millennium Computing, I feel that the product will add value to my company.

Extremely unlikely	Unlikely	Somewhat unlikely	Neither unlikely nor likely	Somewhat likely	Likely	Extremely likely
1	2	3	4	5	6	7

(continued)

Appendix (continued)

2. Purchasing products that add value to my company is _____.

Extremely unimportant	Unimportant	Somewhat unimportant	Neither unimportant nor important	Somewhat important	Important	Extremely important
-3	-2	-1	0	1	2	3

3. I will feel confident about the reliability of hand-held computing devices purchased from a company such as Millennium Computing.

Extremely unlikely	Unlikely	Somewhat unlikely	Neither unlikely nor likely	Somewhat likely	Likely	Extremely likely
1	2	3	4	5	6	7

4. Feeling confident about the reliability of purchased products is _____.

Extremely unimportant	Unimportant	Somewhat unimportant	Neither unimportant nor important	Somewhat important	Important	Extremely important
-3	-2	-1	0	1	2	3

5. I feel that it is meaningful to purchase hand-held computing devices from a company such as Millennium Computing.

Extremely unlikely	Unlikely	Somewhat unlikely	Neither unlikely nor likely	Somewhat likely	Likely	Extremely likely
1	2	3	4	5	6	7

(continued)

Appendix (continued)

6. Making purchasing decisions that are meaningful is _____.

Extremely unimportant	Unimportant	Somewhat unimportant	Neither unimportant nor important	Somewhat important	Important	Extremely important
-3	-2	-1	0	1	2	3

Normative Beliefs Composite

1. My boss would _____ of purchasing hand-held computing devices or related products from a company such as Millennium Computing.

Absolutely disapprove	Disapprove	Somewhat disapprove	Neither disapprove nor approve	Somewhat approve	Approve	Absolutely approve
-3	-2	-1	0	1	2	3

2. When it comes to making purchasing decisions, how much do you care whether your boss approves or disapproves of your decisions?

Extremely unconcerned	Unconcerned	Somewhat unconcerned	Neither unconcerned nor concerned	Somewhat concerned	Concerned	Extremely concerned
1	2	3	4	5	6	7

3. My colleagues at work would think that I _____ purchase hand-held computing devices or related products from a company such as Millennium Computing.

(continued)

Appendix (continued)

Absolutely should not	Should not	Somewhat should not	Neither should nor should not	Somewhat should	Should	Absolutely should
-3	-2	-1	0	1	2	3

4. When it comes to making purchasing decisions, how much do you care what your colleagues think you should do?

Extremely unconcerned	Unconcerned	Somewhat unconcerned	Neither unconcerned nor concerned	Somewhat concerned	Concerned	Extremely concerned
1	2	3	4	5	6	7

5. My fellow professionals in the same industry would expect me to purchase hand-held computing devices or related products from a company such as Millennium Computing.

Extremely unlikely	Unlikely	Somewhat unlikely	Neither unlikely nor likely	Somewhat likely	Likely	Extremely likely
-3	-2	-1	0	1	2	3

6. When it comes to making purchasing decisions, how much do you care what your fellow professionals in the same industry think you should do?

Extremely unconcerned	Unconcerned	Somewhat unconcerned	Neither unconcerned nor concerned	Somewhat concerned	Concerned	Extremely concerned
1	2	3	4	5	6	7

(continued)

Appendix (continued)

Control Beliefs Composite

1. I am experienced in purchasing products from companies like Millennium Computing.

Definitely false	False	Somewhat false	Neither false nor true	Somewhat true	True	Definitely true
1	2	3	4	5	6	7

2. Being experienced in purchasing from such companies would make it _____ for me to purchase from Millennium Computing.

Extremely unlikely	Unlikely	Somewhat unlikely	Neither unlikely nor likely	Somewhat likely	Likely	Extremely likely
-3	-2	-1	0	1	2	3

3. I have many professional contacts from companies like Millennium Computing.

Definitely false	False	Somewhat false	Neither false nor true	Somewhat true	True	Definitely true
1	2	3	4	5	6	7

4. Having many such professional contacts would make it _____ for me to purchase from Millennium Computing.

Extremely unlikely	Unlikely	Somewhat unlikely	Neither unlikely nor likely	Somewhat likely	Likely	Extremely likely
-3	-2	-1	0	1	2	3

(continued)

Appendix (continued)

5. I have mostly purchased products from companies like Millennium Computing.

Definitely false	False	Somewhat false	Neither false nor true	Somewhat true	True	Definitely true
1	2	3	4	5	6	7

6. Having mostly purchased from such companies would make it _____ for me to purchase from Millennium Computing.

Extremely unlikely	Unlikely	Somewhat unlikely	Neither unlikely nor likely	Somewhat likely	Likely	Extremely likely
-3	-2	-1	0	1	2	3

Supplier Diversity Programs

1. My corporation has a supplier diversity program.

Yes
No

If Yes, please answer the following questions. (If no, skip questions 2, 3, and 4 of this section, and go to the next section.)

2. My corporation is committed to carrying out a supplier diversity program.

Absolutely uncommitted	Uncommitted	Somewhat uncommitted	Neither committed nor uncommitted	Somewhat committed	Committed	Absolutely committed
1	2	3	4	5	6	7

(continued)

Appendix (continued)

3. The supplier diversity program in my corporation is not much implemented.

Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
1	2	3	4	5	6	7

4. I believe my supplier diversity program is _____ than that in other corporations.

Far worse	Worse	Somewhat worse	Neither worse nor better	Somewhat better	Better	Far better
1	2	3	4	5	6	7

Author's Note

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Bio

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