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Behavioral Dimensions and Risk Considerations in Organizational Buying of Material Handling Equipment in the Indian Auto Sector

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Abstract

The connection is complex between risk issues and behavioral issues involved during the purchase of material handling equipment among Indian automobile industry players, and this is explored in this study. The paper discusses the transformation from traditional behavioral approaches to decision-making that focused on transactional methods. This study considers perceptual attributes, organizational culture, risk tendencies, and relationship dynamics through a qualitative study of procurement tasks submitted by auto and auto-ancillary firms. The research concludes that the following behavioral determinants in reducing risk perceptions and purchase outcomes are corporate culture, history, and supplier trust. There are risks related to the finances and operations, as well as technology and suppliers, that contribute to the process of decision-making. Companies alleviate them in many ways, which include tests and trials of equipment, selection of vendors, and warranty. The kind of satisfaction customers experience after purchasing the product has been ascertained to be a mammoth pointer of subsequent loyalty to the supplier and the repeat purchase. The research also factored in the reality that the ill-buying outcomes had lasting effects that included exaggerated risk aversion and orientation towards technological advancement. As one of the eminent members of the contingent related to the operating risks, the peculiarities of the specified procurement processes tracked in the Indian car market are the peculiarities of the consistency of the suppliers and the introduction of the cultural elements into the relations with the suppliers. Our findings suggest that organizational purchasing behavior is influenced by the dynamic interaction of behavioral and risk factors, which vary throughout the procurement cycle. The study can be valuable to both Indian and global suppliers that choose to enhance their competitive edge in the Indian automotive sector and to procurement executives that focus on the best methods to derive value through MHE purchasing methods.

Keywords; Organizational Purchasing Behavior, Risk Perception, Supplier Trust, Procurement Decision-Making, Material Handling Equipment, Automotive Industry.

Objectives

- To examine the influence of behavioral variables, including attitudes, perceptions, and risk determinant behavior, on the decisions made by the Indian automobile industry to acquire material handling equipment.
- To test the various types of risks (financial, operational, technical, and supplier-related) and their influence on the pattern of purchases by organizations in MHE procurement.
- To investigate the existing relationship between the two factors of vendor loyalty and post-purchase experience as well as purchase repetition behavior in the context of capital equipment purchase.
- To achieve an in-depth understanding of the mutual interaction of risk issues and behavioral factors in shaping the entire purchase decision process, including defining the needs and assessing behavioral factors in shaping the entire purchase decision process, including defining the needs and assessment of the purchase made.

INTRODUCTION

Importance of MHE in Auto and Auto-Ancillary Industries

MHE that ensures uninterrupted flow of material, storage, and production is critical in the performance of auto and auto-ancillary businesses.

Since any failure to process components, raw materials, or final products swiftly can impact entire supply chains, these businesses demand high-quality logistics (Satoglu & Turkekul, 2021). Besides efficiency, MHE enhances workplace safety, as it reduces the required number of employees and minimizes the risk of accidents (Kamble & Patil, 2019). The fast-evolving car industry in India, which relies on the Indian market, is also a subject under which MHE investments play a crucial role as an efficiency and competitiveness enabler based on just-in-time supply patterns and production volumes. Consequently, MHE procurement decisions are critical aspects in determining cost-effectiveness, product quality, and sustainability and not necessarily operational decisions.

Shift from Transactional to Behavioral Perspectives in Industrial Buying

Traditionally, price, specifications, delivery dates, and other transactional factors of industrial purchases have dominated the selection of purchases, including MHE purchases. Nonetheless, current studies attach particular importance to considering behavioral factors shaping a decision-making process, such as the connection between the organizations, the level of risk-taking, the attitude of the customers, and trust (Tanubrata & Gunawan, 2018). The latter is particularly relevant to capital-intensive acquisitions, as the attitudes and organizational psychology of the stakeholders have a larger role because of innocence and long-term orientation (Pakpahan et al., 2018). The Indian car industry, characterized by complex supplier relationships and emerging technologies, provides evidence of these findings. In addition to financial reasoning, purchasers also place a high value on perceived risk reduction methods and relational trust.

This study will investigate the relationships between risk issues, organizational behavior, and the MHE buying

behavior patterns in the available motor industry and automobile-ancillary sector in India. Amendments are being done to the structure of cost; the study activities also examine the niche of the strategic consideration, perception, and trust on the participation of the degree of the procurement choice apart from the risk factor, such as the operational, financial, and technical uncertainty. Even more information on corporate buying can be obtained, and without charge other than credit, this two-fold invaluable crane of native risk and native behavioral methods further provided a report on schemes for utilizing suppliers and management systems unique to the Indian market.

THEORETICAL BACKGROUND

Overview of Organizational Buying Behavior Literature

Prolonged studies of organizational purchasing behavior (OBB) are conducted with the help of frameworks such as the Buy Grid model and the Webster-Wind model that feature punctual stages of procurement (Heragu & Ekren, 2015). These models are altered so as to accommodate specific aspects like equipment reliability, life-cycle expenses, and interdepartmental stakeholder involvement with respect to MHE acquisition (Telek & Košťál, 2022). OBB frameworks within the automotive sector are complemented by considering how procurement teams find a balance between objective and cost-benefit analysis of specific behavioral variables such as supplier trust, risk perception, organizational culture, and others.

Behavioral Decision-Making Concepts: Perceptions, Attitudes, and Risk Tolerance

Procurement behavioral perspectives consider that social and cognitive considerations are given the same weight as dispensation when it comes to choices, as is the case with economic rationale.

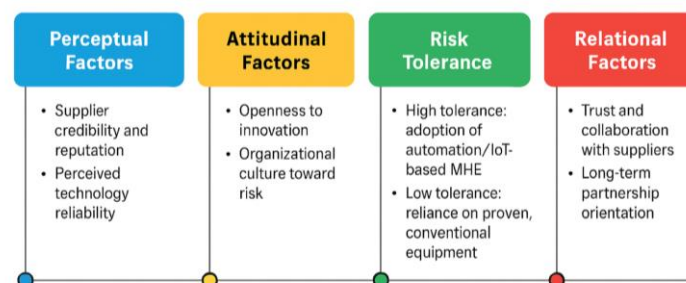


Figure 1: Key Behavioral Dimensions Influencing Organizational Buying Decisions

Source: Adapted from Satoglu, S. I., & Turkekul, İ. (2021). *Selection of material handling equipment using the AHP and MOORA*. Jurnal Teknik Industri, 22(1), 113–124. <https://doi.org/10.22219/JTIUMM.VOL22.NO1.113-124>

Attitudes towards technical innovations, positive previous experiences, and trust in the supplier significantly determine the purchase decision (Satoglu and Turkekul, 2021). Moreover, the risk tolerance of various companies varies. As an illustration, there are those that rely on breakthrough MHE technologies to acquire a competitive advantage and those that employ insecure procurement to avoid disruptions in business (Kamble & Patil, 2019). Attitudes to risk in the motor industry in India are particularly considerable as a result of just-in-time delivery, the motor industry in India, particularly considerable as a result of just-in-time-delivery-model production pressures and the unpredictability of the worldwide supply chain, along with technology changes and turnover. Considering the behavioral aspects will lead to a complete understanding of why businesses adopt a particular MHE solution during uncertain periods.

Risk Considerations in Pre-Purchase Behavior

- **Types of Risks: Financial, Operational, Technological, Supplier-Related**

The acquisition of material handling equipment (MHE) in the automotive industry involves several types of risks. The origins of financial hazards are uncertainty around potential returns to investment and high amounts of capital expenditure. Operational hazards include inefficiencies in machines used for production and machine outages. Quick cycles of invention are a threat to technology because equipment might become old within a shorter duration than anticipated. At the very least, supplier risks affect occurrences where the supplier fails to keep his or her promises regarding quality, promptness, or service provision. These combined risks impact procurement decisions because business organizations face the problem of cost-performance trade-offs before committing to decisions. To identify the procurement vulnerability and make comparisons between buyers, organizations usually come up with overall risk matrices. Failure to address all of the risks can lead to increased costs, reduced competition and a reduced competition, and possible loss of supply chain stability in the long run. These risks are highly vulnerable in any business in developing countries such as India, where intense international competition is felt in the motor industry. To guarantee that the chosen MHE meets the demands in terms of productivity, compliance, and technological adaptability, the risk assessment thus becomes a need, but not an intervention (Venkatesh et al., 2015; Hadjikhani and LaPlaca, 2013).

- **Perceived Risk vs. Actual Risk in Capital Equipment Procurement**

The mismatch between perceived and real hazards is also a major issue in the MHE purchase. Due to ignorance about the reliability of suppliers or the applicability of rising technology, managers tend to see greater risk than there is. Conversely, other practical risks may be underrepresented during purchase, including inconspicuous costs of lifespan or the inconveniences of sustaining the product well beyond the purchase date. Risk perceptions may be influenced by negative past experiences or by industry standards or constraints within the organizational structure. For instance, the procurement staff may underestimate operational disruptions while overemphasizing cost-related concerns. This mismatch can lead to poor decision-making, which can include choosing a low-cost provider that offers subpar customer service. Perceived risks and actual risks will lead to the enhancement of procurement teams' credibility over time and reduce the gaps in organizational learning. Resolving this gap in perception will therefore demand the formal appraisal procedures that involve the running of trial uses or post-purchase audits. Benchmarking perceptions to reality also ensures the sustainability of the major equipment choices in technologically dynamic companies such as the Indian car industry (Johnston and Lewin, 1996; Grewal et al., 2015).

- **Strategies Organizations Use to Mitigate Risks (Warranties, Vendor Selection, Trials)**

Companies use various methods to organize risk mitigation, including managing problems at procurement levels. Extended service agreements and warranties cover equipment failure or malfunction. Fluxus Organizational Fact: Supplier rating, solvency, and sales service record are increasingly turning out to be significant factors in deciding the process of vendor selection apart from price. Different automakers often use personal checkups associated with suppliers and long-term partnerships to ensure reliability. Installations and testing of equipment by pilots are far more prevalent and can provide businesses with some assurance of compatibility and functionality in real life before purchasing large products. Moreover, multi-vendor sourcing methods are employed by business companies to reduce the number of customers on which they are dependent and to minimize the chances of supplier failures. These processes parallel the replacement of the relational model with the procurement model, which involves selling to the relational model with the procurement model to sell to the suppliers through cooperation, trust, and transparency. These hedging

behaviors are only marginally adequate to diminish the menacing dilemma during the short run but assist the Indian automobile sector to maintain the business and other existing strengths under circumstances of immense losses and hardships (Ellram and Tate, 2016; Spekman and Stern, 1979).

Table 1: Classification of Risks in MHE Procurement Decisions

Risk Type	Description	Examples in Auto Sector
Financial Risk	High capital costs, uncertain ROI	Over-investment in advanced equipment with limited use
Operational Risk	Downtime, inefficiency, safety issues	Equipment failure leading to production delays
Technological Risk	Obsolescence, lack of compatibility with future systems	Rapid emergence of IoT-based automation
Supplier Risk	Vendor unreliability, poor after-sales service	Delay in spare parts supply or inadequate warranty support

Source: Adapted from Venkatesh et al. (2015) and Johnston & Lewin (1996)

Behavioral Factors in Purchase Decision-Making

- **Role of Individual vs. Group Decision-Making in Organizations**

The buying manager at MHE does not make a purchasing decision in isolation but instead at the corporate levels. Instead, it has implemented cross-functional groups or purchasing departments—organizational centers to create a balance between operation and financial and technological perspectives. Most of the time, the organization's decision makers (whether individuals or groups, such as those led by the procurement manager) may have significant authority, but ultimately, the final decision is often made only when the entire group is in agreement. Consequently, research has shown that relying solely on individuals in this intervening capacity is too simplistic to capture the dynamics of group phenomena, as the criteria of individuals can be enhanced or reduced based on the group process. Group decisions also ensure even-handed risk evaluation and legitimacy of decisions made during new task procurement, e.g., implementing advanced automated MHE. However, decisions made by a group can often be timid and may compromise the best possible outcome. High-stakes, high-capital-intensive industries, such as the automobile industry, high-capital-intensive industries such as the automobile

industry are still typified by the tussle between individual knowledge and collective settlement, particularly in organizational purchasing (Wilson and Lilien 1992; Rakicevic 2002).

- **Influence of Prior Experience, Trust, and Organizational Culture**

Behavioral aspects like the business culture, buying history, and trust in suppliers are major purchasing outcomes that tend to have a significant impact on buying behavior. Firms that had a pleasant experience with a supplier are more likely to promote recurrent business, which reduces the perceived risks. The domain on the importance of trust can be identified in the sectors where the costs of downtimes are vital; hence, joining a negotiation flow to establish long-term partnerships. Before other influences on purchase behavior affect organizational culture, risk-averse cultures emphasize the importance of safety and adherence, while creative cultures focus on breakthroughs and promote ongoing advancements in technology and efficiency. This approach favors speed of decision-making in Indian car company breakthroughs, outweighing hierarchical organizations that tend to center control on vendor relationships based on trust. Investigations among similar organizations with comparable technical and financial circumstances can, nevertheless, alter their purchasing conclusions, potentially spurred by specific behavioral details (Kemp et al., 2017; Phuoc et al., 2022).

- **Negotiation Behavior and Decision Heuristics**

Companies are forced to trade off 2017; trade off price, higher ride terms, and time delivery during negotiation phases, the negotiation of MHE procurement, and the negotiation of procurement, which is inescapable. Nature influences the outcome of procurement and the outcome of negotiating. Decision-makers can apply heuristics (like making decisions on the basis of initial price bids or the recency bias). Talks are worse when it comes to groups, as increasingly purchasing centers form coalitions to push their contrary assertions in the discussions. Aware vendors may manipulate negotiations by strategically influencing the decision-making of vendors who follow these patterns of conduct by, for example, proposing products or services that place a higher value on productivity or safety benefits over price. Being aware of the heuristics allows the businesses to develop negotiating processes that are more objective and less prejudiced to attain the long-term value of the products or business rather than the short-lived convenience (Stoddard and Fern, 2002; Tadepalli, 1992).

Post-Purchase Behavior and Risk Evaluation

Satisfaction as a function of risk management

Purchasing material handling equipment (MHE) post-purchase: Tadevall-purchase satisfaction is correlated to business capabilities to manage pre-purchase risks and achieve performance objectives. The equipment's performance typically leads to the attainment of company goals and higher levels of product satisfaction, as it depends on the effective identification and mitigation of financial, operational, purchasing, and technical risks that procurement teams reasonably identify throughout the purchasing process. Risk management strategies such as extensive research about vendors, long-term warranties, and gradual implementation strategies directly affect after-sale experiences (Mitchell and Grottel, 1993). Grottel (1993) conducted research on this topic. Organizations that practice good risk rating models more frequently report higher satisfaction rates due to the reduced likelihood of surprises related to suitable food, equipment, and other challenges following purchases. Grottel (1993) has particularly highlighted the relationship between risk management and satisfaction. In capital-intensive MHE transactions, the absence of risk evaluation can lead to the emergence of significant operational risks and financial losses. Moreover, firms with ongoing risk monitoring techniques that juxtapose equipment functions against standard risk assessments enhance customer contentedness through the establishment of effectual repair and operational sanctions. Risk management is closely associated with operational efficiency and enhanced procurement satisfaction in the Indian car industry, which utilizes just-in-time production systems, resulting in even greater effects of equipment failure (Stone & Gronhaug, 1993).

Impact of post-purchase experience on repeat buying and vendor loyalty

Post-purchase experiences are significant determinants of concern for the Indian car industry; suppliers' ability to minimize downtime through effective after-sales services has a significant impact on purchase decisions and vendor-company relationships in MHE procurement. Higher supplier loyalty translates into repeat clients and more business alliances with organizations that receive quality after-sales service and fast implementation of maintenance services as well as perfect problem solving. Due to effective vendor interactions, post-purchase-sales satisfaction is a primary factor that creates a positive feedback mechanism enabling the path of ease for the further purchasing processes of other companies due to a reduction in the perceived risks of future purchases. It has been observed that

positive post-purchase experiences play a big role in supplier-purchase suppliers' choice criterion and suppliers' criterion, and corporate firms are becoming increasingly interested in majoring with suppliers who deliver high-quality service over companies that offer cheaper rates but record unsatisfactory service delivery (Anderson and Narus, 1990). After-sales rates, but sales experience proves to be the greatest distinguishing activity among suppliers in the backbone of MHE procurement since equipment lifespan extends to a stretch of several years and requires ongoing services.

Organizations usually develop preferred vendor lists based on the overall amount of contacts made to occur following a purchase, and that offers those suppliers who have delivered excellent service a competitive advantage. Since minimal stability in commodity delivery is of concern for the Indian car industry, the ability of suppliers to minimize the downtime through effective after-sales services derived high exit influence on vendor loyalty. Furthermore, the most viable results of the work of customers are proved to be considered as the helpful references to the suppliers that create the network effects that can help to seize the several business segments. In addition, the relationships are also used to team the innovation through the loyalty relationships since the buyer-salesperson relationship and supplier relationship are usually confidential as two entities develop a customized MHE solution that helps in counteracting some of the challenges faced in the operations. (Wilson, 1995).

INTEGRATED DISCUSSION

Behavioral aspects such as trust, corporate culture, and risk tolerance, among other factors, influence each buying process phase because of active traditions accompanying objective risk assessment measurement between requirement identification and post-purchase-making-purchase evaluation. Company culture defines these aspects: -purchase aspects: The number of searches among the vendors and the assessment criteria; the culture affects the risk tolerance in the initial stages as well. Although the culture of innovation can be prepared to make aspects take more technical risks to achieve a competitive advantage, risk-averse cultures are much more rewarding for taking a rewarding supply relationship and technology that is more traditional. The presence of quantitative risk assessment and behavior is a warding of behavior, and all judgment (based on trustworthiness and the potential of the relationship between the supplier and the entity's decision maker) in the evaluation phase makes procurement teams effectively

attempt the combination of behavioral and risk assessment (which was evaluated as best). Pure risk assessment can normally be replaced by a partnership that is built on trust, more so where the company has had good experiences to rely on its suppliers. Due to varying risk-taking behavioral biases and risk tolerance of different stakeholders in the appraisal process, group processes complicate this integration significantly. Supplier relations have a more promising outlook to offer more favorable terms and contract distributing, and this is where the aspect of behavioral nature might be used in either reinstating or suppressing the felt threats in contracting with the supplier. Post-purchase experiences create feedback loops, which influence the later sequence of decisions since negative experiences make people more risk-sensitive and alter behavior change patterns, yet happy experiences make people more confident and reduce perceived risk. The interaction between behavioral and risk variables in a cyclic manner leads to the production of the organization's learning processes that make possible the stronger interrelation between suppliers and management and enhancement of the risk management techniques (Bonoma, 1982).

On the MHE procurement, the model of the interaction of risk and behavior in the Indian car industry is different, particularly in how risk and behavior interrelate with other different industrial purchasing models that are put to use. Nonetheless, as opposed to the buying behavior of the desired common industrial consumers who have to compromise, in regard to expenditure, so as to become the minibusiness, the Indian auto enterprises appear to be subjected to tedious torture of global competition that concentrates on the performance of execution and SC best practice. It comes as no surprise to the business environment that the business environment is so sensitive to operation risk that the purpose of the business model is to provide the service procurement practices that attempt to identify the supplier capability of the service and equipment prior to providing the consideration to the cost. It looks even more critical given that the weight that the industry places on the just-in-time production processes in the business model, and in this respect, such types of supplier relationships based on the trust built with regard to the same are all the more critical as the equipment breakdown leading to a breaking chain of the suppliers, i.e., something that is too expensive. Furthermore, Indian culture will receive a certain concession since in this case business is based on the relations, and such a business system with an emphasis on hierarchies may result in handing the procurement authority to a specific circle of individuals. The intensive development of technical

technologies of the production of cars presupposes quite certain parameters of risks that are hardly to be recognized within another industrial setting, and as a result, the purchasing departments must determine the operational and innovation acceptance rates. The hypotheses of the supply chain effectiveness in the volatile financial condition are the apparent high sensitivity of the supply chain as observed in the perception of the Indian motor industry to the sustainability and financial viability of any particular supplier in the long-run view. Furthermore, the industry seems to be the origin of the new cube of danger, which is associated with the system compatibility that provides an opportunity to get foreign service support. These distinctions of features would not mean that the well-loved variety of the industrial purchasing model would have a general holding importance in the Indian car market some of these goals include models, which consider the peril and behavioural specifics of the cut throttle climate of this technologically advanced ambience. This is even beyond the skill that the scholars have about the concept of supplier development programs, risk management plans, and reasonable practice procurement to address the needs of a specific industry (Mudambi and Schuff, 2010).

IMPLICATIONS

There are several valuable lessons from the study that, although extremely important, technical specifications and price are not considered sufficient to give them MHE suppliers and procurement managers in the Indian car industry can learn. To incorporate behavioral and risk factors, managers need to change their orientation towards the modern relationship-based procurement approaches, which consider long-term value creation and relationships, unlike the purely transactional procurement approaches, which do not exhibit long-term approaches to value creation and consequently, do not factor in the element of relationship where they exist. As vendor confidence and service value frequently outweigh the cost-saving achieved at the initial phase, effective procurement departments need to develop their capability in three areas: quantitative analysis of risk as well as qualitative relations management. To guarantee that procurement decisions represent extensive consideration instead of methods within the thinking system, companies must be initiated into organized decision-making processes that incorporate personal biases and group interrelations. Given that the final procurement outcomes and corporate risk perception largely depend on the quality of continuous contacts with suppliers, one cannot overstate the importance of post-purchase relationship management. To ensure success in this market, suppliers need to

understand that although extremely important, technical specifications and price are not considered sufficient to give the suppliers an additional advantage. The suppliers should invest in their capacity to build relationships, maintain the delivery of superior customer service, and address issues of risk openly and how to overcome them. As per the research, suppliers offering superior after-sale services create a sustained competitive edge through customer loyalty and positive recommendations. Suppliers, too, must understand the long-term dimension of the behavioral transformation of organizational purchasing and should be aware that despite the beneficial outcomes of good contacts, producing rising commercial opportunities, the negative experience can persist in its influences on commercial opportunities well beyond experience.

This paper provides several proposals to be pursued so as to enhance our understanding of technology-advanced industries' buying trends within organizations. Future theoretical work should focus on dynamically interacting with person and group decision-making processes, specifically modifying behavioral factors during multiple process purchase cycles. Cultural aspects can significantly influence the outcomes of procurement activities in most corporate situations, so the relationship between organizational culture and risk tolerance deserves further investigation. Empirical research opportunities and useful insights in developing supplier relationships and organizational learning Longitudinal studies on the effect of experiencing purchase after purchase suggest empirical research and relevant insights in several ways. Cultural comparison studies may attempt to examine if the patterns of behavior observed in the Indian car industry are common in other developing markets or if they are attributable to any specific economic and cultural characteristic. Nanola-Dores et al. (2017) state that another issue of analysis is the impact of digital technologies on risk perception and behavioral factors, particularly due to the changes in the issue of analysis of the impact of digital technologies on risk perception and behavioral factors, particularly due to the changes of the procurement process and MHE capabilities brought about by Industry 4.0 technologies. Further studies should also examine the effectiveness of different risk reduction methods and compare and contrast the methods that will be effective in perceived and actual threatening situations during the acquisition of capital equipment. In terms of methodology, multi-stakeholder research designs, when compared to single-informant approaches, may benefit the field by providing a more comprehensive understanding of purchasing behavior within organizations and Swedish

companies in general, as well as the complexities of group decision-making.

SUGGESTIONS FOR THE FUTURE

To become in a position to develop more evolved models of corporate-buying behavior, the additional research should be oriented towards the elaboration of a shortcut system of theoretical models reflecting the correlations between behavioral psychology and a succession of theoretical constructs of risk management. A somewhat more thorough examination of the threat and purchase disposition development cycle made up of business opportunities would present valuable data on the perception that the view has on buying. To collect data on the influence of the culture on the process of organizational buying decisions, the cross-cultural comparative research study of the advanced procurement in the different developing economies would be of help. Applications of computer technologies and artificial intelligence in procurement have hundreds of research needs, particularly when examining how technology is utilized in both risk evaluation processes and human actions. Scholars must endeavor to establish the effectiveness of a broad collection of risk reduction systems through experimental research that has comparable results with alternate experimental designs. Bringing out multi-stakeholder research processes entails their enormous profits associated with the evolution of complexity in the context their enormous profits associated with the evolution of the complexity in the context of the process of group decision-making. However, once the quantitative scales for the parameters of organizational purchasing behavior are formulated, it will be possible to 1) increase the rigor of the research and 2) conduct the majority of the empirical research. The examination of the sustainable sourcing plan and its relationship with risk and conducive factors will help address the environmental issues arising from industrial purchasing. The findings of the literature review regarding the importance of interpersonal skills and emotional intelligence in the evolution of procurement could be applicable in the working experience. Finally, a study on digital procurement's impact on traditional buying relationships should consider how modern technology undermines corporate buying. This research would contribute to the significant increase in confidence in both theory and practice regarding corporate purchasing behavior, particularly in relation to behavioral and risk factors.

STUDY LIMITATIONS

Similarly, this study outlines various contextual and methodological flaws that may influence how the research results are interpreted and affect its external validity. Despite the provision of enjoyable data regarding risk variables and behavior, a qualitative research method has been chosen, which limits the opportunities for inferring the statistics in other situations beyond the sample and the behavior being studied. Since the procurement practices/strategy and conduct/patterns may be significantly dissimilar between sectors and cultures, the focus on the Indian automobile industry could restrict it to the remainder of the sectors or locations. The purposive sampling type failed to avoid bias in sample selection, as would have been avoided by other companies whose risk profile/procurement strategy is radically different. Most data collected is cross-sectional, thus limiting our possibilities to understand how the perception of risk and procurement varies over the course of time. Social desirability bias may also have come into play in the response given by participants, where participants tend to give answers that they consider befitting their profession and not necessarily answers that reflect what they actually do in their practice. Memory bias can affect the accuracy of reported decision-making processes and study influence variables because the current study relied upon retrospective reports of procurement decisions. In other instances, the degree of research might have been curtailed by the limitation to access personal procurement information and other specific company information. The amount of time was insufficient to analyze complete procurement processes, starting with initial stages of the process, requirement identification, and subsequent phases of post-purchase evaluation. Perhaps the language and cultural understanding problems influenced the working process of data collection and analysis.

CONCLUSION

The emphasis on respect and careful consideration of actions and risks when acquiring materials, managing equipment, and conducting basic purchasing examinations highlights the structured and systematic nature of organizational purchasing. It has also been revealed that winning MHE procurement surpasses the ambition of Beijing by nearly the totality of the developed traditional cost-oriented structures of business and involves the integration of intricate risk monitoring and interlinked arrangements of behavioral variables in the organization, which is the result of the organizational learning processes that bring about improvements in variables in the organization, which is the result of the organizational

learning processes that bring about improvements in psychology. Mediation variables: It can be concluded that the following behavioral variables, which influence the perception of risks and the decision to procure a new system, will also be present in other areas of the decision audit: trust, corporate culture, past experience, and risk tolerance. The report states that different companies have been applying different risk mitigation methods and techniques, and the effectiveness of these methods depends on the corporate climate and the quality of relations that a company has with its suppliers. Even the presumed loyalty to the vendor can be attributed to good post-sale services, which contrast with bad experiences that lead to risk aversion and a lack of innovation. These teachings significantly influence future purchasing decisions. The Russian car industry retains its unique purchasing characteristics, including enhanced responsibility of operational risks, supplier reliability, and deployment of cultural concepts of provider association. The interrelationship between risks and changes in the behavioral variables in the organization is the result of the organizational learning processes that bring about the improvements in the procurement capacities. This discussion emphasizes the necessity to develop a comprehensive procurement model that will provide practitioners with the ability to quantify the relationship between effective relationship management and the associated risks. Suppliers must understand that their long-term success depends on their technical competence and low prices, as well as their ability to provide consistent services and establish trustworthiness as a company. In addition to explaining the risks and dynamic aspects of buyers' behavioral parameters when purchasing capital equipment in a new market, the study also provides comprehensive conceptual knowledge based on organizational buying behavior theory and offers a significant publication to implement both the theoretical and practical foundations of a global business that frequently undergoes upgrades.

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