© DHAKA UNIVERSITY JOURNAL OF MANAGEMENT
Volume 14, No. 1, December 2022
DOI: https://doi.org/10.57240/DUJM140109
pp. 133-151, ISSN: 2221-2523

The Effect of Green Management Activities on Organizational Sustainability: Evidence from the Tourism Sector in Bangladesh

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Abstract : *This study is an attempt to investigate the impact of green management activities on organizational sustainability, which is very critical for achieving competitive advantage. Five components of green management activities, i.e., green production, green trading, green logistics, green environmental activities, and green regulation management, have been identified in this study from the literature. A total of 500 respondents were selected, and data were collected through a structured questionnaire from the samples who are the permanent employees of the tourism organizations in Bangladesh. Results show that all five selected components of green management activities have a significant positive impact on organizational sustainability. Thus, this research is expected to contribute to broadening the profound insights of green management activities to explore the ecological execution of companies.*

Keywords: *Green Management Activities, Organizational Sustainability, Tourism Sector, Bangladesh*

Introduction

In recent times, sustainability has become a growing concern in the modern business world, starting from the personal to the professional life of mankind. Moreover, organizational sustainability has become an influential phenomenon in the global arena. In this pertinent, Singh & El-Kassar (2019) advocated that one of the established concepts of sustainability in businesses is apparently connected with the implementation of the term 'green', which induces them to approach socially, economically, and environmentally conscious management practices. Organizations should focus on ensuring sustainability through eco-friendly production and processing, inbound and outbound logistics, trading and management regulations, as well as reduction of wastage, recycling, and waste management practices (Ruggieri et al., 2009 and Accorsi et al., 2016). In addition, organizations should put extra effort into harmonizing the ecological and societal facets with economic aspects **(**Mangla et al., 2018**)**. For vindication, it is necessary to address issues like organizational sustainability in production, trading, logistics, and engaging in several environmental activities **(**Accorsi et al., 2016).

Organizations in the tourism sector are recently focusing more on creating green value chains and are enormously enthralled to identify the drivers or key performance indicators (KPIs)for the green management (GM) implementation (Barth & Melin, 2018). Green Management (GM)

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practice proliferates the economic status of tourism organizations, ensures growth in market share, expands brand image, ensures competitive advantage, minimizes environmental impact, and enhances organizational sustainability (Jabbour et al., 2012; Dania et al., 2018). Moreover, the implementation of green management confirms the reduction of wastage in the tourism sector, saves energy, and stabilizes the influx of destructive materials in the environment (Sazvar et al., 2018).

On the other hand, despite having a very ordinary profile, Bangladesh has an eye-catching pool of tourism offerings to tourists from all around the world because of its natural wealth, varied culture, comfortable climate, unique cultural heritage sites, and global position (Amin, 2021). It has numerous historical and archeological places of beauty, lush green tea gardens, and the longest sea beach in the world (Chowdhury, 2020). The most widely known tourist spots are Inani Beach, Himchori in Cox's Bazar, and Saint Martin's Island, one of the most beautiful tourist spots; Kuakata sea beach in Patuakhali, where tourists gather to enjoy the beauty of sunrise and sunset. Jaflong and Madhobkundo waterfall, Sreemangal tea garden, Bichanakandi waterfall, and Ratargul swamp forest in Sylhet soothe the mind and souls of tourists from all around the world. The Shat Gombuj Mosque in Bagherhat was declared a World Heritage Site in 1985 in the category of cultural heritage sites by UNESCO and is a charming place to visit for tourists. Sundarbans, the world's largest mangrove forest, is the abode of the Royal Bengal tiger; it was also declared a World Heritage Site in 1997 in the category of natural sites by UNESCO, is renowned to people all over the world (Bhuiyan et al., 2021). Nilgiri, Nilachol, Boga Lake, Thanci in Bandarban, Sajek Valley in Khagrachari, Kaptai Lake in Rangmati, Shalbon Buddha Bihar, Moynamoti, in Cumilla, Mohasthangor in Bogura, Paharpur Buddha Bihar in Naogaon arethe most ancient places of archeological importance **(**Amin, 2021).

Consequently, individuals are now becoming conscious of global environmental issues such as global warming, water crisis, carbon emission, toxic gases, etc. As a result, firms are taking steps for developing even more environmentally friendly green products and services within their business intents and perimeters (Raut et al., 2017). However, prior research(for example, Muduli et al., 2013 and Gardas et al., 2019) suggested that (South Asian countries such as Bangladesh, India, China) countries should focus more on green management practices for attaining superior economic, environmental, and sustainable benefits from their production, trading and logistics. Therefore, the current research selected the Tourism Industry of Bangladesh to evaluate business sustainability through green management activities.

The research framework was formulated with hypotheses and assumptions about 06 identified variables based on the review of prior literature. Figure- 01 below expresses the relationship between the five independent variables and one dependent variable, proposing five constructed hypotheses. The identified independent variables and one dependent variable are constructed, reviewed, and improved from Jovita et al. (2019); Mustapha et al. (2017) and Abdullah et al. (2018). Moreover, literature supporting the proposed hypotheses is also presented in the literature review part of this study.

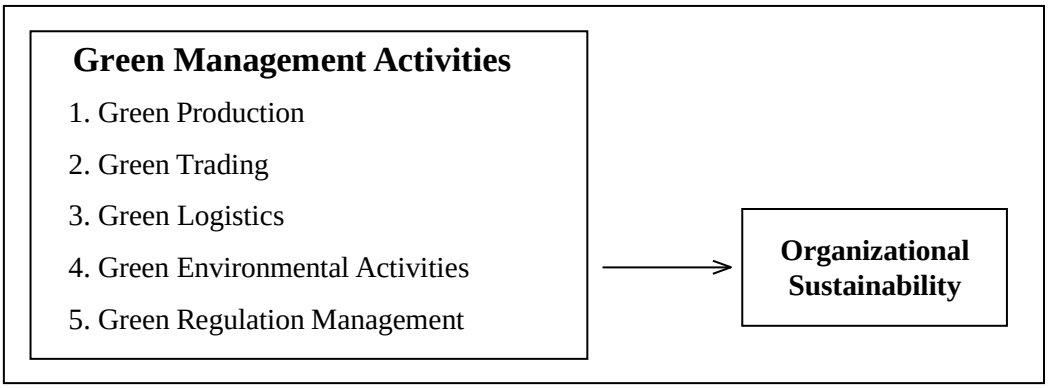

Figure- 01: Theoretical Framework for the Study

The aforementioned researchers' interpretations were also analyzed and discussed in this paper. Green management (GM) Activities was the independent variable which has five selected dimensions, namely Green Production (GP), Green Trading (GT), Green Logistics (GL), Green Environmental Activities (GEA), and Green Regulation Management (GRM). The hypotheses are thoroughly analyzed based on data from tourism industry participants. The unit of analysis is the employees of the Tourism Industry in Bangladesh who are working on a full-time basis. This study has explicated all proposed variables and the literature contextual for their hypothesized relationships.

Literature Review

Green Management (GM) system is concerned with sustainability in business activities, compromising the needs of the next generation to encounter and work in three-tier activities, i.e., protecting the environment, growing the economy, and ensuring equality in society (Hage & Taruna, 2016)**.** Organizational sustainability through green management has innumerable taxonomies that point to the prospect for businesses to deliver a persistent result to advance the superiority in the workplace and natural environment. In the view of Peng & Lin (2008), green management system is the practice of producing eco-friendly offerings. It diminishes the effect of production operations on the atmosphere through green production operations, green development, and green trading.

Prior scholars such as, Hage & Taruna (2016) found that green initiatives are the effort to moderate carbon emissions and pollution, which causes the greenhouse effect on the earth. Going green encompasses three undertakings: 'recycling', 'reducing' and 'reusing, these help to minimize the affliction poured by the human commotion, typically by industrial maneuver. On the other hand, Ahmadini et al. (2021) stated that green management can check and curtail the impact on the environment by adopting green production, green trading, green logistics, green environmental activities, and green regulation system in the functioning of an organization and reducing wastage and misuse of resources as well as ensuring recycling and reuse. Traditionally the operation process includes plant capacity, machinery, logistics, warehouses, locations, etc., without any environmental concern (Beamon, 1999). The green management system may also necessitate a unique conceptual framework to plan the products and routes to production with

environmental concerns (Miranda-Ackerman et al., 2017).In this regard, Sari and Suslu (2018) claimed that every organization should classify its exact position and select a suitable green management strategy that improves and ensures sustainable business performance.

However, this research initiates to explain green production, green trading, green logistics, green environmental activities, and green regulation as performance indicators of the green management approach in the Bangladeshi Tourism sector, which works on organizational sustainability. A little concern will show that the effective implementation of a green management system in the Tourism Industry enhances organizational sustainability and economic stability through conserving natural resources and ensuring the use of renewable sources of energy.

Green Production (GP) and Organizational Sustainability (OS)

Researchers like Ghazilla et al.(2015) and Sharma et al.(2017) have revealed green production as the use of energy-efficient production technologies in operations that manages greenhouse gases and waste generation by lessening the perilous emissions by using emission control systems. It diminishes raw material depletion, material cost, and waste. It adopts the three Rs, i.e., 'recycling', 'reproduction', and 'repeat use'. Green production institutes a positive relationship with the organizational sustainability in manufacturing industry **(**Ngniatedema & Li, 2014 and Seth et al., 2018**).** Green practices in any business advance the firm's competitive position in the market and improve the overall organization's performance and operation processes, which surges the cost-effectiveness and leads to sustainability (Lin, 2011). It suggests the first hypothesis:

H1. Green Production (GP) has positive relationship with Organizational Sustainability (OS)

Green Trading (GT) and Organizational Sustainability (OS)

Green Trading (GT) prefers dealing with ecologically concerned distributors. In this pertinent, Wang et al. (2014) found that when organizations want to achieve sustainability and better outcomes, green trading helps focus on minimizing the usage of ecologically-harmful products and plastic packaging. Green trading is a practice associated with the undertakings explicitly minimize, repeatuse and reprocess, etc. (Mustapha et al., 2017)**.** It encompasses traders' eco-friendly policies and purposes, environmental audits, and environmental management systems. Similarly, Jiao (2018) argued that green trading emphasizes training the suppliers to use eco-friendly packagingand to exercise eco-labeling of the products. On the other hand, Sharma et al. (2017) explained the pollution control agendas, environmental guidelines, and quality overseers of manufacturers with green trading, which eventually directs to organizational sustainability. Moreover, Mustapha et al. (2017) and Abdullah et al. (2018) advocated that initiating green trading practices ensures the organization's sustainable operational proficiency, total outcome, and standing. Hence, it may be concluded that green trading execution advances sustainable performance of the organization.It suggests the second hypothesis:

H2. Green Trading (GT) has positive relationship with Organizational Sustainability (OS)

Green Logistics (GL) and Organizational Sustainability (OS)

In earlier studies, Abdullah et al. (2018) shown that green inbound and outbound logistics, such as storage and delivery systems, have a significant relationship with ensuring better organizational sustainability and explicitly reducing wastages in the process in agro product industry. Furthermore, Ngniatedema and Li (2014) advocated the safety process in tourism sector, which has environmental and socioeconomic gains through green inbound and outbound logistics. The author also figured out the surges in stock values due to green management practices. Skibińska and Kott (2015) argued that green logistics practices containing environmentally cautious labeling and the green sourcing process, in the long run, have a productive consequence on organization's sustainable outcomes. Besides, similar research by Evangelista (2014) suggested that the multi-level usage of conveyance is a sustainable value chain that leads to enhanced productivity in the long run. According to Kumaret al., 2017organizations can achieve more customer satisfaction through practicing green logistics in their operations. Thus, the usage of green logistics directly impacts the ecology and its maneuver will contribute to the total organizational sustainability (Gestring, 2016). Hereby it suggests the third hypothesis brings forward the fourth hypothesis:

H3. Green Logistics (GL) has positive relationship with Organizational Sustainability (OS)

Green Environmental Activities (GEA) and Organizational Sustainability (OS)

The conception of green environmental activities represents the usage of total quality management (TQM) tools & techniques and ecologically sustainable methods and procedures which can lead to positive result for an industry (Gleim et al., 2019**).**In this regard, Pujari et al. (2003) suggested that environment friendly activities are costly and turn away the resources from productive activities such firms become underperforming and unsustainable. Mensah (2014) explained thatsuccessful green environmental activities activation requires high level integration among top and mid-level leaders and managers in the organizations to ensure sustainability. Skibińska & Kott (2015) recommended that environmental criterions and guidelines enacted by the government, organizations must put in force and observe to ensure sustainable performance in the organization.Similarly, Ngniatedema & Li (2014) proposed that businesses within their firm should create and monitor the crisis management team to upgrade in-house climate guard requires to be designed based on ecological areas, environmentally friendly tactical plans and methods. Thus a surge in green environmental activities can create an affirmative brand image, upturns in market share, creates sustainable competitive advantage, and advances operational performance (Jabbour et al.,2015; Latan et al., 2018). It posits the fourth hypothesis such as:

H4. Green Environmental Activities (GEA) has positive relationship with Organizational Sustainability (OS)

Green Regulation Management (GRM) and Organizational Sustainability (OS)

Environmental rules and regulations from the central and state government are very noteworthy

dynamics for organizations to initiate green management (Mangla et al., 2013). According to Niesten et al. (2017)**,** monitoring and pressure from different stakeholders like government regulatory bodies, customers, and shareholders are mandatory for the implementation of the green management system. International Organization for Standardization (ISO) certifications show the adopted eco-friendly policies and practices for ensuring quality and organizational sustainability **(**Heidari et al., 2016). Previously, Govindan et al. (2015) argued that the organizations and government regulations for putting green environmental activities into practice play a significant role in ensuring strength for confronting the forthcoming challenges. Gleim et al. (2019) indicated that instead of imposing a fine for any discrepancy in the practices and application of rules and regulations, regulatory authorities must practice regular follow-through of the ecological standards. Similarly, Ngniatedema & Li (2014) suggested that environmental preservation must be given priority through the strategic vision interpreting the eco-friendly operational objectives, eco-strategic plans, and monitoring system within the organizational boundary. According to Ngniatedema & Li (2014), the managers at the top of the hierarchy can contribute to advancing productivity and performance, which leads to achieving organizational sustainability; meanwhile, the legislative body may regulate and observe the compliance of green environmental activities.

H5. Green Regulation Management (GRM) has positive relationship with Organizational Sustainability (OS)

Methodology

Types of Research

It is a cross sectional qualitative research. The qualitative data has been converted into quantitative for analysis and representation.

Sources of Data

The research used primary data sources. A structured questionnaire was prepared with 30 items to measure the five independent variables and one dependent variable. The items of the questionnaire were measured on a 5-point Likert-scale. Based on the concepts of prior literatures, the study proposed five hypotheses in the first instance. For formulating the questionnaire, the study considered the contexts from the earlier related study in a different setting, and suggestive appraisal was also adopted from several educationalists, professionals, and researchers.

Population, Sampling Technique, and Sample Size

The population for the research is the total number of employees working in tourism organizations in Bangladesh. The total number and list of population are not available. That is why the researchers used the convenient sampling technique. The convenient sampling technique for data collection was used because it is easy for the data accessibility (Mujere, 2016 and Speak et al., 2018).

A total of 1,000 questionnaires were distributed to the participants, and among them 593 respondents returned their responses, of which 500 were deemed usable, and the other 93 were incomplete and inarticulate. As a result, ultimately, for the data analysis of the study, the sample size became 500, which is sufficient according to the recommendation of Hair et al. (2013**).**

Analysis Tools

This study used Smart PLS Version-3.27 software with structural equation modeling (SEM) to analyze the hypotheses. Through using Structural Equation Modeling (SEM), the study applied a combination of confirmatory factor analysis, item loading, AVE, composite reliability, discriminant validity, Cronbach's alpha, and hypothesis testing. Because it is evident that discrimination analysis helps to determine the predictive equation with the aim of classifying new individuals and understanding the links between the constructs. This study used factor analysis and substance validity to maintain discrimination and convergence.

Analysis and Findings:

The current study found some demographic profile from the samples who are working in the tourism organizations in Bangladesh. Table 1 of the study represents the frequency and percentage of the demographic scenario.

Table 01: Respondent's Profile

Demographics		Frequency	Percentage
Age	18-25 years	112	22.4%
	26-35 years	194	38.8%
	36-45 years	94	18.8%
	46-55 years	78	15.6%
	56 years and above	22	4.4%
Gender	Male	326	65.2%
	Female	174	34.8%
Educational Level	SSC or Equivalent	34	6.8%
	HSC or Equivalent	52	10.4%
	Bachelor degree	246	49.2%
	Master degree	76	15.2%
	PhD or Equivalent	3	0.6%
	Professional or other degrees	89	17.8%

Income Level	Below 15,000	44	8.8%
	15,000 – 25,000	59	11.8%
	25,000 – 35,000	248	49.6%
	35,000 and above	149	29.8%
Job Experiences	01 – 05 Years	267	53.4%
	05 – 10 years	133	26.6%
	10 – 15 Years	69	13.8%
	More than 15 years	31	6.2%

Measurement model is used to evaluate the study through confirmatory factor analysis to estimate reliability and validity of the measurement scales used for the research. Reliability of this research was measured on the basis of composite reliability (CR) which needed to be greater than 0.70 (CR > 0.70); construct validity through item loadings which needed to be greater than 0.60; cronbach's alpha reliability test which required to be more than 0.70; and AVE test where the minimum criteria is AVE > 0.50 according to the criteria of Chin (2010). Table 02 of this research showed that based on the minimum measurement criteria parameters for confirming the items to be used for the study all items have bigger or greater score than the minimum value requirement in relation to Chin (2010). The measurement model resulted from the analysis of the present study has successfully conformed the measurement criteria of convergent validity (CR). Hence, the results of the measurement model are given on table 02.

Table 02: Results from the Measurement Model

Constructs	Code	Loading	AVE	CR	Cronbach's Alpha
Green Environmental Activities (GEA)	GEA1	0.765	0.556	0.862	0.801
	GEA2	0.739			
	GEA3	0.761			
	GEA4	0.747			
	GEA5	0.716			
Green Logistics (GL)	GL1	0.752	0.642	0.877	0.814
	GL2	0.833			
	GL3	0.817			
	GL4	0.800			
Green Production (GP)	GP2	0.776	0.616	0.828	0.790
	GP3	0.800			
	GP5	0.777			

Green Regulation Management (GRM)	GRM1	0.842	0.608	0.861	0.794
	GRM2	0.786			
	GRM3	0.771			
	GRM4	0.715			
Green Trading (GT)	GT1	0.806	0.636	0.875	0.811
	GT2	0.744			
	GT3	0.818			
	GT4	0.819			
Organizational Sustainability (OS)	OS2	0.800	0.580	0.847	0.758
	OS3	0.780			
	OS4	0.765			
	OS5	0.699			

On the other hand, to define discriminant validity of the current research the Fornell-Larcker's parameter test have been used (Hair et al., 2013).Accordingly, the parameters of Fornell-Larcker proposed that the square root of the values of AVE needed to be larger or greater than the connectivity of the underlying constructs of the genuine non-diagonal variables. This study fulfills the requirements of the test successfully (see Table- 03 for details) that reveals discriminant validity which can be accepted in relation to Hair et al. (2013). Besides, the composite reliability (CR) of the overlooked variables was more than the required value (CR > 0.70).

Moreover, based on the recommendation of Henseler et al. (2015*),* while detecting discriminant validity the criterion of HTMT outperforms empirically better than the criterion of Fornell–Larcker. This study used HTMT analysis and revealed that all HTMT values are less than 0.850, which indicated adequate discriminant validity (see Table- 04 for details), as suggested by Henseler et al. (2015).However, the unobserved variables' composite reliability ratings were higher than 0.70, the threshold level.

Furthermore, the predictive significance of the measurement model was computed using the Stone-Geisser's Q^2 method (Stone, 1974 and Geisser, 1975). Additionally, according to the recommendation of Chin (2010), the cross validation redundancy of the construct's score in Q^2 should be greater than zero (0). In terms of this criterion, the current investigation also yielded positive findings (see Table 05).

Table 03: Fornell-Larcker Criterion

	OS	GRM	GP	GT	GL	GEA
OS	**0.852**					
GRM	0.414	**0.809**				

GP	0.473	0.077	**0.798**			
GT	0.383	0.159	0.216	**0.792**		
GL	0.568	0.216	0.327	0.312	**0.890**	
GEA	0.352	0.133	0.118	0.062	0.267	**0.892**

Table 04: Heterotrait-Monotrait Ratio

	OS	GRM	GP	GT	GL	GEA
OS						
GRM	0.349					
GP	0.318	0.191				
GT	0.263	0.124	0.249			
GL	0.427	0.265	0.271	0.259		
GEA	0.326	0.169	0.127	0.162	0.342	

Note: The bold lettered numerical values in the table represented 'the square root' of the AVE; and the rest of the numerical values showed the correlation between the constructs.

GEA = Green Environmental Activities, GL = Green Logistics, GP = Green Production, GRM = Green Regulation Management, GT = Green Trading, OS = Organizational Sustainability

Table 05: Predictive Relevance of the Dependent Variables

Dependent Variables	Q^2 Values	R^2	Adjusted R^2
Employee Work Performance	0.252	0.531	0.528

After the measurement of the reliability and validity scale of the items, the research articulated the structural model with five constructs of Green Management (GM) were treated as the independent variables, and Organizational Sustainability (OS) was considered as dependent variable for the study. From the relationship among the five measurement dimensions of Green Management (GM) and uni-dimensional Organizational Sustainability (OS), all five underlying constructs have straight positive influences on OS, such as, GEA (T-test 3.968), GL (T-test 7.257), GP (T-test 3.886), GT (T-test 3.727) and GRM (T-test 3.640)which result have supported because the score of t-test > 1.96. The results of the straight influences are shown below in Table 04.

Table 06: Results of the Hypothesis Tests from the Structural Model

Paths	Coefficients	t Statistics	P Values	2.5% LLCI	97.5% ULCI	VIF	Decisions
GRM→OS	0.180	3.640	0.000	0.086	0.278	1.067	Supported
GP→OS	0.146	3.886	0.000	0.071	0.216	1.140	Supported
GT→OS	0.160	3.727	0.000	0.078	0.247	1.138	Supported
GL→OS	0.486	7.257	0.000	0.350	0.608	1.306	Supported
GEA→OS	0.171	3.968	0.000	0.094	0.260	1.086	Supported

Discussion on Findings:

The outcomes of this study suggest that the components of Green Management Activities, i.e., GP, GT, GL, GEA, and GRM, are significantly and strongly related to organizational sustainability (OS). This study exemplifies a positive insight about OS that the relevant variables can significantly impact OS in Bangladesh's tourism sectors. So, the result explains that according to the perception of tourism employees, if hotel administrations establish GP, GT, GL, GEA, and GRM can ensure organizational sustainability. We argue that the reason for this current result may be the positive perception of employees of the tourism sector in Bangladesh. Therefore, the current research explains that the background for these types of results or findings is the specific or typical perceptions of employees working in the tourism sector in Bangladesh. Prior researchers such as, Cabrera et al. (2006) studied based on the multinational organizations of USA and found a similar result.

Additionally, the arguments of Zaqout & Abbas (2012) also showed supportive outcomes like the current research. Similarly, Mustapha et al. (2017) found that green management activities and OS has a positive connection which leads to reducing of organizational conflicts. On the other hand, Ahmed et al. (2020) revealed contradictory results to the current research. The study showed an insignificant association between green management activities and OS because of focusing on work performance. We assume that the current research found different results in other circumstances and contexts. Moreover, the result of the study mostly depends on the respondents' category, knowledge, and mindsets. Previous literature explains that the result of the study varies based on the diversity of sector, country, and culture. In this regard, Adrita (2020) included a notable clarification from their research finding is that the area of various studies may be similar, but the result can be different because of the diverse nature of research context, region, tradition, and perception of respondents.

The present research investigated the effects of green management on organizational sustainability with special regard to the tourism industry in Bangladesh. Some results of this study showed supportive or similar outcomes to the prior researchers, whereas a few were found to conflict with previous literature. The first result of this research showed positive relationship between green production (GP) and organizational sustainability (OS). In line with that, prior researcher Hu et al. (2019) found similar relationship in context of IT sector of China, Yu et al. (2019) in education sector, and Raut et al. (2019) in agro industry of India. Maćkiewicz & Szydłowska (2017) showed

an insignificant association between GP and OS from the point of view of the European tourism sector. In addition, Sharma & Foropon (2019) noted that the green management adaptation would be dissimilar to South Asian Countries compared to other developed countries.

Moreover, the second result of this study revealed that green trading (GT) significantly contributes to organizational sustainability (OS). In support of that, previous research showed some relevant findings from the studies of Folasayo (2019) and Alhamali (2019)where they revealed that sometimes it becomes difficult to change the traditional business process and establish a new one like the GT system. On the other hand, Barth & Melin (2018) strongly claimed that green management could change the traditional purchasing system. However, Alhamali (2019) explored the reasons or factors behind this kind of result. The author explained that the knowledge level, diversity of demographic background, positive or negative perception, and various context are main reason for variation of results.

Furthermore, this study's third, fourth, and fifth results found supportive outcomes with the previously predicted hypotheses. In explanation, GL, GEA, and GRM all have significant relationships or effects on OS. In this pertinent, previous research augments of Khan & Mohsin, (2017); Afshar & Jia, (2018) and Hossain, & Khan (2018) supported the present result. For instance, the findings of Khan & Mohsin, (2017) and Afshar & Jia, (2018) showed that GL, GEA, and GRM lead to organizational productivity because of environmental effects. Hossain & Khan (2018) also strongly suggested that there is no better alternative except green management practices for facing the global crisis. Thus, the present research revealed that the tourism personnel expect a favorable working environment, fair green management activities opportunities, knowledge sharing culture, and appreciation for good performance. Besides, green management activities are one of the effective systems and practical atmosphere for the best outcome and tool to sustain the organization. To sum up, GP, GT, GL, GEA, and GRM activities are significant contributors for the hotel or any other organization, which certainly lead to company success and sustainability of their position in the business world.

Practical Implications

The present research developed a model of the relationship between green management activities and its consequences to discuss green management awareness in corporate managers. The influence of green management system was then explored as it pertains to organizational sustainability. This study expected the following contributions:

a) In this research the perceived benefits of green management system showed a positive correlation to the sustainability of the organizations. In this pertinent, previous scholar like Shu et al. (2016) advocated that the benefits of green management should be cleared to the decision makers of organization. So, this study will open the mind of the executives regarding the competitive advantage accelerated by green management system.

b) The current findings showed similar result with Thomas & Lamm (2012) which supposed to contribute for the co-operation of environmental regulations in tourism industry.

c) The findings of the study will help to create positive attitudes of investors and policy makers

on green management system and ultimately enterprises are more willing to take action in adopting green management system when they believe that such system will bring positive consensus. This finding is in line with that found by Han et al. (2010).

d) The research will contribute to develop subjective norms of green management system which are same as those proposed by Giovanni & Vinzi (2012). Enterprises are affected by social expectations, such as legal norms, social belongingness, and corporations are accordingly more willing to adopt green management system.

e) This category of study encourages the execution of green management system which may improve financial as well as non-financial performance (Lee et al. 2012), thereby helping the corporation to be more competitive and enhancing corporate value in numerous ways.

Limitations and Guidelines for the Future Research:

There were some limitations of the current research that can be a lighthouse for the future researchers in the similar field. The limitations are represented as follows:

a) There were some restrictions in the accessibility of the populations, so the study used convenient sampling technique. Moreover, the selected tourism organizations do not represent the overall national or worldwide conditions. Further studies could expand the population to include all categories of consumer enterprises, thereby allowing differential analysis among corporations of various sizes.

b) This study failed to receive a large number of valid questionnaires. It is recommended that researchers seek greater contact with the target companies to increase the response rate.

c) It was difficult to ensure that all the respondents had clear concept and appropriate knowledge regarding green management system and its positive outcomes.

d) The questionnaires were designed for executives; however, it is likely that these executives assigned other employees to fill them out. The addition of check items within the questionnaire could ensure the validity of the sample.

Conclusion

Current work can allow corporate executives, regulators, and business leaders to know the implications of the results in the tourism sector. The administrators need to formulate policies for increasing the performance of tourism organizations, based on their limited capabilities. The research findings indicated that GP, GT, GL, GEA, and GRM have the biggest effect on the process of OS. Investigators in this field may conduct theoretical work to improve or strengthen all green management practices and to coordinate the best operations. In addition, the current research aims to help management teams, regulators, and policy experts examine the connection between the perceived relevance of GM activities and business performance. The results of this study may not be legitimate for developed countries' regulations, because of legislation and regulations that also vary among countries and other growing economies. Furthermore, it may not be possible to apply the framework completely or partially to other areas of the economy. The emerging research approach can also be used in different sectors by future researchers.

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