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RESDO

Exploring the Interplay Between Supply Chain Dynamics and Organizational Culture in Green Practices
Adoption: A Study of Thailand's Hospitality Sector

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Abstract
In recent years, there has been a discernible surge in the adoption of green and sustainable practices, a trend that transcends both business entities and individual consumers. This trend is particularly pronounced within the vibrant landscape of the tourism and hospitality industry, where the imperative of embracing green practices has become increasingly evident, spurred by mounting environmental concerns. The unchecked exploitation of natural resources by hotels and restaurants has exacerbated environmental degradation, posing a significant challenge to the industry's sustainability endeavors. Despite the clear urgency for change, it is disconcerting to observe a considerable number of establishments within the hospitality sector exhibiting apathy towards the adoption of green practices. This glaring gap underscores the critical need for thorough investigation and analysis to address systemic barriers and catalyze transformative change. Against this backdrop, this study sets out to explore the intricate interplay between supply chain dynamics, organizational culture, and the adoption of green practices within Thailand's bustling restaurant and hotel sector. Through a meticulous review and synthesis of existing literature, the research endeavors to provide a comprehensive understanding of the myriad factors influencing the uptake of green initiatives among industry stakeholders. This empirical inquiry holds significant promise for a diverse array of stakeholders, ranging from industry practitioners and policymakers to academic researchers. Through its rigorous analysis and nuanced insights, the study aspires to illuminate the prevailing challenges confronting the industry while charting a course towards informed decision-making and transformative action. Ultimately, the aim is to pave the way for a more sustainable future for the hospitality sector, wherein environmental stewardship is embraced as a cornerstone of industry practice.
Keywords: Green Practices Adoption, Hospitality Sector, Supply Chain Dynamics, Organizational Culture
JEL Codes: Q55, L83, M14, O13

1. INTRODUCTION

The expansion of the tourism sector has undoubtedly led to significant growth in the hotel and restaurant industries, contributing to both economic prosperity and environmental challenges (Ashley et al., 2007; Khan et al., 2020; Mihalic, 2020; Pan et al., 2018; Ahmad, 2016; Telfer and Sharpley, 2015; Crouch and Ritchie, 1999). With this growth comes an increased demand for natural resources, resulting in various environmental and societal implications. Hotels and restaurants, in particular, are known for their substantial utilization of resources such as air, water, and energy, as well as their generation of waste and pollution. Studies have highlighted the detrimental effects of this industry expansion on the environment, including air and water contamination, depletion of natural resources, pollution, and biodiversity loss (Audi and Ali, 2023; Akhtar et al., 2021; UNEP, 2011; Bashir et al., 2020; Audi et al., 2020; Maximillian et al., 2019; Arora et al., 2018; Horrigan et al., 2002; Naidu et al., 2021; Kumar, 2016; Ho and Ran, 2016; Dalin and Rodríguez-Iturbe, 2016; Gorus and Groeneveld, 2015). Additionally, the construction and operation of hotels and restaurants can contribute to encroachment on natural habitats and urban sprawl, further exacerbating environmental degradation. The issue of waste generation is particularly significant within the hotel industry, with establishments producing vast amounts of waste on a daily basis. Immanuel Williams's statement regarding the hotel industry's status as one of the largest waste generators globally underscores the magnitude of this challenge.

The environmental impact of hotel and restaurant facilities is indeed significant, often surpassing that of other buildings of similar size (Iraldo et al., 2017; Hall and Sharples, 2004; Tsai et al., 2009;). Studies have shown that these establishments can have detrimental effects on the environment, particularly when there is an excessive use of natural resources. A substantial portion of the environmental impacts associated with hotels and restaurants can be attributed to the overutilization of non-durable items, energy, and water, as well as the emission of waste into the air, soil, and water (Moliner Velázquez et al., 2010; Robinot & Giannelloni, 2010). This overutilization not only results in the depletion of natural resources but also leads to increased operational costs for waste management and resource procurement. Moreover, the tourism sector, of which hotels and restaurants are integral components, has been identified as a significant contributor to greenhouse gas emissions (Tang et al., 2017; Becken and Patterson, 2006; Serrano-Bernardo et al., 2012; Rodríguez et al., 2020; Liu et al., 2022; Xiong et al., 2023; Nepal et al., 2019; Luo et al., 2020). The emissions generated by tourism activities contribute to climate change, further exacerbating environmental concerns (Tang et al., 2013). Given

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the substantial environmental footprint of hotels and restaurants, it is imperative for these establishments to adopt sustainable practices to minimize their impact on the environment. Through measures such as energy and water conservation, waste reduction and recycling, and the use of environmentally friendly technologies, hotels and restaurants can mitigate their environmental footprint and contribute to a more sustainable future. Additionally, raising awareness among consumers about the environmental impact of their choices and promoting responsible tourism practices can further enhance sustainability efforts in the hospitality industry (Han, 2021; Mazhenova et al 2016; Budeanu, 2007; Han and Yoon, 2015).

Climate change and global warming have emerged as pressing environmental issues worldwide, prompting widespread concern among people everywhere (Leiserowitz, 2007; Dalby, 2009; Smith et al., 2001; Weber and Stern, 2011; Martens and McMishael, 2009; Searle and Gow, 2010; Okurut and Mbulawa, 2015; Sumaira, 2018). The gravity of these issues necessitates collective action from nations to address the challenges posed by global warming. Banerjee et al., 2003) assert that the relationship between companies and the environment hinges on the challenges firms encounter in relation to their operational plans and strategies. In response to the urgency of addressing environmental concerns, stakeholders have increasingly turned their attention to ecotourism as a focal point for sustainable practices (Wondirad et al., 2020; Jamal and Stroza 2009; Ahmad, 2014; Wondirad, 2018; Wang et al., 2021; Nicolaides and Vettori, 2019). Regulatory authorities, non-governmental organizations (NGOs), local ecologists, customers, and employees have all heightened their awareness of the environmental impact stemming from societal activities. In Thailand, the Green Leaf Foundation (GLF) has emerged as a leading force in promoting environmental sustainability. As a non-profit organization, GLF collaborates with hotels, hotel associations, suppliers, governments, and NGOs to champion eco-friendly practices within the hospitality industry (Honey and Rome, 2019; Paetzold, 2010; FONT et al., 2001; HAZARHUN et al., 2023; Wei 2014). By aligning with the global movement towards sustainability, GLF aims to support hotels and restaurants in implementing environmentally conscious initiatives.

Businesses in the hospitality sector are increasingly confronted with a public that demonstrates heightened awareness of corporate social responsibility and expects hotel owners and investors to demonstrate a commitment to societal and ecological impacts associated with the hotel business (De Grosbois, 2012; Kasim, 2014; Bohdanowicz and Zientara, 2008; Henderson, 2007; Jones et al., 2016; Rhou and Single, 2020; Bouichou et al., 2022). Hoteliers themselves express genuine concern for implementing green initiatives (Céspedes-Lorente et al., 2003). Indeed, there is a growing trend in environmental initiatives among hoteliers, reflecting a broader shift towards environmentalism among consumers (Luu, 2017). This trend is prompting businesses to recognize the importance of community engagement and embrace a form of "corporate environmentalism," particularly within the tourism sector (Han et sl., 2009; Han et al., 2011).

As Rachita Sood, Director of JW Marriott Chandigarh, highlights, guests increasingly expect the hospitality industry to influence both the production and consumption of products in an environmentally responsible manner (SATCHAPAPPICHIT, 2017). Consequently, there is a pressing need for the industry to address issues such as air, water, and solid waste pollution, as well as the degradation of natural resources and loss of biodiversity. These challenges underscore the imperative for hotels to adopt sustainable practices and demonstrate a commitment to environmental stewardship. In Thailand, the Natural Resource & Environmental Committee of Thailand, Thai Chamber of Commerce, has emphasized the growing global awareness of contemporary environmental issues among influential foreign powers (Atkinson and Vorratnchaiphan, 1994; Chompunth, 2011; Jeanpinitnan, 2018; Parastiis, 2017; Kunnamas, 2020). This heightened awareness reflects a broader societal shift towards environmental consciousness and concern for the well-being of the planet. It signifies a transition from the information age or knowledge-based society to a "green society," characterized by a collective focus on addressing issues such as global warming, hazardous waste, water, noise, and air pollution. Individuals and consumers are increasingly demanding that manufacturers and entrepreneurs demonstrate social conscience and responsibility (de Leaniz et al., 2019). In addition to producing high-quality products at competitive prices, there is a growing expectation for businesses to prioritize environmental sustainability in their operations. Those directly or indirectly affected by environmental issues are particularly vocal in their demands for action. Consequently, there is mounting pressure on manufacturers and entrepreneurs to proactively address these environmental challenges (Teng et al., 2018).

Brown (1996) posited that the hotel industry cannot afford to ignore its environmental responsibilities indefinitely, as pressure to address these issues will continue to mount from various stakeholders. For instance, environmentally conscious tourists will increasingly demand eco-friendly accommodations, while stricter regulations regarding waste disposal and rising energy costs will necessitate reductions in consumption. This sentiment aligns with the findings of Foster Jr et al., (2000), who observed that both restaurants and the tourism industry are facing pressure from multiple sources to adopt environmentally sustainable practices. Consequently, there is a growing emphasis on reducing resource usage, including energy, water, and waste, as management seeks to optimize operational efficiency and minimize costs in order to maximize profits (Yeh et al., 2016).

This shift in consumer behavior underscores the importance for businesses, particularly those in the hospitality sector, to embrace environmentally friendly practices (Han, 2021; Ahmad et al., 2023; Adekuajo et al., 2023; Zientara and Zamojska, 2018; Bardukova, 2023; Bonn et al., 2016). With consumers increasingly making purchasing decisions based on environmental considerations, hotels and restaurants face growing pressure to adopt sustainable initiatives. As a result, businesses that prioritize eco-consciousness not only appeal to a broader customer base but also position themselves as leaders in corporate social responsibility. Consequently, incorporating green practices into their operations has become a strategic imperative for hotels and restaurants looking to remain competitive in today's market (de Leaniz et al., 2019; Teng et al., 2018). The expectations of customers and the broader societal shift towards environmental consciousness

have indeed propelled the hospitality industry towards embracing green practices. Hotels are increasingly realizing the importance of catering to environmentally conscious consumers by implementing sustainable initiatives. Failure to do so not only risks losing potential guests to competitors but also threatens market share and overall competitiveness (Garvin, 1988; Stopford et al., 1991). Moreover, employees are showing a preference for employers that prioritize environmental responsibility, further emphasizing the importance of adopting green practices within the workplace.

As a response to these trends, hotels are proactively implementing green practices to minimize their environmental and social impacts (Kim et al., 2017; Graci and Dodds, 2008; Butler, 2008; Nisar et al., 2021; Knowles et al., 1999; Hsieh, 2012; Okumus et al., 2019; Baker et al., 2014). By reducing energy and water consumption, as well as other natural resource usage, hotels not only contribute to sustainability efforts but also benefit from cost savings and enhanced competitiveness. Consequently, sustainability has emerged as a crucial aspect of hotel marketing strategies, providing a competitive edge and fostering business growth in the increasingly eco-conscious consumer landscape. These insights are corroborated by scholars such as Legrand et al., (2013), Butler (2008), Novacka et al. (2019), Foster Jr et al. (2000), and de Leaniz et al. (2019), among others, whose research underscores the significance of environmental consciousness in shaping consumer preferences and organizational strategies within the hospitality industry. In the hospitality industry, there has been a historical focus on energy management primarily driven by cost-saving motives rather than environmental concerns. However, there has been a notable shift towards embracing environmentally friendly practices, reflecting a growing trend in sustainability efforts (Edwards, 2005; Revell et al., 2010; Watson et al., 2010). Many organizations, including hotels and restaurants, are prioritizing green initiatives as part of their operational strategies. This shift is not only driven by environmental consciousness but also by the recognition that proactive environmental strategies can yield tangible benefits. Indeed, research suggests that organizations that proactively adopt environmental strategies stand to benefit in various ways. From cost savings to enhanced reputation and competitiveness, there is empirical evidence to support the notion that environmentally friendly practices pay off in the long run. Scholars such as Hsieh (2012), Mensah (2014), and Novacka et al. (2019) have highlighted the importance of maintaining environmentally friendly practices and the positive outcomes associated with proactive environmental management. This underscores the significance of integrating sustainability principles into the core operations of hotels and restaurants, aligning with broader societal and environmental goals.

Embracing environmentally friendly practices is essential for hotel and restaurant SMEs to meet the growing demand for corporate responsibility and appeal to environmentally conscious customers and employees (Revell and Blackburn, 2004; Fukey and Lssac, 2014; Deraman et al., 2017). By prioritizing sustainability initiatives, these businesses can gain a long-term competitive advantage and position themselves favorably for the future. Additionally, adopting a green agenda is crucial for Thailand's tourism industry to maintain its international competitiveness. According to Ms. Sasi-Apha Sukontarat, Executive Director of TAT's Product Promotion Department, aligning with global tourism trends helps strengthen Thailand's reputation as a dynamic and relevant destination brand. Moreover, integrating environmental initiatives into tourism development efforts not only benefits the environment but also contributes to sustainable tourism practices. This approach, as highlighted by Khatter et al. (2019), fosters the principles of sustainable tourism and ensures the continued growth and prosperity of the tourism industry in Thailand.

The hospitality industry plays a significant role in driving economic growth, yet it faces challenges related to environmental management and sustainability. As highlighted by Eltayeb et al., (2011), many hotels are now prioritizing initiatives such as recycling and energy conservation to reduce costs, increase profitability, and contribute to the conservation of cultural and natural resources in destination areas. However, despite these efforts, environmental management remains a critical issue in the hospitality sector, as noted by Khatter et al. (2019). There is a growing trend towards investing in and implementing green and sustainable practices, facilities, and systems within the hospitality industry. This shift reflects a broader global movement towards environmental responsibility and sustainability. Recognizing the importance of this trend, it is essential to discuss the growing demand for these changes and their implications for the hospitality industry in Thailand (Kontogeorgopoulos, 1998; Henderson, 2007; Solnet et al., 2015). This discussion can pave the way for further research initiatives aimed at addressing emerging issues and advancing sustainability efforts within the sector. Research on pro-environmental behaviors of SMEs in the Thai hospitality sector is limited, with existing studies primarily focusing on environmental management across various industries and countries. This gap in the literature motivates the current study, which seeks to address the lack of empirical research on the adoption of green practices specifically within the context of hospitality in Thailand. Given the dynamic and uncertain environment in which hospitality businesses operate, it is essential to understand whether they can thrive and remain competitive under increasing pressure to adopt environmentally sustainable practices (Anning-Dorson and Nyamekye, 2020; Fraj et al., 2015; López-Gamero et al., 2011). Moreover, different drivers or pressures may vary in importance across companies of different sizes as they transition towards green practices. Therefore, this paper aims to develop a framework that identifies supply chain practices relevant to the implementation of green practices within hotels and restaurants in Thailand. By doing so, it seeks to contribute to the understanding of how hospitality businesses can effectively adopt and integrate sustainability measures into their operations.

2. LITERATURE REVIEW

The term "green" has gained prominence over the last decade as a preferred choice among those concerned with environmental protection (Kasayanond et al., 2019). This growing emphasis on green choices extends to both businesses and individuals, with many recognizing the benefits of environmentally sustainable practices. Going green not only benefits the environment but also proves advantageous for businesses, leading to cost savings and an expanded customer

base (Charoenwiriyakul et al., 2019). In the literature, there are diverse perspectives on the definition of green practices. Gupta and Sharma (1996) characterize green practices as management policies and principles aimed at efficiently managing environmental inputs and outputs to promote a more environmentally friendly operation. Similarly, Nyirenda et al., (2013) define green practices as methods, strategies, and procedures designed to reduce the environmental impacts associated with business operations.

Jauhari and Manaktola (2007) define green practices as organizational commitments aimed at positively impacting the environment by reducing harmful environmental impacts, conserving energy, saving water, and minimizing waste generation. Zhang and Yang (2016) elaborate on green practices as encompassing the principles of environmentalism, particularly the three "Rs" - reduce, reuse, and recycle. Additionally, Jackson and Victor (2011) identify green practices as those that mitigate negative effects associated with energy consumption, water usage, waste generation, and indoor air quality. Examples of green practices include the procurement and use of energy-efficient equipment, recycling of materials such as aluminium, paper, and plastic, efforts to reduce air pollution, and the utilization of reusable, biodegradable, and organic products (Nyirenda et al., 2013). The various perspectives on "green practices" converge on the central notion of mitigating environmental contamination and its harmful effects. Herremans and Reid (2006) identify factors contributing to environmental contamination, including population growth, excessive consumption of natural resources, increased demand, and global competition. Brown (1996) underscores the urgent need to address environmental threats for global sustainability, drawing on numerous studies to support this assertion. He notes that in the 1980s and early 1990s, global environmental concerns were primarily focused on the manufacturing industry, affecting various industrial systems, processes, inputs, and operations (Elkington et al., 1992). The shift in global environmental concern towards the service industry, particularly tourism, has prompted increased scrutiny and calls for action to reduce environmental impact (Chung & Parker, 2010). Despite this, the service industry, including hospitality, has been criticized for its slow response to addressing environmental concerns (Sloan et al., 2005). Hotel operations, in particular, have significant and lasting impacts on the environment, society, and culture due to the consumption of natural resources by guests (Kostova et al., 2008). As a result, hospitality industry stakeholders must acknowledge and embrace greater responsibility for environmental stewardship. Kostova et al. (2008) outline seven environmental dimensions of green practices in the hospitality industry, encompassing areas such as water management, energy efficiency, waste management, procurement policies, transportation, noise reduction, air quality, and global integration. Additionally, Chou et al., (2012) add further dimensions to green practices, including pollution prevention, ecological health, recycling and reprocessing initiatives, sustainable purchasing, use of green materials, promotion of sustainable foods, and environmentally friendly construction practices. Despite the breadth of potential green practices, hotels tend to focus primarily on water, waste, and energy management, with little attention given to other environmental dimensions (Mensah, 2014; Mensah & Dei Mensah, 2013). This highlights a potential area for improvement and expansion of environmental initiatives within the hospitality industry.

In the context of this study, "green practices" refer to activities or initiatives adopted by organizations aimed at reducing the environmental impact of their operations, including changes to products and processes. These practices typically focus on three primary areas: energy efficiency, water conservation, and waste management. Additionally, this study incorporates two further categories as defined by Tourism Thailand: air purification and health promotion, as well as environmental management systems. Thus, the conceptualization of green practices in this study comprises six key features: energy efficiency, water preservation, waste administration, air cleansing, health promotion, and environmental management systems. Supply chain pressures represent significant external forces driving organizational and behavioral change (Chin et al., 2012; Ciliberti et al., 2009). Mentzer et al. (2001) define a supply chain as "a set of three or more entities (organizations or individuals) directly involved in the upstream and downstream flows of products, services, finances, and/or information from source to customer." Essentially, companies can leverage their purchasing power to influence suppliers, a strategy that has proven effective in driving environmental behavior change. In industries, the interaction between buyers and sellers creates incentives for innovation to remain competitive and respond quickly to market trends (Garza-Reyes & Kumar, 2018). Therefore, incentivizing buyers to demand improved environmental performance from their suppliers can be an effective strategy for driving change.

Government policy pressure through the supply chain can serve as a crucial and effective complementary strategy for regulating SMEs (Zhu & Geng, 2013). However, it's essential for supply chain pressure to be accompanied by a collaborative partnership approach to prevent

suppliers from perceiving it as undue persecution or burdensome data acquisition requirements. Leveraging established working relationships with suppliers to achieve quality management goals can yield better results than current practices. This approach involves using unregulated practices to identify low performers and applying pressure on them, but it's essential to ensure that such efforts are productive in improving standards, setting meaningful goals, and prioritizing actions (Gunningham & Sinclair, 1997).

The results of interviews and workshop discussions underscored the increasing influence of supply chain pressures on environmental management in the forthcoming years. Many large companies are beginning to request data on environmental activities from their suppliers, signaling a growing need for reporting methods and offering tangible financial incentives for businesses involved (Wu, 2013). If large firms exert pressure on buyers and their SME suppliers regarding Corporate Social Responsibility (CSR) in the future, SMEs may face challenges in compliance unless they receive support to meet these goals (Suheil, 2015). Empirical studies support this notion. For instance, a study by Baden et al., (2009) on the attitudes and behaviors of 103 SMEs in the UK found that the inclusion of social and environmental requirements as preconditions to supply chains could increase SMEs' motivation to engage in CSR (82% for environmental criteria and 55% for social criteria). Similarly, research by Studer et al. (2008) on SMEs in Hong Kong revealed that the most effective influencer for social and environmental change was supply chain pressure.

Kidd et al., (2003) provided a contrasting perspective, summarizing research from 1994-1996 and reporting minimal or no significant effects on SME behavior from supply chain pressure and environmental management strategies. They suggested that there are limitations on both potential "drivers" in influencing future practices in SMEs. In some sectors within their supply chain, many small suppliers pose an absolute barrier to change. Additionally, Baden et al. (2009) found that if SMEs do not receive expected rewards for meeting customers' requirements, they are less likely to adopt more progressive practices to improve environmental performance. This raises concerns about a "ceiling effect" from supply chain pressure. Empirical studies have yielded somewhat mixed results, but overall, there has been consistent evidence of the relationship between supply chains and environmental management. Researchers have highlighted the importance of supply chains as a critical factor in environmental management and performance (Suheil, 2015; Zhu et al., 2012). Despite this, supply chains have received relatively little attention from researchers in the hospitality industry. Few studies have attempted to investigate supply chains as adoption drivers. Without this pressure, environmental issues may rank low among companies' priorities. Therefore, supply chains are presumed to positively influence the adoption of green practices.

Organizational culture encompasses the shared values, beliefs, assumptions, and symbols that dictate how a company operates (Taormina, 2008). It is the collective patterns of ethics, attitudes, perspectives, expectations, behaviors, relationships, traditions, and emotions within an organization (Belak, 2016). Kumar and Sharma (2018) describe organizational culture as the underlying assumptions that a group of people develop as they navigate external challenges and internal coordination. According to Denison et al. (2006), organizational culture includes the prevailing norms and management styles within a company. It serves as a framework through which employees interpret their roles and responsibilities. This shared culture guides decision-making processes and influences employee behavior. Researchers have emphasized the importance of strong organizational cultures. Naqshbandi et al. (2015) proposed that strong cultures offer numerous advantages to organizations, such as fostering employee commitment to common goals, providing guidelines for decision-making, and creating a sense of purpose and identity among employees. In essence, organizational culture shapes the attitudes, behaviors, and interactions of individuals within the organization, ultimately impacting its overall performance and success.

While organizational culture has been subject to skepticism in some studies, it remains a crucial aspect of organizational dynamics and performance. Hofstede et al. (1990) highlighted that organizational culture has often been viewed as a passing trend among managers, consultants, and scholars. Despite this skepticism, Zahra et al., (2004) argued that organizational culture plays a vital role in enhancing organizational performance by fostering employee loyalty and flexibility. Alvesson (2011) suggested that contemporary organizations recognize the significance of organizational culture in achieving high performance. However, it's important to acknowledge that each organization's culture varies, influencing opinions and decision-making processes differently (Schalk et al., 2010).

Moreover, organizational culture can act as a moderating factor that influences the relationship between supply chain dynamics and the adoption of green practices (Adalsteinsson & Gudlaugsson, 2007). This suggests that the interplay between organizational culture and supply chain pressures may shape how companies embrace environmentally friendly practices within their operations.

Organizational culture encompasses the managerial style and operational methods prevalent within a company. It comprises shared customs and beliefs that systematically influence the management structure of a business. In this study, organizational culture will be assessed based on four elements included in a dimensional model: participation, reliability, adaptability, and mission. These aspects of organizational culture align closely with the framework outlined by Krajcsák (2018). Participation refers to the level of involvement in business operations and events. It signifies an effective policy that delegates power to executive staff, empowering employees to work towards the organization's mission. According to Mohammad Mosadegh Rad (2006), all staff members, regardless of their position, are involved in contributing to the organization's success and share a sense of ownership. This fosters a connection between employees' job responsibilities and the organization's aspirations. Consistency is another crucial aspect of organizational culture, as highlighted by Rebelo and Gomes (2017). It entails elements of progressiveness, reliability, collaboration, and integration, all of which contribute to the establishment of a strong organizational culture.

According to Zhou et al. (2018), behavioral customs form the core values for both leaders and followers within an organization, and when firmly embedded, they facilitate the achievement of desirable organizational goals. However, there may be differences in perspectives among staff members, yet organizational goals can still be achieved if these core values are strongly upheld. Asree et al., (2010) emphasize that consistency stems from a general attitude characterized by stability and internal integration. Adaptability, as highlighted by Jain et al., (2015), may appear contradictory, as less responsive businesses tend to be well-collaborated. Despite this seeming contradiction, evidence suggests that internal integration and external adaptation may not coexist simultaneously. However, businesses can learn from experiences and mistakes, enhancing their capacity to recognize necessary changes for improvement. The establishment of a mission within an organization provides purpose and direction, as noted by Raymond and Hall (2008). This mission helps the organization identify its objectives and align its actions accordingly. Consequently, when an organization's mission changes, its organizational culture may gradually adapt to accommodate this change.

3. METHODOLOGY

The research design, as defined by Sproull (2002), outlines the plan for conducting a study, including the aspects to be investigated and the procedures to be employed. This definition closely aligns with that provided by Zikmund (1991), who describes research design as a strategy that identifies the means and methods of data collection and analysis. For this study, a quantitative research design is employed. Quantitative research methods offer tools for measuring concepts and involve planning and designing studies that address issues related to population and sampling (Hair et al., 2007). Furthermore, quantitative research typically follows a deductive model, examining relationships between variables and accepting or rejecting hypotheses based on statistical analysis (Cavana et al., 2001). The quantitative approach offers precise measurement capabilities and allows for statistical control. In this study, a cross-sectional design is chosen, involving the one-time collection of data from a large sample of hotels in Thailand. The target population consists of all four-star and five-star hotels in Thailand, totaling 1,642 establishments according to the Tourism Authority of Thailand (TAT) and the Thai Hotels Association (THA). A sample of 250 four-star and five-star hotels in Thailand is selected for the study.

4. DISCUSSION

The assessment of the structural model was conducted to test the hypotheses, utilizing Partial Least Squares (PLS) structural modeling. The findings reveal that supply chain has a significantly positive effect on the adoption of green practices by Thai hotels and restaurants. This is consistent with the results of Studer et al. (2008) in Hong Kong SMEs, where supply chain pressure was identified as the most effective influencer for social and environmental change. Similarly, Yu and Bell (2007) found that Chinese SMEs under supply chain pressure demonstrated better environmental or social performance compared to others. The emergence of green growth has attracted players in industrial manufacturing, leading to deployment throughout the value chain and across the entrepreneurial ecosystem. With intensified competition, more suppliers are vying for market share and striving to remain in business. Consequently, supply chain pressure has become a competitive driver in the supply of green products, emphasizing the importance of relationships between manufacturers and their component suppliers. Furthermore, the results indicate a significant positive relationship between organizational culture and the adoption of green practices. This finding is consistent with the study by Cordano et al., (2010), which focused on environmental management programs in the U.S. wine industry.

5. CONCLUSION

Expanding on the significance of the findings, it's essential to recognize the broader implications for sustainability initiatives within the hospitality industry. By identifying the influential role of supply chain dynamics and organizational culture, this study underscores the importance of collaborative efforts and internal organizational values in promoting environmentally responsible practices. Moreover, the study contributes to the growing body of literature highlighting the crucial role of supply chain relationships in driving sustainability initiatives. As businesses increasingly recognize the importance of environmental stewardship, supply chain pressures emerge as potent drivers for fostering green practices adoption. This underscores the interconnected nature of sustainability efforts across organizational boundaries. Furthermore, the study underscores the significance of organizational culture as a catalyst for promoting green practices adoption. By fostering a culture that values environmental responsibility and sustainability, organizations can create a conducive environment for implementing green initiatives. This emphasizes the importance of leadership commitment and organizational values in shaping sustainability outcomes. The role of supply chains in promoting sustainability is increasingly recognized as a competitive advantage for businesses. Through effective collaboration and coordination within supply chains, companies can leverage resources, expertise, and information to drive green initiatives. By sharing best practices, adopting sustainable sourcing practices, and collaborating on environmental goals, businesses can enhance their overall sustainability performance while gaining a competitive edge in the market. Furthermore, the efficiency and transparency enabled by modern supply chain management systems facilitate the dissemination of sustainability-related information throughout the supply chain network. This enhanced communication and visibility enable companies to identify opportunities for improvement, address environmental challenges, and meet evolving consumer demands for sustainable products and services.

Moreover, by incorporating sustainability criteria into supplier selection and procurement processes, businesses can exert influence throughout their supply chains, encouraging suppliers to adopt greener practices and adhere to environmental standards. This ripple effect cascades down the supply chain, amplifying the impact of sustainability initiatives across

multiple stakeholders. Leveraging supply chains to improve sustainability not only benefits individual companies but also contributes to broader environmental goals and societal well-being. As businesses continue to prioritize sustainability as a strategic imperative, supply chains will play an increasingly pivotal role in driving positive environmental outcomes and fostering a more sustainable future. It's interesting to note how both external factors, like supply chain pressures, and internal factors, such as owner-manager attitudes, play a role in influencing the adoption of green practices in small and medium-sized hotels (SMHs). This aligns with the idea that organizational decisions are often shaped by a combination of external pressures and internal motivations. Moreover, the adoption of green practices not only addresses environmental concerns but also helps bridge the legitimacy gap between organizations and society's expectations. This is crucial for maintaining trust and credibility with stakeholders.

Institutional theory provides a valuable framework for understanding these dynamics, as it emphasizes the importance of organizations conforming to institutional norms and expectations to gain legitimacy and support. By investing in green practices, companies can enhance their reputation and align themselves with societal values, ultimately leading to long-term benefits. The shift towards seeking legitimacy from stakeholders beyond just financial gain reflects a broader trend in contemporary business practices. This study's findings offer valuable insights for various stakeholders. For practitioners, the implications are clear: adopting green practices not only contributes to environmental sustainability but also enhances the organization's legitimacy and reputation among stakeholders. This can lead to increased customer loyalty, improved brand image, and ultimately, long-term success. Policy-makers can use these insights to formulate policies and regulations that encourage and support the adoption of green practices across industries. By providing incentives and creating a conducive regulatory environment, policymakers can promote sustainable business practices and contribute to broader societal goals such as environmental protection and social responsibility. Academic researchers can build on this study by further exploring the mechanisms and drivers behind green practices adoption, as well as evaluating the effectiveness of different strategies in different contexts. This can contribute to a deeper understanding of sustainability initiatives and help identify best practices for organizations striving to become more environmentally responsible.

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