



ASSESSING DETERMINANTS OF STRATEGIC GREEN ORIENTATION: THE CASE OF TOURISM INDUSTRY IN SRI LANKA

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Abstract

The aim of this study is to examine the determinants of strategic green orientation (SGO) in the context of tourism industry using structural equation modeling technique (SEM). This study employed survey research methodology with a cross-sectional survey. A self-administered questionnaire was developed based on instruments used by previous researchers as survey instrument for data collection. The population for this study was managers of tourism business organizations of Central Province in Sri Lanka. The analysis mainly focused to SEM which was executed using AMOS statistical software. All hypotheses were fully supported in this study. Findings reveal that innovation, commitment and organizational learning significantly influence the SGO as critical determinants. This research provide further evidence to prove that there are significant reciprocal relationship between 'organizational learning and innovation'; 'commitment and organizational learning' in the context of tourism industry. Theoretical implication of this research can be viewed as expanding SGO into the tourism industry by adequately integrating interest of stakeholders and environmental perspectives. Hence, practical implication can be executed by integrating the determinants of SGO into management strategy, making it more integrated and holistic. This study suggests that SGO would bring value for money and cost efficiency for socially and environmental conscious customers.

Keywords: Strategic green orientation, Organizational learning, Commitment, Innovation, Business organizations, Tourism industry

INTRODUCTION

The current patterns of growth proceed with jeopardizing the environmental and social systems to achieve economic development. A significant inequality within and between generations is created by these growth patterns in a manner of: neither sustainable nor ethical (Hammer & Pivo, 2016). Thus, there is an immense pressure in business organizations to respond on sustainability perspective. Modern business organizations and their business models make a heavy contribution continuously to serious environmental problems such as air and water pollution, ozone depletion, deforestation, increasing greenhouse gas emissions (GHG), global warming that eventually leading to climate change on the planet Earth (IPCC, 2014). Many business organizations face challenges in today on rethinking of their business models in shaping towards the sustainability perspective around the world. However, sustainability perspective of business organizations is complex. Strategic Green Orientation (SGO) assists for business organizations as a strategic orientation to address the sustainability perspective

(Prud'homme & Raymond, 2016; Bucar, 2017). Scholars reveal that SGO can implement to reduce the negative environmental and social impacts of tourism operations (Halbe & Parker, 2012; Miththapala et al., 2013). Though tourism industry brings significant positive effects, it also leads to a large environmental footprint and social issues (Bucar, 2017). Hence, SGO in tourism industry emerged as one of the ways to minimize the environmental footprint and address the social issues as an effective approach (Fukey & Issac, 2014). However, the concept of SGO is under investigated in the tourism industry. Against this background, this study is focused with the aim of assessing the factors that influence on SGO. The context of the study was SGO of tourism industry, Sri Lanka.

LITERATURE REVIEW

Overview of SGO

Within the domain of sustainability research, scholars reveal SGO, sustainability orientation, and environmental orientation (Hong et al., 2009; Mitchell et al., 2010; Bakir et al., 2013) as strategic orientations to funnel down the sustainability perspective into organizational level. Studies provide evidence that strategic orientations are critically important for the long-run survival of business organizations (Gatignon & Xuereb, 1997; Herath & Mahmood, 2014). Thus, many business organizations have been demonstrating a growing trend of their commitment to incorporate sustainability point of view as strategic orientation to differentiate themselves from rivals (Jones et al., 2014). On the other hand, the concept of environmental orientation, sustainability orientation and SGO are still evolving and there is no common single definition consolidated (Kim et al., 2017).

Hong et al. (2009: p. 514) referred SGO as a “business organization’s long-term commitment for producing environmentally sound products and services through the implementation of environmental improvement goals and programmes in the past, present and future”. Products and services are designed by green oriented business organizations with characteristics of green, eco-friendly, or sustainable ways within the product life cycle to minimize negative social and environmental impacts (Albino et al., 2009; Bakir et al., 2013). These organizations generate business intelligence on environmental and social needs that provide information to develop programmes and strategies to improve the current and future quality of the environment and the society.

Green orientation provide directions for business organizations to diverse the management process to minimize the harmful social and environmental effects for sustainability (Linton et al., 2007; Zhu et al., 2007). On the other hand, environmentally sound products and services are required to increase the business performance of organizations by the strategic

internal integration of the business process and *external* coordination with stakeholders from the conception of the product/service to disposal (Gungor & Gupta, 1999; Linton et al., 2007; Seuring & Mueller, 2008). Scholars revealed that effective coordination is required for product design, delivery, distribution, and disposal all the way through the product lifecycle for successful green management. Thus, SGO requires implementing social and environmental practices and monitoring those practices along with future strategic initiatives (Venkata, 2009; Hong et al., 2009).

Determinants of SGO

The integration of social and environmental concerns into decision-making process is slowly taking place at the business organizational level (Porter et al., 1995; Ellram et al., 2008). However, many business organizations including tourism industry are currently committed in making efforts to reduce environmental impact of business activities in order to minimize their environmental footprint and social issues for the sustainability concerns (Sharma & Sharma, 2011). Literature shows that several factors influence SGO of a business organization. Researchers reveal that several studies have identified the innovation as a critical factor that can reduce the burdens of environmental issues (Chen et al., 2006). Innovations encourage greater strategic leverage and direction in business organizations through environmental orientation (Chen & Yuan, 2007). Scholars examined organizational learning as a factor that facilitates for developing environmentally-oriented practices in organizations and found positive relationship between organizational learning and environmental orientation (Zhu et al., 2008). Another study reveals that the commitment of organizations as one of the critical factors to ensure the successful implementation of environmental management and respond to social concern (Wee & Quazi, 2005). Based on the literature, this study identified a number of factors: innovation, organizational learning and organizational commitment to assess determinants of SGO in business organizations at the context of tourism industry.

CONCEPTUAL FRAMEWORK

Market orientation related to the environment management aspects show business organizations need to invest in gathering social and environmental intelligence, dissemination of information and response for social and environmental needs (Mitchell et al., 2010). However, market orientation inadequately addresses the interests of stakeholders and insufficient integration of environmental perspectives in business organizations (Dobscha, Mentzner, & Littlefield, 1994; Helfert et al., 2002; Mitchell et al., 2010). Hence, SGO derived from the market orientation (Jaworski & Kohli, 1996; Kohli & Jaworski, 1990; Stone et al., 2004; Stone &

Wakefield, 2000; Hong et al., 2009). Other works of sustainable market orientation by Mitchell et al.(2010) and environmental orientation by Bakir et al.(2013) derived from market orientation were also referred. SGO adequately integrate the social, economic, and environmental perspectives for the implementation of sustainable development principles at a business organizational level to enhance organizational sustainability (Gast et al., 2017). Green orientation, sustainable market orientation and environmental orientation are unified as SGO based on the literature (Hong et al., 2009; Mitchell et al., 2010; Bakir et al., 2013) to conceptualize the research model for this study (figure 1). Studies reveal that innovation, organizational learning, and commitment influence on SGO and its implementation towards the sustainability of business organizations (Hong et al. 2009; Bakir, 2013; Bakir et al., 2013). The dependent variable is SGO while the independent variables are innovation, organizational learning and commitment.

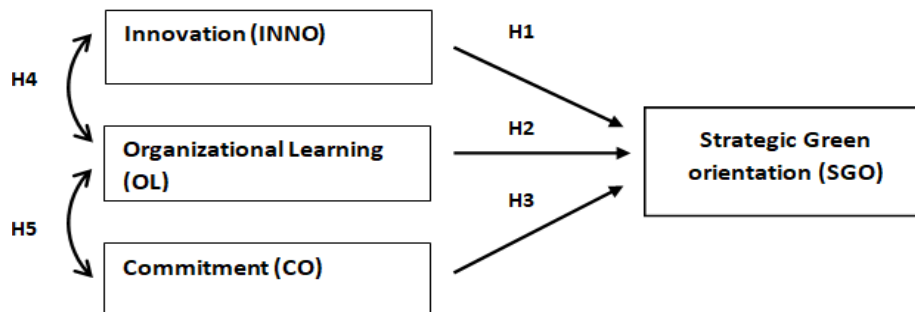


Figure 1: Conceptual Framework

Innovation

Innovation is a replicable process to satisfy the customers' requirement which neglected by their rivals (Shah & Chattopadhyay, 2014; Hilman & Kaliappen, 2015). Schumpeter (1934) defined innovation as “developing new product/service, new methods of production, new market, and new source of supply and new organizational forms” as cited by Wang and Ahmed (2004). Innovation is the organization's ability to develop new processes and products/services according to Azadegan and Dooley (2010). Business organizations need innovations to successful implementation of differentiation strategy (Porter, 1998; Fathali, 2016). Thus, business organizations implement SGO as strategic orientation for differentiates themselves from rivals (Jones et al., 2014). A study provides evidence that innovation is positively associated to market orientation (Low et al., 2007). Scholars found that innovation is positively influence on environmental orientation of organizations (Bakir et al., 2013). Drawing upon these findings, following hypothesis can be postulated for empirical investigation.

H1: Innovation significantly influences Strategic Green Orientation

Commitment

The identification and involvement of individuals with a strong belief on organization's goals and values can be referred as commitment (Porter et al., 1974). Organizational commitment is vital for all relational exchanges between a business organization and its partners (Kwon and Suh, 2005). Scholars strengthen this view further by exploring the importance of central position of commitment in a business organization (Schiele & McCue, 2006). Organizational commitment is critical to market orientation according to Brunnig et al. (2001). A study found that organizational commitment positively affects on market orientation (Oyeniya, 2013). In addition, scholars provided evidence that commitment is positively influence on environmental orientation of organization (Bakir et al., 2013). Thus, this study formulates following hypothesis:

H2: Organizational Commitment significantly influences Strategic Green Orientation

Organizational Learning

Many studies in literature robustly emphasized the importance of organizational learning to support organizational strategies (Argyris & Schön, 1996; Huber, 1991; Zahay & Handfield, 2004). Several authors defined the organisational learning as "a collective capability based on experience and cognitive processes involving the acquisition of knowledge, sharing of knowledge and how the knowledge is used to benefit an organization" (DiBella et al., 1996; Nevis et al., 1995; Zollo & Winter, 2002). Hurley and Hult (1998) refer the concept of organizational learning: creating and using knowledge through organization-wide activity to improve organizational competitive advantage. A study found evidence that organizational learning is positively influence on environmental orientation of organization (Bakir et al., 2013). Align with aforementioned arguments and findings, this study develops next hypothesis:

H3: Organizational Learning significantly influences Strategic Green Orientation

Organisational learning has the potential to influence behaviours (Easterby-Smith, 1997; Sinkula, 1994). Organizational learning facilitates innovative attitudes and commitment (Bennett, 1998). It also assists to enable the organizations for effective respond to change (Sandberg, 2007). In contrast, innovation brings new knowledge that helps for organizational learning. In addition, commitment requires for organizational learning. The reciprocal relationships are under investigated between innovation, commitment and organizational learning in literature. Hence, it can be argued that there are reciprocal relationships between innovation, commitment and organizational learning. Given this argument, this study hypothesis that:

H4: There is a reciprocal relationship between Organizational Learning and Innovation

H5: There is a reciprocal relationship between Organizational Learning and Organizational Commitment

RESEARCH METHODOLOGY

Instrument and measurement development

This study employed quantitative research using survey research method with a cross-sectional survey. A quantitative method is very appropriate for the current study to measure the relationship between variables in order to answer the research problem, research questions and achieve the research objectives. The quantitative research can be appropriate to examine the casual relationships amongst the variables (Sekaran & Bougie, 2016). A self-administered questionnaire was developed based on instruments used by previous researchers as the survey instrument for data collection. Perceived perspective measures in the form of statements were utilized to measure each variable. A five-point Likert scale was used to develop statements in the survey questionnaire and respective scale from 1 to 5 where 1= strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, and 5 = strongly agree were provided. In addition, respondents are requested to provide demographic information. The questionnaire was pre-tested and made necessary modifications (Cooper & Schindler, 2006), followed by a pilot test with 40 managers in targeted tourist hotels prior to the full scale study administration (Malhotra et al. 2006). Reliability analysis for the measurements was executed with a sample of completed responses from 40 managers by using SPSS statistics 20 software. The results of the analysis are given in Table 1 and Cronbach's alpha coefficient was well above 0.80 for all variables which employed multi-items. The finding of pilot study suggested that the questionnaire was reliable for the full scale study administration (Sekaran & Bougie, 2016).

Table 1: Results of the Reliability Test from the Pilot Study

	Construct	Number of items		Sources of measurement	Cronbach' alpha
		Initial	Final		
3	Innovation	8	7	Hilman and Kaliappen (2015)	.887
4	Organizational Learning	5	5	Bakir et al. (2013)	.882
5	Commitment	5	5	Bakir et al. (2013)	.933
6	Strategic Green Orientation	12	10	Hong et al. (2009) and Bakir et al. (2013)	.940

Population, sampling and data collection

The population for this study was managers of tourist hotels of Central Province in Sri Lanka. The Central Province was chosen because: first, most popular destinations with highest tourist arrivals and second, researcher's easy access to data collection. Target population of managers

for this study was imperative because: they have very high potential for contributing to improve these tourist hotels towards sustainable development, and national economic growth. Convenience sampling which is one of the non-probability sampling method was applied for this study by considering: first, unknown sample frame of managers (Memon et al., 2017), second, potential difficulty to getting access for the sufficient number of respondents as required and third: getting their highest cooperation to participate for the survey according to the similar works of earlier researchers (Yu & Cooper, 1983; Bakir et al., 2013).

The survey questionnaires were distributed via key respondents to 540 managers. The key respondents hold higher level managerial positions and the investigator approached to key respondents through personal contacts (John & Reve, 1982; Van Bruggen et al., 2002). A total of 344 questionnaires were returned to the investigator. Of the 344 survey questionnaires collected, 11 survey questionnaires were found to be unusable due to incomplete questionnaires. A total of 333 questionnaires were considered for the analysis by using SPSS statistics 20 and AMOS 19 software.

Data Analysis

The statistical analysis was proceeded with: first, demography and descriptive analysis : mean and standard deviation; second, testing for assumptions of multivariate data analysis (Hair et al. 2010): Assessment of normality of distribution and assessment of multicollinearity; third, exploratory factor analysis (EFA), confirmatory factor analysis (CFA) for overall measurement model to assess unidimensionality, validity and reliability and structural equation modeling (SEM) for hypothesis testing. This study followed two steps of SEM explained by Anderson and Gerbing (1988): development and assessment of measurement model and structural model. Researchers can use SEM to make “a comprehensive analysis for assessing and modifying theoretical models” (Anderson & Gerbing, 1988).

FINDINGS

Sample characteristics

The majority of respondents were male (79.9%) and rest of them were female (20.1%). In terms of age category, majority of the respondents (36%) were between 30 and 40 years. Out of 333 respondents, a majority of respondents (40.5%) were indicated as diploma holders from the hotel schools in Sri Lanka. In terms of work experience in tourism industry, majority of respondents (24%) were having 21 years of work experience or more than 21 years. Table 2 summarizes the demographic profiles of respondents.

Table 2: Demographic Profile

		Frequency	%
Gender	Male	266	79.9
	Female	67	20.1
Age	20 -29 years	73	21.9
	30 – 40 years	120	36
	41 – 50 years	87	26.1
	51 – 60 years	44	13.2
	61 years and above	9	2.7
Level of education	High school	105	31.5
	Diploma	135	40.5
	Degree	80	24
	Master	13	3.9
Work experience	1- 5 years	81	24.3
	6 – 10 years	68	20.4
	11 – 15 years	67	20.1
	16 – 20 years	37	11.1
	21 years and above	80	24

Assessment of normality

Normal distribution of the data is one of the assumptions in multivariate data analysis. However, Bai and Ng (2005) revealed that normality of the data is often a conventional assumption for the estimation process. Normality can be assessed by obtaining skewness and kurtosis values of +1 to -1 (Pallant, 2001). Hair et al. (2010) considered -3 to +3 as within range for kurtosis. The normality of data distribution was assessed by examining its skewness and kurtosis using SPSS software. The value of skewness and kurtosis fulfilled the requirement (within +1 to -1) for all items (Pallant, 2001). The CFA output of AMOS 19 for overall measurement model was reconfirmed that value of skewness and kurtosis are within the range of cutoff values. This implies that the assumption of normality for this study was satisfied.

Assessment of multicollinearity

High multicollinearity indicates that the variables are measuring the same thing (Kline, 2005). A value of inter-correlation between constructs above 0.90 is considered as high multicollinearity. This may impacts on statistical analysis in SME (Kline, 2005; Tabachnik & Fidell, 2007). This study examined the correlation among the constructs to assess multicollinearity. Values of correlations for constructs are below 0.90. Further to this, multicollinearity was examined

through calculating tolerance value and variance inflation factor (VIF) for the constructs. The tolerance value and variance inflation factor (VIF) was calculated by using coliniarity diagnostic in SPSS software. All values of VIF are less than 10 and all tolerance values are greater than 0.10 (Hair et al., 2010). Hence, there is no evidence to suspect for the potential problem of multicollinearity in this study.

Exploratory factor analysis

EFA is the starting point for the confirmatory analysis (CFA). In this study, EFA was performed by given attention for sampling adequacy. The Kaiser-Meyer-Olkin (KMO) indicator of the sampling adequacy and Bartlett's test of sphericity was used to test for the presence of correlations among the items. The value of KMO and Bartlett's test are given in Table 3.

Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.946
	Approx. Chi-Square	5114.174
Bartlett's Test of Sphericity	Df	351
	Sig.	.000

KMO value is 0.946, which exceeded the recommended value of 0.60(Hair et al., 2006). This indicates that 94.6% of variance in the measured variables is common variance. The Bartlett's Test of Sphericity value from the data set showed statistical significance. Thus, sample adequacy is achieved in this study. There are sufficient relationships among the variables to proceed with analysis further.

Confirmatory factor analysis and measurement model

The researcher can assess and validate the measurement model of more than one latent constructs at a time. Hence, the overall measurement model for all constructs involved in the study can be assessed at once. The results of CFA (fit indexes, factor loading and the correlation between constructs) can be obtained simultaneously for the overall measurement model. Thus, this study used pooled CFA (Awang, 2015; Gaskin, 2016). AMOS 19 software (statistical package) was used for model testing. The output of the CFA was given in Figure 2. In addition, Factor loading of all items, Cronbach's Alpha (α), computed Composite Reliability (CR) and Average Variance Extracted (AVE) based on the output of the analysis were given in Table 4.

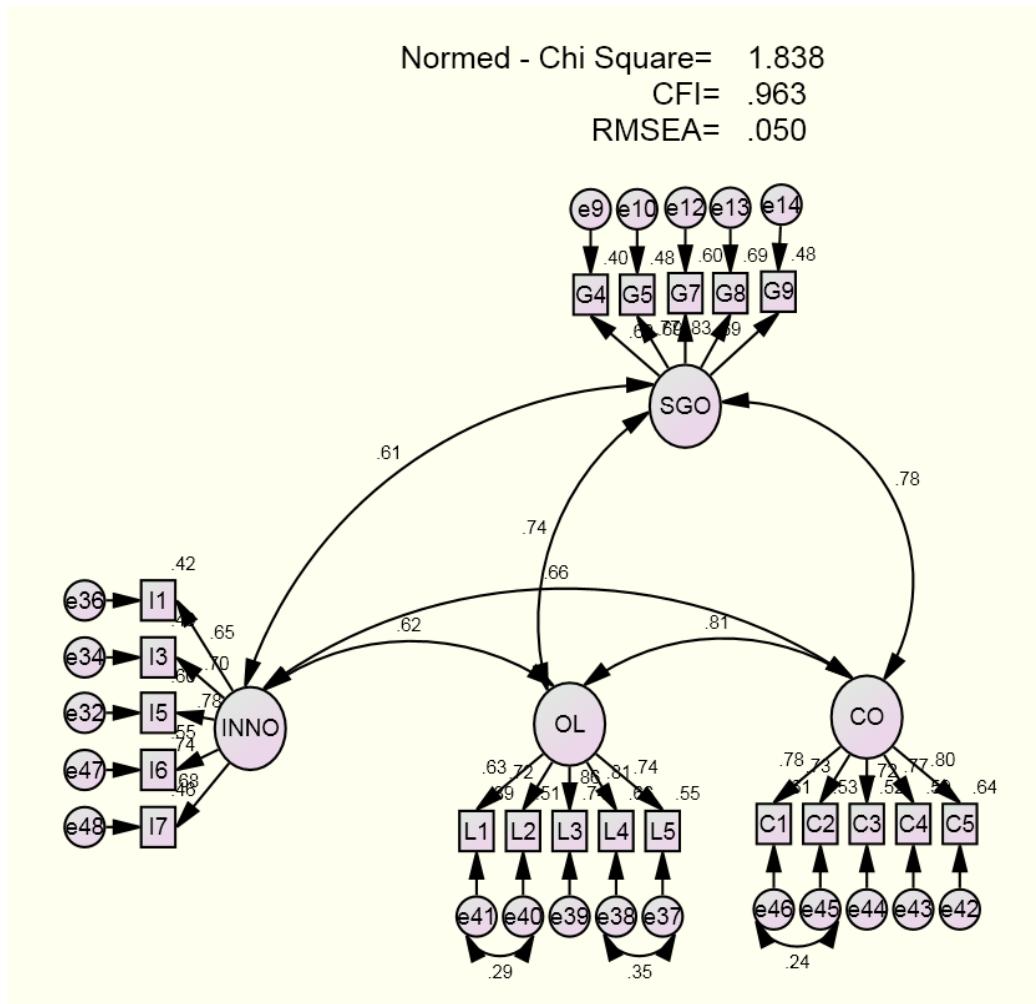


Figure 2: The Measurement Model

Assessment of overall model fit

At least one fitness index from each category of model fit (goodness of fit index): Absolute fit, Incremental fit and Parsimonious fit were recommended by Hair et al. (1995, 2010) and Holmes-Smith (2006) to meet the requirement of model fit. According to the results of CFA in Figure 1, RMSEA value is 0.05 which is within the acceptable level. The CFI value is 0.961 which is also within the acceptable level. The value of Normed - Chi Square is 1.838 and it is also within the acceptable level. Therefore, values of above goodness of fit indexes are met the overall model fit requirements according to Hair et al. (2010).

Assessment of validity

Validity refers to the capability of instrument to measure what it is supposed to be measured for a construct. Three type of validity required for the measurement model: Convergent validity,

Construct validity and Discriminant validity (Awang, 2015). Convergent validity can be described as “the extent to which the observed variables of a specific construct converge or share a high proportion of variance in common” (Hair et al., 2010). Convergent validity is achieved when all items in a measurement model are statistically significant and the value of AVE of each construct should be 0.5 or higher (Awang, 2015; Gaskin, 2016). The Table 4 shows the required value of AVE for each construct is achieved. Therefore, requirements for the convergent validity are achieved. Construct validity can be achieved by meeting the required level of fit indexes for constructs (Awang, 2015). The goodness of fit indexes (RMSEA = 0.052, CFI = 0.927, Normed - Chi Square = 1.889) for the measurement model was met the required level. Thus, construct validity is achieved for all constructs in this study. Discriminant validity is defined as “the degree to which the items representing a latent variable differentiate or discriminate that construct from other items representing another construct” (Garver & Mentzer 1999). When the measurement model is free from redundant items, Discriminant validity is achieved. The requirement for discriminant validity can be achieved when the correlation between constructs are less than 0.85 (Clark & Watson 1995; Kline 2011; Awang, 2015). According to the Figure 1, correlations between constructs are less than 0.85. Hence, there is no issue with discriminant validity in this study.

Assessment of reliability

Reliability is described as “the extent to which the observed variable measures the true value and is error-free” (Pallant 2007; Hair et al. 2010). Following criteria can be used to test the reliability for the measurement model: Internal Reliability, Composite Reliability (CR) and AVE (Awang, 2015).

Cronbach’s Alpha coefficient (α) is a widely used measure to assess the internal reliability (Ping 2004; Pallant 2007; Hair et al. 2010). The internal reliability is achieved when the Cronbach’s Alpha coefficient (α) is greater than 0.7 and of which verifies the internal consistency of the items (DeVellis, 2003; Nunnaly & Bernstein, 1994; Hair et al., 2010). The composite reliability (CR) is the measure of reliability and internal consistency for a latent construct. A value of CR should be 0.6 or higher in order to achieve composite reliability for a construct and AVE should also have a value of 0.5 or above for any construct as a rule of thumb (Koufteros 1999; Hair et al. 2010; Awang, 2015). Table 4 shows that all requirements of reliability: Cronbach’s Alpha, CR and AVE are met the required levels in this study.

Table 4: CFA results of the measurement model

Construct	Item	Factor Loading	Cronbach's Alpha	CR	AVE
Innovation	I1	.646	.833	.835	.504
	I3	.703			
	I5	.775			
	I6	.738			
	I7	.680			
Organizational Learning	L1	.626	.873	.868	.571
	L2	.715			
	L3	.860			
	L4	.810			
	L5	.745			
Commitment	C1	.779	.877	.873	.580
	C2	.727			
	C3	.724			
	C4	.771			
	C5	.803			
Strategic Green Orientation	G4	.634	.834	.848	.530
	G5	.689			
	G7	.773			
	G8	.832			
	G9	.694			

Structural equation model and hypothesis testing

The structural model is the causal model which shows the cause and effect relationship between constructs (Hair et al., 2006). Structural model was developed to test the hypothesis formulated in this study (Awang, 2015). The output of structural model is given in Figure 3. The Goodness of fit indexes shows achievement of model fit: CFI is more than cut of value of 0.9 which indicates the incremental fit is achieved; Normed - Chi Square is less than cut of value 5. Thus, parsimonious fit is achieved and RMSEA value is also less than cut of value 0.08. This means absolute fit is achieved by structural model.

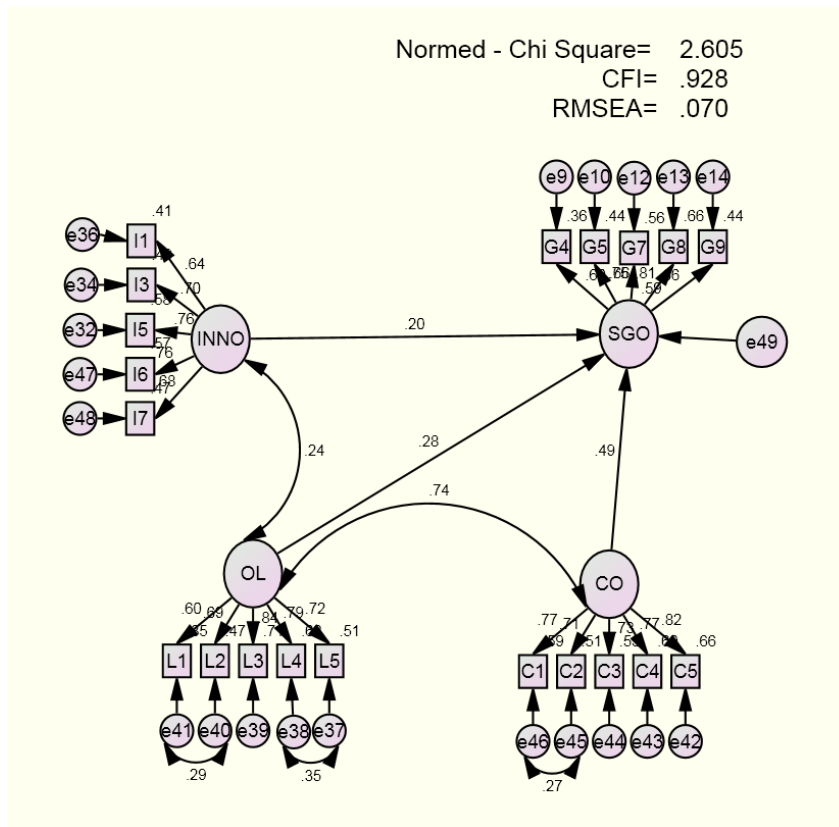


Figure 3: Structural Model

Table 5 shows the output of structural model for hypothesis testing. The outcome of the Table 5 can be used to test the causal relationships and reciprocal relationships of hypotheses formulated in this study.

Table 5: Results of hypotheses testing

				Estimate	S.E.	C.R.	P	Finding
H1	SGO	<---	INNO	.208	.060	3.448	***	Supported
H2	SGO	<---	CO	.402	.081	4.960	***	Supported
H3	SGO	<---	OL	.224	.078	2.886	.004	Supported
H4	OL	<-->	CO	.318	.038	8.348	***	Supported
H5	INNO	<-->	OL	.080	.018	4.408	***	Supported

All hypotheses were fully supported according to the Table 5. Findings of this study proved that innovation, organizational commitment and organizational learning significantly influence on SGO. In addition, findings provide further evidence to prove that there are significant reciprocal relationship between 'organizational learning and innovation'; 'commitment and organizational

learning' in the context of tourism industry of Sri Lanka. Hence, these findings address the gap in knowledge since no previous studies investigated the determinants of SGO and reciprocal relationships among the determinants of SGO in tourism industry of Sri Lanka.

DISCUSSION

The findings from this study show that innovation, organizational commitment and organizational learning are important determinants of SGO in tourism industry of Sri Lanka. The results of the current study clearly indicate that innovation is a significant predictor of SGO. This is supported with evidence from previous studies by Low et al. (2007) and Bakir et al. (2013) that revealed innovation positive influences the market orientation and environmental orientation of organizations. This result is also consistent with several other studies (Chen and Yuan, 2007, Huang et al., 2009; Chiou et al., 2011; Rennings, 2000; Oltra et al., 2009; Bernauer et al., 2007) that emphasis innovation persuades the restructuring of management process and cultivate links for strategic leveraging into a greater extent in business organizations. Previous studies found that innovation helps business organizations to reduce harmful emissions, especially carbon emissions, for environmental improvement (Carrion-Flores & Innes, 2010; Juriah et al., 2013). This study found a clear evidence to prove that there is a significant reciprocal relationship between innovation and organizational learning in business organizations of tourism industry where it is far from clear in the literature. Hence, current study addresses the gap in literature on reciprocal relationship between innovation and organizational learning as well.

The findings of this study further align with findings by Hakala and Kohtamaki (2011) and Alegre & Chiva (2013) that organizational learning significantly influences the SGO of business organizations. This study also showed that organizational learning significantly predicts the SGO. The findings of this study further consistent with the findings by Bakir et al. (2013) that organizational learning is positively influence on environmental orientation of organizations. The findings are supported by the literature (Prieto & Revilla, 2006; Tippins & Sohi, 2003; Bontis et al., 2002) that reveals organizational learning can identify changing needs and wants of consumers which guides for strategic orientation. Liu et al. (2010) argued that organizational learning sets norms and values for an organization that encourage information acquisition and interpretation. Hence, acquired knowledge facilitates a behavioral change in the organization. This study provides further evidence for the significant reciprocal relationship between organizational learning and commitment which clear the gap in literature on aforementioned reciprocal relationship within the context of tourism industry of Sri Lanka.

Consistent with the findings of previous studies by Brunnig et al., (2001), Oyeniyi, (2013) and Bakir et al., (2013) , this study reveals commitment significantly influences the SGO of

business organizations in tourism industry. Furthermore, studies found that commitment supports to achieve organizational goals through successful inter-organizational integration and coordination among the management, employees and stakeholders (Brown et al., 1995; Handfield & Bechtel, 2002).

Theoretical implication of this research can be viewed as this study expands the SGO into the tourism industry of Sri Lanka. The environmental orientation, sustainability orientation and green orientation by other researchers drawn from the market orientation (Jaworski & Kohli, 1996; Kohli & Jaworski, 1990; Narver & Slater, 1990) was unified as SGO which considers as a strategic orientation towards sustainability of business organizations. The interest of stakeholders and environmental perspectives are adequately integrated into the SGO. Furthermore, this study provides evidence for practical implications by integrating the determinants of SGO into management strategy, making it more integrated and holistic. Hence, this could be implemented in tourism business organizations. Furthermore, this research confirms that organizational learning, commitment of employees and innovation are directly influence on the SGO. Thus, practicing managers requires facilitating for a culture to enhance organizational learning, commitment of employees and innovation more specifically green innovation which in turn improves green orientation and its implementation towards desired organizational performance. For this purpose, continues training and awareness of employees on green management, encouraging and guiding employees to make new initiatives on trial and error basis to find best practices and appreciation and awarding of employees would be beneficial in consideration for successful implementation of SGO in tourism organizations. Determinants of SGO assist in shaping a culture of sustainability at tourism business organizations that encourage green management practices and would bring value for money and cost efficiency. Thus, this research suggests that tourism business organizations can deliver added value via green orientation for socially and environmental conscious customers. This research further suggests policy makers to be focused on incentive driven policies which encourage tourism industry for organizational level learning, innovations and commitments to address related social and environmental issues.

CONCLUSION

This study has assessed the determinants of the SGO in the context of tourism industry of Sri Lanka. The SGO derived from market orientation and hypothesized relationships were tested using SME techniques. The findings reveal that innovation, organizational learning and commitment as critical determinants to be considered for implementation of the SGO in tourism

industry context of Sri Lanka. The reciprocal relationships are indicated between innovation, commitment and organizational learning in this study.

This study provides a framework for researchers to assess the SGO in future studies. Alternatively, researchers can further extend this framework by integrating other variables such as organizational performance, skills and competencies. The instrument employed for this study that can be used as a diagnostic tool to practically examine the SGO and periodical evaluation. Future research should be focused to provide better strategic responses for sustainable tourism development through theoretical model development based on proposed framework in this study.

Limitations are obvious with most research studies and there is no exception for this research as well. First, in this study, sample was restricted to tourism business organizations in Central Province of Sri Lanka due to constraints of time, cost and practical coordination. Second, findings of this research were narrowed in terms of generalizability due to application of convenient sampling technique.

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