

Green Supply Chain Management Practice and Its Effect on the Corporate Image

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ABSTRACT

The objective of the study is to evaluate the factors affecting the application of the green supply chain management model and its impact on the corporate image; through the survey of documents on green supply chain management, the study has proposed a model including four factors affecting the application of green supply chain management and the image of enterprises. By applying the PLS-SEM method through the survey of 290 managers come from travel agencies, hotels, and restaurants, the results show that all four factors: internal environment of the business, external environment, pressure from environmental regulations, and green marketing both have a positive impact on green supply chain management practices at tourism businesses. In addition, the research results also show that the external environment and pressure from local, central, and international regulations directly impact the corporate image of tourism businesses. However, the results showed no impact of the internal environment and green marketing on corporate image. On the other hand, the research results also show the low impact of creating awareness from the internal environment of the business on GSCM. This study also discusses the conclusion, recommendations, limitations, and suggestions for further study.

KEYWORDS: Green Supply Chain Management, Practice, Corporate Image, Tourism Industry, Vietnam, PLS-SEM

I. INTRODUCTION

Vietnam not only relies on natural resources to develop tourism but also focuses on methodical investment to compete with other countries in the region and the world. In recent years, prestigious awards in tourism for destinations, heritages, golf courses, hotels, tour operators, and airlines of Vietnam have been awarded by prestigious organizations worldwide. According to the Vietnam National Administration of Tourism statistics, the number of domestic tourists in August 2022 is estimated at 8 million, of which about 5.3 million are staying. In the first eight months, the total number of domestic tourists reached about 79.8 million arrivals, 19.8 million higher than the full-year target of 2022.

However, Vietnam's travel and leisure industry is consistently ranked as a poor-performer industry concerning sustainability. Nguyen (2010) concludes that many Vietnam tourism companies, including tourism, need help to evaluate their competitiveness, resulting in their inability to seek practical solutions to enhance it. The creation and supply chain

management of efficient tourism will help optimize the benefits to stakeholders (suppliers, tourists, and locals) while at the same time contributing to the development of Vietnam tourism's rapid, strong, and sustainable future (Vinh et al., 2015). The tourism supply chain includes many components, not only the accommodation service, transportation, and sightseeing activities, but also business activities, restaurants and bars, handicraft items technology, food production, waste management, and infrastructure services catering to tourism enterprises (Vinh et al., 2022). Tseng et al. (2009) suggest that some of these organizations are enhancing their competitiveness through improvements in their environmental performance to comply with mounting environmental regulations, address the environmental concerns of their customers, and mitigate the environmental impact of their production and service activities.

Many studies have indicated that environmental and economic dimensions positively influence customer satisfaction and destination image. However, previous studies still limited the

findings about the impact of GSCM in tourism on corporate image. Thus, this study is timely and necessary to aid VTI in the GSCM practice and improve the corporate image.

II. LITERATURE REVIEW

Over the last decade, linking supply chain activities and environmental issues have been a topic of interest. Practices that foster green project partnerships include the direct involvement of suppliers or customers in implementing a new production process or in product modifications (Rao, 2004). Several studies, particularly in strategic management, have linked supply chain management to operational performance using the resource-based view (RBV) of firms as a theoretical lens (Vachon & Klassen, 2008; Sarmiento, 2010). Customers growing concerns about environmental issues also force companies to adopt green supply chain management (GSCM) strategies (Sigala, 2008). In the tourism industry, effectively integrating sustainability into the supply chain will require establishing a coherent policy and accompanying management system that sets clear targets and actions for economic, environmental, and social issues (Vinh et al., 2022). Carter and Rogers (2008) define green supply chain management as adding "green" elements to an existing supply chain and creating a recall supply chain as the act of intelligently rebuilding the system created, includes not only the pursuit of efficiency but also innovation in the supply chain concerning costs, profits, and the environment.

Do Anh Duc et al. (2020) studied factors affecting green supply chain management practices in industrial parks in Bac Ninh province. This study proposes a structural equation model on the relationship between four factors: internal perception (IA); supplier pressure (SP); customer awareness (CA); regulatory pressures (RP), and their influence on GSCM (PA) practices and manufacturing performance (PE). The analysis results show that internal and customer perceptions positively relate to GSCM practice and GSCM performance. However, pressure from suppliers and pressure regulations only affect GSCM practices and not production performance. Luc Manh Hien et al. (2021) evaluate the factors affecting the implementation of the green supply chain management model at hotels in Hanoi and showed that all four factors: awareness from the inside in enterprises, cooperation with suppliers, commitment to customers, and compliance with environmental regulations all have a positive impact on the implementation of green supply chain management at companies in Hanoi. Chien and Shih (2007) asserted that it is essential to evaluate the performance of GSCM inside the organization. Environmental performance is commonly measured through operative performance indicators and management performance indicators (Cagno, Guido, Perotti, and Zorzini, 2011). Moreover, for tourism that pays special attention to the

performance of GSCM, internal environmental management is more influential in stressing GSCM. Based on the arguments, the study proposes the following hypotheses:

H1: Internal environment has a significant impact on GSCM practice

H2: Internal environment has a significant impact on corporate image

H3: There is an indirect effect of the Internal environment on the corporate image in VTI

Literature shows that all suppliers and customers need to cooperate and translate sustainability policies and metrics into actionable, sustainable goals, the current and future performance levels of which can be traced and monitored (Vachon, S. and Klassen, R.D. (2008); Nguyen (2010) and Sundarakani et al. (2010) argued that technology and innovation, transparency and the enhancement of external relationships are essential factors in the management of green supply chains. Shalishali et al. (2009) also indicated that building a good relationship with suppliers and customers can benefit parties when they work together to improve product design and efficiency, leading to more waste reduction in the tourism industry. Zhu et al. (2008) conclude that eco-design success requires external cooperation with other partners throughout the supply chain. According to the study by Vachon and Klassen (2008), corporations should establish long-term relationships, which includes establishing requirements for product quality, following environmental regulations at the manufacturing level, having green packaging and distribution strategies, and delivering high-quality products to customers (Xu & Gursoy, 2015).

H4: External environment has a significant impact on the GSCM practices

H5: External environment has a significant impact on corporate image

H6: The External Environment's indirect effect on VTI's corporate image.

In considering why firms use green supply chains, studies argue that compliance with regulations is a significant driver contributing to the implementation of green supply chains (Do Anh Duc et al., 2020; Luc Manh Hien et al., 2021; Vinh et al., 2022). Zhu and Sarkis (2006) divide the regulatory environment into three levels: regional environmental regulations, central government environmental regulations, and international environmental regulation agreements. To balance rapid economic growth, rapidly improving hotel service quality, and environmental impact, the government of Vietnam must introduce specific policies and regulations to facilitate sustainable development. According to a study by Carter and Rogers (2008), sustainability involves environmental, social, and economic performance. Although governments aim to perform well in all areas, they pay the most attention to

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regulating environmental issues (Jang et al., 2015). In considering this issue, developed countries took several measures, such as publishing specific laws and standards to control environmental impacts (Xu, Gursoy, 2015). However, sustainability is still a new topic in developing countries such as Vietnam. Policies and approaches related to sustainability still need to be completed, and sustainable development is at an early stage. Based on the arguments, the study proposes the following hypotheses:

H7: Regulation pressure has a significant impact on the practice of GSCM

H8: Regulation pressure has a significant impact on corporate image

H9: There is an indirect effect of regulation pressure on the corporate image in VTI

As Henion & Kinnear (1976), the green marketing strategy also includes 4P, namely: 1) Product: Promote products with environmentally friendly attributes. 2) Price: The product's price may be slightly higher than that of conventional alternatives. 3) Distribution: A distribution chain is critical; the main goal is the packaging or ecological packaging. 3) Promotion: Communication with the market should focus on the environment. Studies suggest that the environmental dimension of sustainable hospitality supply chain management is likely to have positive influences on the corporate image (Berezan et al., 2013) because environmentally conscious businesses would address both the economic and social interfaces within the natural environment and, therefore, be

considered as a more balanced and complete organization. The environment-friendly actions taken by a business are an integral part of a service offer and, therefore, increase customers' overall satisfaction (Berezan et al., 2013). More specifically, since the hospitality industry is an energy-intensive, natural resource consumption and waste generating in significant quantities, it has always been under pressure from environmentalists and other grassroots organizations to become more environmentally friendly (Cetinel & Yolal, 2009). This pressure resulted in adopting specific environment-friendly initiatives to reduce the hospitality industry's environmental footprint, which improved destination image (Prud'homme & Raymond, 2013). Studies further suggest that customers are more satisfied with companies engaged in relatively more environmentally friendly practices in the service delivery process compared to other companies (Gao & Mattila, 2014). Therefore, hotels' green practices are likely to impact guests' satisfaction significantly (Berezan et al., 2013). The discussion leads to the hypotheses:

H10: There is a positive relationship between GSCM practice and corporate image in VTI

H11: Green marketing has a significant impact on the practice of GSCM

H12: Green marketing has a significant impact on corporate image

H13: There is an indirect effect of green marketing on the corporate image in VTI

Figure 1 shows the research model of this study.

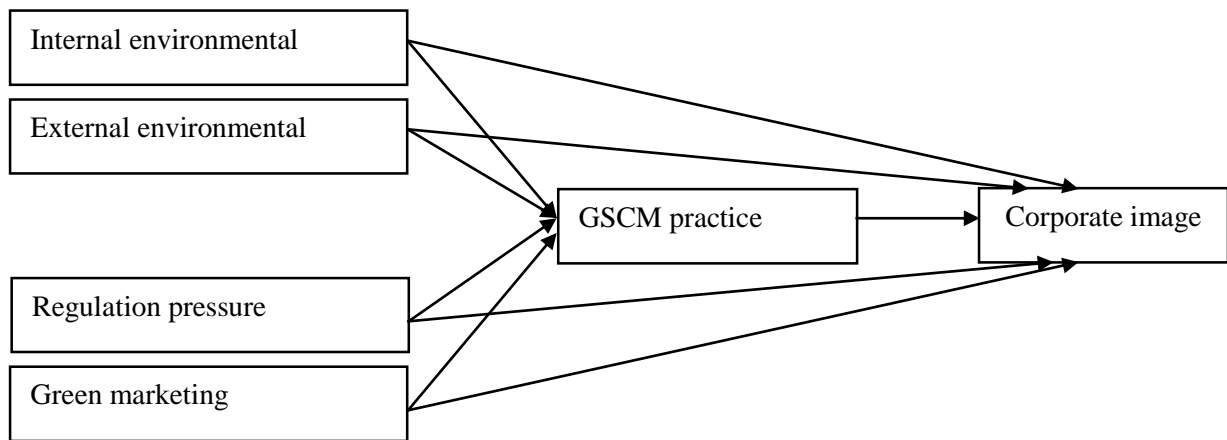


Figure 1. Research model

III. METHODOLOGY

This study collected 290 survey questions from different units of tourist companies in northern Vietnam. The questionnaires were mailed to managers by using the spreadsheets tool of Google. The SPSS 22.0 software was used to analyze and verify the data gathered from the questionnaires.

This study reviews scholars' literature based on the research and practice of GSCM, the appropriate measurement scales of Zhu

et al. (2008), Do Anh Duc et al. (2020) and Luc Manh Hien et al. (2021) and information gathered from expert interviews. Zhu et al. (2008) study include five categories applied to manufacturing industries. However, in the tourism industry, the authors select and construct types that use the VTI GSCM practice: the "Internal environment" and the "external environment." For the variable "regulations pressure," this study uses Zhu and Sarkis's (2006) and Vinh et al. (2022)

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measurement scales. The corporate image scale is developed from Berezan et al. (2013). This study also developed the GSCM categories from Zhu and Sarkis (2006) and Luc Manh

Hien et al. (2021). Authors develop the "green marketing" items. Table 1 1 shows the main factor impact on GSCM practice and corporate image in the VTI..

Table 1. List of variables and items for GSCM practice and corporate image

Variable	Measurement items
Internal environmental (IE)	Commitment to GSCM from all level of managers
	Total quality environmental management
	Cross-functional cooperation for environmental improvements
	ISO 14001 certification*
	Support for GSCM from all employee *
External environmental (EX)	Cooperation with suppliers for environmental objectives
	Second-tier supplier environmentally friendly practice evaluation
	Commitment to customers for green production
	Commitment to customers for green service
Regulations pressure (RP)	Regional environmental regulations
	Central governmental environmental regulations
	International environmental regulation
	Tourism industry environmental regulation
Green marketing (GM)**	Green in product design
	Green in packaging
	Green in distribution channel
	Green in promotion
GSCM practice (GP)	Aware of the GSCM initiatives
	Willing to participate in the GSCM initiatives
	Expects environmental and economic benefits from the GSCM initiatives
Corporate image (CI)	Tourists have a positive opinion about this green corporate image.
	This Corporate has a unique image and becoming popular related to green product
	The company's reputation is enhanced in the market.

* Remove from Model after EFA

** Developed by authors

The partial least squares approach to SEM (or PLS path modeling) is used in this research for testing the hypothesis.

IV. RESULTS ANALYSIS

Demographics information

350 survey forms were distributed and sent to tourism businesses in the North of Vietnam. 320 samples were collected, of which the majority were surveyed and interviewed directly at tourism

businesses, including travel agencies, hotels, and restaurants. After removing invalid questions, the number of valid questions included in the study was 290, accounting for 90.6% of the valid questions. It shows that this ratio is reasonable to include in the study.

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138 people surveyed are male, accounting for 47.6%. Female participants in the survey in this study were 152 people, accounting for 52.4%. There are 6 respondents in the age group of 20-30 (accounting for 2.1%); most respondents are aged from 31 to 40 in this study (152 people, accounting for 55.4%). , 116 people aged 41 to 50 (accounting for 40.0%), and 16 people over 50 (accounting for 5.5%). About the working position: The people currently holding junior management positions in this study are 51 people (17.6) and 125 middle managers (accounting for 43.1%), while the Senior management participating in this study accounted for a relatively high proportion (114 people accounting for 39.3%) indicating that the quality of the survey is reliable for conducting analysis. The managers with less than five years of working time in the tourism industry, 38 people account for 13.1%; most of the

people participating in this survey have years of working in the tourism industry 5 to 10 years (210 people account for 72.4%). Meanwhile, the number of people who have worked in the industry for more than ten years is 42 people (accounting for 14.5%). Managers working at travel agencies are 106 people, accounting for 36.6%; managers working at hotels in this study also account for a relatively high percentage (119 people). People account for 41%). Meanwhile, the number of people working at restaurants is 65 people (accounting for 22.4%). This result confirms the representativeness of the sample in this study.

Measurement model results

To demonstrate convergent validity: item reliability, composite reliability, and average variance extracted are tested.

Table 2. Convergent validity analysis

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Corporate Image	0.864	0.870	0.917	0.786
External	0.912	0.912	0.938	0.790
GSCM practice	0.887	0.889	0.930	0.816
Green marketing	0.893	0.894	0.926	0.757
Internal	0.787	0.791	0.876	0.703
Regulation	0.845	0.859	0.897	0.686

All the composite reliabilities for constructs were above 0.7, and all the Cronbach's alphas were above 0.6 (see Table 2).

Finally, each construct's variance extracted was above the recommended value of 0.5.

Table 3. Discriminant validity (Heterotrait-Monotrait Ratio (HTMT))

	Corporate Image	External	GSCM practice	Green marketing	Internal	Regulation
Corporate Image						
External	0.736					
GSCM practice	0.772	0.624				
Green marketing	0.634	0.655	0.652			
Internal	0.675	0.670	0.636	0.698		
Regulation	0.677	0.637	0.625	0.671	0.715	

Table 3 shows that all Heterotrait-Monotrait values are less than 0.9, indicating that the discriminant value is confirmed to ensure the model's fit (Henseler et al., 2015).

PLS structural model results

The VIF value of the structural equation model in this study is less than 2, showing no homogeneity between the scales in the study; that is, there is no multicollinearity phenomenon. The

model evaluation SRMR value in this study is 0.061, showing the appropriateness of the model. An RMS_theta value of 0.107 less than 0.12 is acceptable, as recommended by (Henseler et al., 2016). Therefore, the model in this study is suitable for testing the structural equation model. The multicollinearity analysis and model fit are shown in Table 3.8. Variance exaggeration and model validity index (see Table 4).

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Table 4. VIF and model fit

	VIF	model fit	
			Estimated Model
Corporate Image		SRMR	0.055
External	1.938	d_ ULS	0.691
GSCM practice	1.833	d_ G	0.384
Green marketing	2.057	Chi-Square	688.833
Internal	1.903	NFI	0.844
Regulation	1.934	rms Theta	0.170

In Table 4, the adjusted R² result for GSCM practice is 0.447 (44.7%), and Corporate Image is 0.588 (58.8%), indicating a high explanation of latent variables. The function value f² represents the influence of the structure (factor) when removed from the

model. Structures with a small f² value (less than 0.02) indicate a low degree of binding influence. In this model, we see that the links have a relative influence on the GSCM application of tourism businesses (f²>0.02).

Bảng 4.10 Value of R² và f²

	f ²	Corporate Image		f ²	GSCM practice	
		R ²	R ² _{adjusted}		R ²	R ² _{adjusted}
External	0.115	0.595	0.588	0.049	0.455	0.447
GSCM practice	0.177					
Green marketing	0.001					
Internal	0.012					
Regulation	0.023			0.033		

Bootstrapping with 1000 re-samples is used to obtain the t-statistics for testing the statistical significance of the model’s paths/relationships. (Ideally, the paths should have significant

t- statistics at 1.96 and be directionally consistent with expectations). Table 5 shows the model’s paths/relationships..

Table 5. the model’s paths/relationships

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
External -> Corporate Image	0.300	0.297	0.061	4.920	0.000
External -> GSCM practice	0.223	0.222	0.070	3.184	0.002
GSCM practice -> Corporate Image	0.363	0.365	0.056	6.527	0.000
Green marketing -> Corporate Image	0.034	0.038	0.056	0.605	0.545
Green marketing -> GSCM practice	0.258	0.258	0.084	3.082	0.002
Internal -> Corporate Image	0.097	0.101	0.053	1.847	0.065
Internal -> GSCM practice	0.149	0.152	0.068	2.189	0.029
Regulation -> Corporate Image	0.135	0.129	0.056	2.389	0.017
Regulation -> GSCM practice	0.183	0.180	0.068	2.694	0.007

The analysis results in Table 5 show that 7/9 of the direct links with P<0.05 value are significant associations with 95% confidence and t>1.96.

The results show that the internal environment directly impacts the GSCM application of tourism businesses in Vietnam (t=

2,189; p < 0.05); therefore, hypothesis H1 can be accepted. The external environment also directly impacts the GSCM application of tourism businesses in Vietnam (t= 3.184; p < 0.05); therefore, hypothesis H4 can be accepted. Pressure from local, central, and international regulations also directly impacts

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the application of GSCM by tourism businesses in Vietnam ($t=2,694$; $p < 0.05$); therefore, it can be concluded that hypothesis H7 is accepted. H11 is also accepted when the results show that green marketing directly impacts GSCM practice ($t=3.082$; $p < 0.05$).

The results also show a strong association between GSCM practice and corporate image ($t=6,527$; $p < 0.05$); this shows that hypothesis H10 is supported when it is assumed that GSCM practice impacts the corporate image of tourism businesses in Vietnam.

The results show that the corporate environment does not directly impact the corporate image of tourism businesses in

Vietnam ($t=1,847$; $p < 0.05$), so hypothesis H2 can be concluded as not accepted. Meanwhile, the external environment strongly impacts the corporate image of tourism businesses in Vietnam ($t=4,920$; $p < 0.05$), so hypothesis H5 can be accepted. Pressure from local, central, and international regulations also directly impacts the corporate image of tourism businesses in Vietnam ($t=2,389$; $p < 0.05$). Therefore, it can be concluded that hypothesis H8 is accepted. However, H12 is not accepted when the results show that green marketing has no direct impact on the corporate image ($t=0.605$; $p > 0.05$).

Table 6. The indirect effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
External -> GSCM practice -> Corporate Image	0.081	0.081	0.028	2.909	0.004
Internal -> GSCM practice -> Corporate Image	0.054	0.056	0.027	1.987	0.047
Regulation -> GSCM practice -> Corporate Image	0.066	0.066	0.026	2.545	0.011
Green marketing -> GSCM practice -> Corporate Image	0.094	0.095	0.036	2.634	0.009

The results from Table 3.12 show an indirect relationship between internal -> GSCM practice -> corporate image, so H3 is supported when it is assumed that the internal environment has an indirect impact on the corporate image ($t=1.987$; $p < 0.05$). Similarly, the results also show an indirect relationship between external -> GSCM practice -> corporate image, so H6 is supported when it is assumed that the external environment

has an indirect impact on the corporate image ($t=2,909$; $p < 0.05$). The link regulation -> GSCM practice -> corporate image also shows an indirect relationship between Regulation and corporate image ($t=2.545$; $p < 0.05$). Moreover, the indirect relationship between green marketing -> GSCM practice -> corporate image is also proven through the results of this study ($t=2,634$; $p < 0.05$), so H13 is supported..

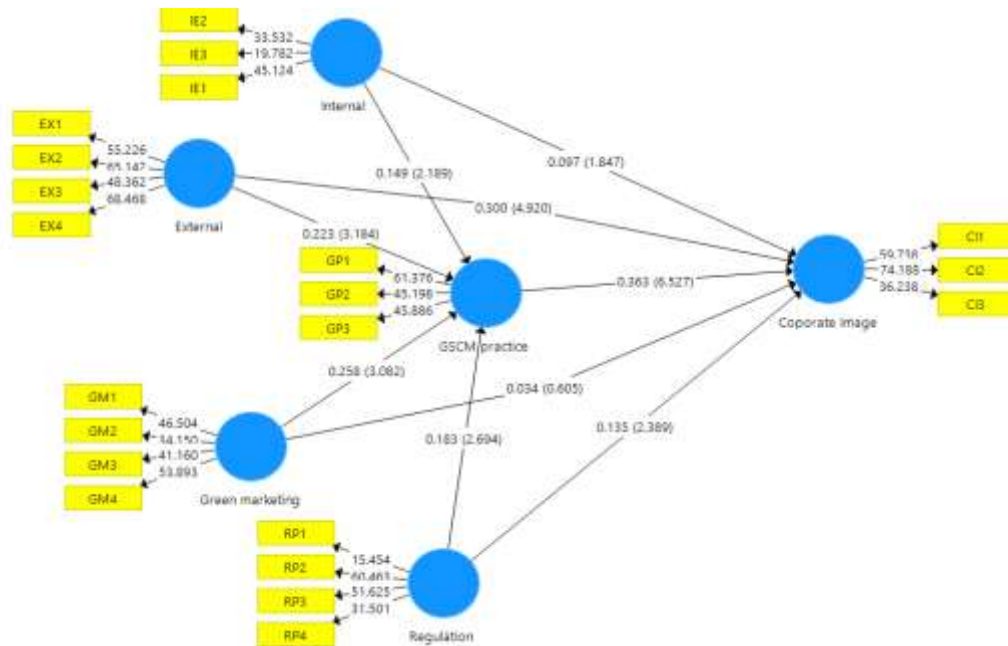


Figure 4.1 Results of Structural Model with path coefficients

V. CONCLUSION

The objective of the study is to evaluate the factors affecting the application of the green supply chain management model; through the survey of documents on green supply chain management, the study has proposed a model including four factors affecting the application of green supply chain management and the image of enterprises, the results show that all four factors: internal environment of the business, external environment, pressure from environmental regulations and green marketing both have a positive impact on green supply chain management practices at tourism businesses in Hanoi. In addition, the research results also show that the external environment and pressure from local, central, and international regulations directly impact the corporate image of tourism businesses in Vietnam. However, the results showed no impact of the internal environment and green marketing on corporate image. Research results show that GSCM research models only confirm the effect of a factor on readiness to apply GSCM (Zhu et al., 2008; Chen et al., 2011, Luc Manh Hien et al., 2021 and Vinh et al., 2022). This study also improves the previous research model in tourism (Zhang Shuhai, 2007; Wang Xifang, 2012; Yang Li, 2013; Do et al., 2020) by building a ladder system measure of the GSCM implementation variable.

On the other hand, the research results also show the low impact of creating awareness from the internal environment of the business on GSCM; meanwhile, cooperation with suppliers and commitment to customers are the two variables that have the most substantial impact on GSCM implementation. In the context of the complicated developments of the COVID-19 pandemic, this time is an opportunity for businesses in general and tourism industry enterprises to have conditions to restructure their management systems. Implementing green supply chain management is essential for quickly recovering their business after the pandemic. Especially environmental issues and sustainable development in tourism are considered prerequisites to improve the competitiveness of the whole industry.

The results of this study are like the studies of Do et al. (2020), but their results are a test for the image of the destination and ignore the pressure factors from regulations and green marketing. Besides, the research results also show the indirect impacts of the internal environment of the business, the external environment, the pressure from environmental regulations, and green marketing on corporate image. Previous studies by Vinh et al. (2023) and Chen et al. (2011) did not test this indirect relationship.

Although the research has specific academic contributions and the implications of the research for academia and management practice. However, the study also showed limitations, such as the survey sample being only conducted in Hanoi. Further studies need to continue to study factors such as

competitive environment and model brand; in addition, expanding the survey to different localities should also be considered to get a more general overview of GSCM.

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