The Effect of Green Supply Chain Management Practices on Organizational Performance of Hospitality Industry in Sri Lanka: A Case Study Based on Six Best Five Star Hotels in Sri Lanka

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***Abstract*— The rapid growth of the hospitality industry has imposed significant environmental costs, including increased waste generation, greenhouse gas emissions, and resource consumption. Consequently, achieving sustainable development without incurring substantial environmental issues is imperative. This study investigates the implementation of green supply chain management practices and evaluates their impact on the organizational performance of Sri Lanka's hospitality sector. This research was conducted using a case study approach and a qualitative methodology. Data were collected through in-depth interviews with managers from six prominent five-star hotels in Sri Lanka which implement green supply chain management practices. Thematic analysis was used to examine the interview data. Findings reveal a positive relationship between green supply chain management practices and organizational performance. The hospitality industry in Sri Lanka is increasingly committed to sustainability through waste reduction, energy efficiency, and community engagement. The study emphasizes benefits such as enhanced reputation, cost savings, and competitive advantage. It also aligns with key sustainable development goals, including good health and well-being, decent work and economic growth, sustainable cities, and responsible consumption & production. This research offers valuable insights for hospitality professionals, aiming to improve performance and industry standing.**

Keywords—five-star hotels in Sri Lanka, green supply chain management practices, hotel performance, supply chain, sustainability

I. INTRODUCTION

The hospitality industry is one of the fastest growing sectors globally and is often characterized as a resource dependent industry. Sri Lanka, recognized as one of the most attractive island destinations, is distinguished by its unique natural beauty, rich cultural heritage, and historical significance. In recent years, the country has increasingly prioritized the development of its hospitality industry as a major source of economic revenue, generating numerous direct and indirect employment and investment opportunities. With the growing global awareness of environmental sustainability and the rising demand for responsible tourism practices, it is imperative that Sri Lanka adopts and integrates sustainable practices to remain competitive on the international stage. Furthermore, achieving sustainable development must be a national priority, ensuring long-term economic growth without causing significant harm to the environment. [1]

In 2018, Sri Lanka's tourism industry generated approximately USD 4.4 billion in revenue and accounted for 5.6% of the nation's Gross Domestic Production. This demonstrates that the hospitality industry makes a substantial contribution to Sri Lanka's GDP [2].

The growth of the hospitality industry has become a cost to the environment, because hospitality industry being responsible for large amount of waste, greenhouse gas emission, and waste consumption, etc. Therefore, adopting green supply chain management practices is essential to reduce its negative environmental effects [3].

In this context, it is important to understand the nature of energy and water consumption patterns of tourist hotels. Sri Lanka's hotel industry consumes 2% of its total electricity usage and 1% of water of total consumption. On average 50% of hotels' electricity use is accounted for by air-conditioning, 20% for lighting and the rest for kitchen, laundry and other purposes. 38% of typical water usage in tourist hotels is by guests in their rooms and 21% by kitchens (IFC, 2013). In terms of waste generation, the IFC reports that 46% of the waste generated by hotels is food and non-recyclables (solid waste), 25% paper and the rest is in

the form of cardboard, plastics, glass and metal. Energy, water and waste are therefore the major areas being improved by hotels in their efforts to become ecofriendly in their operations.[4]

The problem area of this research is hospitality industry generate lot of costs to the environment. To reduce these costs hotels should follow GSCMP or sustainable practices throughout their whole operations. Here the questions are 'what is the impact of GSCMP on the hotel performance in Sri Lanka and also how can these practices be implemented effectively to enhance the performance of the hospitality organizations while decreasing their environmental footprint?'.

All national and international organizations try to protect the environment from unnecessary things. As well as all the organizations try to improve their performance through reducing various cost factors. Therefore, lot of organizations in the world now try to come up with green practices with their business activities. Despite the increasing global focus on sustainability, there is a notable lack of research investigating the implementation and impact of green supply chain management practices within Sri Lanka's hospitality industry, particularly in five-star hotels. Existing literature provides limited guidelines tailored to the unique local context, resulting in uncertainty for industry stakeholders seeking to adopt and benefit from sustainable practices. Furthermore, the factors influencing the successful adaptation and execution of green supply chain initiatives in Sri Lankan hotels remain underexplored. This study addresses these gaps by examining both the effect of green supply chain management practices on organizational performance and the key determinants influencing their implementation in top-tier hotels in Sri Lanka.

This study addresses two research questions: the identification of green supply chain management practices in Sri Lanka's hospitality industry and the assessment of their effect on organizational performance. The primary objectives are to systematically identify significant GSCMP including green purchasing, internal environmental management, collaboration with suppliers and employees, eco-design, green operations, and waste management and to evaluate how these practices influence hotel performance. By investigating these relationships, the research fills a gap in the existing literature concerning the integration and outcomes of sustainability initiatives in the Sri Lankan hospitality context. Moreover, the implementation of GSCMP is positioned as a pathway for the hospitality sector to contribute to key sustainable development goals, specifically good health and well-being, decent work and economic growth, sustainable cities and communities, and responsible consumption and production.

II. MATERIALS AND METHODOLOGY

A. Materials

To comprehensively investigate the impact of green supply chain management practices on the organizational performance of the hospitality industry, qualitative research is deemed the most suitable approach, as data primarily comprises non-numeric forms such as texts, transcripts, and field notes.

The population for this research comprises all-star-class hotels in Sri Lanka. Employing a case study approach, the study focuses on six distinguished five-star hotels, Heritance Kandalama, DoubleTree by Hilton Weerawila, Araliya Beach Resort & Spa Unawatuna, Cinnamon Grand Colombo, Shangri-La Colombo, and Jetwing Yala. These hotels were purposively selected to align with the research objectives, ensuring relevance to the research's focus on green supply chain management practices. The organization serves as the unit of analysis, and the selected sample represents leading five-star hotels recognized for their commitment to sustainable operations. The primary aim is to evaluate the impact of green supply chain management practices on organizational performance within Sri Lanka's hospitality industry.

To gather data, both primary and secondary sources are utilized. Primary data collection methods involve in-depth interviews with relevant managers in the selected hotels, providing insights into the implementation and effects of green supply chain practices. Secondary data is sourced from published materials such as books, research papers, hotel annual reports, articles, and official publications, particularly from the hotels' official websites and annual reports.

B. Methodology

This section provides an overview of the research methodology. This study employs a qualitative approach to investigate the effect of green supply chain management practices on organizational performance within Sri Lanka's hospitality industry. An interpretivist research philosophy was adopted to align with the qualitative nature of the study. The research approach is deductive, utilizing a case study strategy. Data analysis was conducted through thematic analysis, following the guidelines established by Braun and Clarke (2006). This method facilitates the identification and examination of recurring themes and patterns within the qualitative data, enabling a thorough exploration of the research objectives. Ethical considerations were considered throughout data collection, with all participants informed about the study's purpose. [5]

III. RESULTS AND DISCUSSION

A. Sample Collection

Population of the research is all the star class hotels in Sri Lanka. The study's research strategy scenter on conducting an in-depth investigation of single organizations, specifically six renowned five-star hotels in Sri Lanka. In-depth, semi-structured interviews were conducted with hotel managers from six renowned five-star hotels in Sri Lanka: Heritance Kandalama, Double Tree by Hilton Weerawila, Araliya Beach Resort & Spa Unawatuna, Cinnamon Grand Colombo, Shangri-La Colombo, and Jetwing Yala. The study involved 12 participants, including general managers, operations managers, and sustainability coordinators.
Each interview lasted 45 to 60 minutes and was performed either in person or through virtual meeting platforms, depending on the participant's availability. All interviews were carried out in English and some were recorded with the participants' permission. Ethical guidelines were followed to assure confidentiality and voluntary involvement.

B. Sample Analysis

This chapter presents the data analysis of a qualitative inquiry into the interplay between green supply chain management (GSCM) practices and the organizational performance of the hospitality industry in Sri Lanka. To address the research questions, a qualitative research approach was employed, focusing on in-depth interviews with experienced managers representing six of the foremost five-star hotels in Sri Lanka. The data collected through these interviews underwent rigorous thematic analysis, revealing multifaceted insights into the green supply chain practices shaping the Sri Lankan hospitality landscape. This analysis done according to the Browns & Clark 2006. According to the analysis finally, there are seven main themes. They are, GSCM practices, Strategic Management Efforts, Effect of GSCMP on Hotel Performance, Future Challenges & Solutions to Implement GSCMP, International Standards, Advantages of GSCMP For Hospitality Industry and Importance of GSCMP For the Hospitality Industry.

1. Green supply chain management practices

Table 1 shown as an example for first main theme and its sub themes only. Likewise for all the main themes, sub themes and second sub theme there are tables.

Under the main theme of GSCMP there are five sub themes. They are, green procurement, waste and water management, use energy efficient technologies, eco-friendly transportation, and community engagement.

Table 1: Main and sub theme

Main Theme	Sub Theme
Green Supply Chain Management Practices	Green Procurement
	Waste & Water Management
	Use Energy Efficient Technologies
	Eco Friendly Transportation
	Community Engagement

Under the sub theme of green procurement there are five second sub themes. They are, procurement side initiatives, central purchasing unit, local sourcing and plastic reduction, central purchasing unit and sustainable sourcing of food and materials. As an example, interviewee one said that “We have solid agreement with the service suppliers as well. We have contracted suppliers who closely work with us for getting various services (e.g., maintenance services). It is really an agreement procedure”.

Under the waste and water management there are five second sub themes. They are, proper mechanism for waste disposal, focus on recycling waste including producing biogas from food waste, implementation of a water reuse system to save fresh water consumption, waste audit and implementation of rainwater harvesting as a luxury ecofriendly practice. As an example, interviewee one said that “waste disposal is a big problem for any organization. We have to have proper mechanism to dispose these waste materials. For Cinnamon hotels we have CEA that mean Central Environment Authority aggregated waste collector base who are closely working with us. they ensure that this waste ended up with the recycling process rather than put that into the land fill area. It ensures the life cycle assessment of the waste. Food waste we use to produce the bio gas as well. So, it is sustainable method of disposal”.

Under the sub theme of use energy efficient technologies there are five second sub themes. They are, minimizing electricity costs through solar panels, building design to maximize natural lighting inhouse areas, LED lighting, smart HVAC systems, and solar water heating. As an example, interviewee two said that “We use solar panel for saving electricity and also, we have water reuse system to save our fresh water consumption. We design our building to get natural lights into lot of inhouse areas”.

Under the sub theme of ecofriendly transportation there are three second sub themes. They are, electric vehicle charging stations, shuttle services, and bulk purchasing and distribution to minimize packaging and transportation costs. As an example, interviewee three said that "Our hotel provides shuttle services to nearby attractions and the airport, reducing the need for individual guest vehicles and lowering overall emissions".

Under the sub theme of community engagement there are three second sub themes. They are, engagement with suppliers, engagement with employees, and engagement with customers. As an example, interviewee four said that "we collaborate closely with suppliers to source eco-friendly products and packaging materials, ensuring they align with our environmental goals".

2. Strategic management efforts

Table 2: Main and sub theme

Main Theam	Sub Theme
Strategic Management Efforts	Supplier Collaboration
	Employee Awareness & Engagement for GSCMP
	GSCM Into Vision & Mission
	Reporting system

Under the main theme of strategic management efforts there are four sub themes. They are, supplier collaboration, employee awareness and engagement for green supply chain management practices, green supply chain management into vision and mission and reporting system.

If we consider supplier collaboration, under this there are two second sub themes. They are supplier management and collaboration with suppliers for sustainability. Hotels try to collaborate with suppliers to achieve their sustainable goals or improve their organizational performance. Hotels collaborate with suppliers in various manners. Some of them are, collaborating with suppliers for waste recycling, to source sustainable products, reduce packaging waste, and increase transportation efficiency, etc.

As an example, Interviewee three said that, "We actively collaborate with our suppliers to source sustainable and locally-produced goods. We also encourage them to adopt eco-friendly practices and provide incentives for doing so".

3. Effect of green supply chain management practices on hotel performance

Table 3: Main and sub theme

Main Theme	Sub Theme
Effect Of GSCMP On Hotel Performance	Reduction & Cost Saving From GSCMP
	Impact Of GSCMP On Organizational Performance

Third main theme of this research is the effect of green supply chain management practices on hotel performance. Under this main theme there are two sub themes. They are, reduction and cost saving from green supply chain management practices and impact of green supply chain management practices on organizational performance.

Under the sub theme of reduction and cost saving from GSCMP, there are seven second sub themes. They are, cost saving from GSCMP, notable cost saving, reduced electricity costs, upcycling projects, energy and cost savings, reductions from GSCM initiatives and reduction from green supply chain practices.

Due to implementation of the GSCMP hotels can experience lot of reductions and cost savings. As an example, In-house wastewater treatment for water reuse and cost reduction, Success of centralized logistics in reducing greenhouse gas emissions, Cost savings with a local supplier base, Cost savings with a central purchasing unit for logistics, Use of solar panels for electricity savings, Implementation of a water reuse system to save fresh water consumption, building design to maximize natural lighting in-house areas, Cost savings achieved through green supply chain practices, Waste disposal cost reduction, Energy consumption reduction (Example of LED lighting savings), Reduced water usage costs (example of water-saving measures), Maintenance cost reduction (Example of extended LED bulb lifespan), Notable cost savings, particularly in reduced energy consumption, Reductions in carbon emissions, etc.

As an example, Interviewee two said that, "Our best GSCM practices are those that combine operational effectiveness and sustainability. For instance, the installation of energy-efficient HVAC and lighting systems has resulted in significant cost savings while also reducing our energy use".

4. *Future challenges and solutions to implement GSCMP*

Table 4: Main and sub theme

Main Theme	Sub Theme
Future Challenges & Solutions to Implement GSCMP	Challenges & Solutions

Under the main theme of future challenges and solutions to implement GSCMP, there is only one sub theme and under that sub theme there are eight second sub themes.

Hotel management noted a number of obstacles to implementing GSCMP, including a lack of resources, apprehension about change, requirement for specialized training, changing the conventional mindset of suppliers, need for behavioural change among stakeholders, current economic crisis, and the financial component associated with GSCMP and the need to allocate funds, etc.

As an example, Interviewee one said that "When it comes to the future there might be biggest challenges due to these economic crises. Every organization they are having a really hard time at the movement. Incurring some kind of budget for these GSCMP. Another problem we can take from the measurement angel. In the Sri Lankan context, when it comes to logistics arrangement, we don't have a system to quantify the greenhouse gas emission associated with their transportation. So, we cannot quantify the emission associated with our supply chain or other service providers."

5. *International standards*

Table 5: Main and sub theme

Main Theme	Sub Theme
International Standards	Internationally Recognized Standards

Fifth main theme is international standards. There are some international standards that organizations need to adhere. Here mainly talk about ISO 14001 standards. ISO 14001 is an internationally agreed standard that sets out the requirement for an environmental management system. It helps organizations to improve their environmental performance through more efficient use of resources and reduction of waste, gaining a competitive advantage and the trust of stakeholders.

As an example, Interviewee three said that, "We have actively implemented ISO 14001 standards as the foundation of our environmental management system. ISO 14001 is an internationally recognized framework for developing and maintaining an effective environmental management system and we initiated the process by conducting a thorough environmental audit to identify significant environmental aspects and impacts within our hotel operations".

6. *Advantages of GSCMP for hospitality industry*

Table 6: Main and sub theme

Main Theme	Sub Theme
Advantages of GSCMP For Hospitality Industry	Advantages Of Implementing GSCMP
	Competitive advantage gained through GSCMP

This is also a main theme that was taken through the analysis. Under the advantages of GSCMP for hospitality industry there are two sub themes. They are advantages of implementing GSCMP and competitive advantage gained through GSCMP. The benefits of implementing GSCMP include financial savings, environmental advantages, improved brand perception, and a competitive edge, according to interviewees in every hotel.

As an example, Interviewee one said that, "The main advantage is protecting the environment and saving money. Apart from that adhering to GSCMP is really vital to enhancing our competitive advantage. It is really good for empowerment of our community. Because it is embedded with the social responsibility as well.

7. *Importance of GSCMP for hospitality industry*

Table 7: Main and sub theme

Main Theme	Sub Theme
Importance of GSCMP For the Hospitality Industry	Importance of GSCMP for the Hospitality Industry

According to the thematic analysis there are lot of codes to mention about the importance of GSCMP for the hospitality industry. It includes, alignment with rising global awareness of social responsibility and environmental sustainability, role of sustainability in enhancing the entire guest experience, meeting the expectations of travellers seeking ethical and meaningful experiences, sustainability's role in reducing environmental impact, enhancing brand reputation, and ensuring profitability, and importance of GSCM in the hospitality industry for conserving

resources, enriching communities, and fostering goodwill.

As an example, Interviewee three said that, "Green supply chain practices involve integrating sustainability into every aspect of the supply chain, from sourcing to disposal. In the hospitality industry, these practices are crucial for reducing environmental impact, enhancing brand reputation, and ensuring long-term profitability by appealing to eco-conscious travellers and meeting evolving regulatory requirements. They are essential for ensuring the industry's sustainability in the face of global environmental challenges".

C. Results

The analysis consistently showed a positive relationship between the implementation of green supply chain management practices and the overall organizational performance of hospitality industry in Sri Lanka.

Firstly, hotels were able to effectively reduce their operational costs through improved resource efficiency and waste reduction. Moreover, the integration of green supply chain management practices resulted in a substantial decrease in carbon emissions, thereby lessening the environmental footprint of these establishments. This, in turn, contributes to environmental sustainability and aligns with global efforts to combat climate change.

Importantly, the research identified that hotels implementing green supply chain management practices experienced an enhancement in their reputation. By visibly committing to eco-friendly initiatives, hotels were able to attract a larger customer base of environmentally conscious consumers, further improving their financial performance. The findings also indicate that these sustainable practices provided hotels with a competitive advantage in the hospitality industry in Sri Lanka.

In sum, the thematic analysis underscores the multiple advantages associated with the adoption of green supply chain management practices in the hospitality industry. These practices have the potential to not only reduce operational costs, minimize environmental impact, and attract more customers but also foster overall performance improvements. Ultimately, this research highlights the strategic significance of green supply chain management practices in the Sri Lankan hospitality industry, not only for business growth but also for the greater environmental good.

D. Discussion

This research aims to identify what is the impact of implementing green supply chain management practices on the organizational performance of the hospitality industry in Sri Lanka. So, to analyse the effect, this study used six prominent five-star hotels as a sample. Data were collected through interviews with well experience managers in those hotels. This research is qualitative research. So, to analyse data this research used thematic analysis. According to the analysis, it has provided valuable insights into the dynamics of sustainability within this vital sector. The findings of this research highlight several key points that merit attention:

First and foremost, it is evident that the adoption of green supply chain management practices in the hospitality industry can yield significant benefits for organizations. These practices encompass a wide range of strategies, including waste reduction, energy efficiency, sustainable sourcing, and eco-friendly operations. Implementing these practices not only aligns with global environmental concerns but also improves the overall performance and competitiveness of hospitality businesses in Sri Lanka.

And also, this study explains the importance of collaboration and cooperation within the supply chain network. Green supply chain management requires close coordination between suppliers, manufacturers, distributors, and hospitality providers. Establishing strong relationships and communication channels among these stakeholders is essential for the successful implementation of sustainable practices.

Furthermore, it is clear that customers are increasingly valuing eco-conscious choices when selecting accommodation and dining options. Green initiatives not only enhance a hospitality organization's reputation but also attract environmentally conscious customers who are willing to pay a premium for sustainable services. Therefore, the adoption of green supply chain management practices not only benefits the environment but also contributes to improved financial performance.

However, it is essential to acknowledge that implementing green supply chain management practices in the hospitality industry in Sri Lanka may face challenges. These challenges include initial investment costs, regulatory hurdles, and resistance to change within organizations. Nevertheless, the long-term benefits, both in terms of cost savings and enhanced reputation, outweigh these obstacles.

In conclusion, the research demonstrates that green supply chain management practices have a positive and significant impact on the organizational performance of the hospitality industry in Sri Lanka. By embracing sustainability, hospitality businesses can reduce their environmental footprint, attract a broader customer base, and ultimately achieve better financial results. As global awareness of environmental issues continues to grow, it is imperative for the Sri Lankan hospitality industry to prioritize and invest in green supply chain

management practices to secure a sustainable and prosperous future.

This study has several limitations. First, it focuses only on six prominent five-star hotels in Sri Lanka due to time constraints, limiting the sample size. Second, it excludes other star-class hotels, which restricts the generalizability of the findings across the entire hospitality sector. Third, the research is geographically confined to Sri Lanka, which may limit the applicability of results to other countries. Additionally, the limited existing literature on green supply chain management practices (GSCMP) in the Sri Lankan hospitality industry presents a challenge. Most GSCMP research has been conducted in manufacturing sectors, with relatively few studies focusing on hospitality. Furthermore, much of the available research is quantitative, making qualitative insights on this topic scarce. These limitations highlight the need for further, broader, and more diverse studies in this area.

For future research, they should consider larger sample sizes to enhance the generalizability of findings. It is advisable to extend studies beyond a single country to capture diverse contexts and improve applicability. Additionally, more qualitative studies focusing on green supply chain management practices are needed, particularly within service sector organizations such as the hospitality industry. Expanding this research to include various industries will also provide valuable insights into the broader implementation and impact of green supply chain management.

IV. CONCLUSION

Sri Lankan tourism industry is a diverse and growing sector that offering visitors a mix of rich history, attractive and most beautiful landscapes, and warm hospitality. this research is about the topic of the effect of green supply chain management practices on organizational performance of hospitality industry in Sri Lanka. Sri Lanka's tourism industry plays a significant role in Sri Lankan economy, contributing 12 percent of the nation's gross domestic production. And also, tourism is third largest source of foreign exchange in Sri Lanka.

The hospitality industry's growth has led to increase concerns towards the impact on the environment & society. So now a days the concept of sustainability takes the major concern or high priority in the hospitality industry in Sri Lanka. The problem area of this research is the growth of the hospitality industry has become a cost to the environment, because hospitality industry being responsible for large amount of waste, greenhouse gas emission, and waste consumption, etc. All national and international organizations try to protect the environment from unnecessary things. As well as all the organizations try to improve their performance through reducing various cost factors. Therefore, lot of organizations in the world now try to come up with green practices with their business activities

This research aims to fill the gap in the past literature through investigating the impact of GSCMP on the organizational performance of hospitality industry in Sri Lanka. This research focuses to answer two questions. They are, what are the green supply chain management practices in the hospitality industry in Sri Lanka and what is the impact of green supply chain management practices on organizational performance of the hospitality industry in Sri Lanka? To answer this question qualitative research was conducted. Both primary and secondary data were used. Data were collected through interviews with well experienced managers in six best five-star hotels in Sri Lanka. To do the analysis this research used thematic analysis.

In conclusion, the research demonstrates that green supply chain management practices have a positive and significant impact on the organizational performance of the hospitality industry in Sri Lanka. By embracing sustainability, hospitality businesses can reduce their environmental footprint, attract a broader customer base, and ultimately achieve better financial results. As global awareness of environmental issues continues to grow, it is imperative for the Sri Lankan hospitality industry to prioritize and invest in green supply chain management practices to secure a sustainable and prosperous future.

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