

Organizational Factors, Environmental Attitudes of Executives, and Distribution of Hotel Environmental Marketing Strategies on Koh Samui, Suratthani Province, Thailand

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Abstract

This study was developed a role of environmental attitudes of executives as the moderator variable. The findings suggest that the organizational factors (i.e., experiential resources, shared vision, relationship building, and technology sensing/response) have significant and positive relationships with the distribution of hotel environmental marketing strategies. The environmental attitudes of executives have not significant relationship with the distribution of hotel environmental marketing strategies. The interactions of organizational factors (i.e., experiential resources and relationship building) and environmental attitudes of executives have significant relationship with the distribution of hotel environmental marketing strategies. Thus, the type of the environmental attitudes of executives is pure moderator.

Keywords: Organizational Factors, Environmental Attitudes of Executives, Distribution of Hotel Environmental Marketing Strategies, Koh Samui

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ปัจจัยขององค์กร ทักษะที่เกี่ยวข้องกับสิ่งแวดล้อมของผู้บริหาร และกลยุทธ์การตลาดเพื่อสิ่งแวดล้อมด้านการจัดจำหน่ายของโรงแรม บนเกาะสมุย จังหวัดสุราษฎร์ธานี ประเทศไทย

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บทคัดย่อ

การวิจัยครั้งนี้ได้พัฒนาบทบาทของทัศนคติเกี่ยวกับสิ่งแวดล้อมของผู้บริหารให้เป็นตัวแปรปฏิสัมพันธ์ ผลการวิจัยชี้ให้เห็นว่าปัจจัยขององค์กร (คือ ทรัพยากรที่ได้มาจากประสบการณ์ วิสัยทัศน์ร่วมกัน การสร้างความสัมพันธ์และเทคโนโลยีการตรวจจับ/การตอบสนอง) มีความสัมพันธ์เชิงบวกอย่างมีนัยสำคัญกับกลยุทธ์การตลาด เพื่อสิ่งแวดล้อมด้านการจัดจำหน่ายของโรงแรม ทักษะเกี่ยวกับสิ่งแวดล้อมของผู้บริหารไม่มีความสัมพันธ์กับกลยุทธ์การตลาดเพื่อสิ่งแวดล้อมด้านการจัดจำหน่ายของโรงแรม ปฏิสัมพันธ์ของปัจจัยขององค์กร (คือ ทรัพยากรที่ได้มาจากประสบการณ์และการสร้างความสัมพันธ์) และทัศนคติเกี่ยวกับสิ่งแวดล้อมของผู้บริหารมีความสัมพันธ์อย่างมีนัยสำคัญกับกลยุทธ์การตลาดเพื่อสิ่งแวดล้อมด้านการจัดจำหน่ายของโรงแรม ดังนั้น ประเภทตัวแปรปฏิสัมพันธ์ของทัศนคติเกี่ยวกับสิ่งแวดล้อมของผู้บริหาร คือ ตัวแปรกดดันเต็มที่

คำสำคัญ: ปัจจัยขององค์กร, ทักษะเกี่ยวกับสิ่งแวดล้อมของผู้บริหาร, กลยุทธ์การตลาดเพื่อสิ่งแวดล้อมด้านการจัดจำหน่ายของโรงแรม, เกาะสมุย

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Introduction

Corporate Environmentalism

The issues of concern for the hotel industry in Thailand have been related to the utilities and opportunities for improved environmental performance revolve around the utilities areas. Broadly, the opportunities for environmental improvement can be grouped under: Good Housekeeping, Water Conservation, Solid Waste Reduction and Recycling, Energy Conservation, Green Purchasing, and Training and Awareness. Based on the various issues discussed above, there are a number of market opportunities in Thai hotel industry for foreign products and services. Rising public concern and pressure on the environmental issues as manifested in the various National Plans will certainly generate new opportunities for environmental service and technology suppliers. Typically, domestic Thai companies have been linking up with international partners. This presents a clear opportunity for international partners to supply technology and service expertise (Timsoongnern & Wachirawongsakorn, 2015). Furthermore, tourist perceptions can be raised by increasing knowledge of consumer values and the relation to other variables, and to be more competitive advantage. Thailand needs to explore and enhance the inherent and distinctive values that maximize tourist's satisfaction (Maliwan & Majtaba, 2012, p.24).

The uniqueness characterizing the relationship between hotels and the natural environment has received increasing attention in the field (Kasim, 2006). The environmental marketing issues within the hotel industry have only been tangentially tackled (Hudson & Miller, 2005). The investigation of these issues is critical because in recent years, tourist buying behavior has changed dramatically as demonstrated by the growing involvement in environmental-caring activities, reliance on decisions regarding sustainable issues, and a willingness to pay higher prices for eco-friendly goods (Han, Hsu, Lee, & Sheu,

2011); the marketing function is at the forefront of the hotel's environmentally friendly activity, since it is the one that first identifies and subsequently satisfies the needs and wants of customers of customers with regard to green issues (Kotler & Lee, 2008); and the hotel's eco-marketing activities (e.g., products/services, prices, distribution, communications) are greatly responsible for enhancing business performance, as a result of their direct impact on end users (Leonidou & Leonidou, 2011).

Thus, given there is uncertainty surrounding the antecedences of implementing environmental strategy a broad scope study is needed to identify the various consequences associated with specific corporate environmental management strategies. Therefore, the purpose of this research is to identify the dominant environmental marketing strategies used by hotels on Samui Island, Suratthani province and link them to specific organizational antecedences.

Research Objectives

Our study aims to fill this void in the green hotel literature by proposing and testing antecedences of environmental marketing strategies pursued by hotels. Specifically, we focus on: (1) The effect of the organizational factors on the distribution of hotel environmental marketing strategy and (2) The moderating role of environmental attitudes of executives on the relationship between the organizational factors and distribution of hotel environmental marketing strategy.

Importance of the Research

The study of corporate environmentalism can be regarded as a field in a continuing stated of emergence (Sharma & Aragn-Correa, 2005). It is expected that in the next 40 years, there will be a significant change in the

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management field, since the past economic and organizational practices are simply not environmentally sustainable (Hart, 1995; Muger, 2012). Murphy, Poist, and Braunschweig (1995, p. 4) claim that “corporate environmentalism has been characterized as perhaps that most significant force shaping the economy, as well as one of the most important issues faced by firms in the future”. In fact, corporate environmentalism can no longer be treated as a marginal concern, but rather a matter that will remain at the front line of the discipline in future studies. It is believed that the findings from this research can provide theoretical, practical as well as methodological contributions to the understanding of corporate environmentalism (Leonidou, Leonidou, Fotiadis, & Zeriti, 2013).

Scope of Research

This study identifies three scope of research such as (1) the population was 246 hotels on Koh Samui, Suratthani province, Thailand, namely, five stars level 25 hotels, four stars level 98 hotels, and three stars level 123 hotels, (2) three main types of variables are discussed in this research, namely, independent variables as organizational factors (comprising physical resources, financial resources, experiential resources, shared vision, relationship building, and technology sensing/response), moderating variable as environmental attitudes of executives, and dependent variable as hotel environmental marketing strategy (i.e., distribution), and (3) 154 the executives’ questionnaires were carried out in the period between September 2013 to December 2013.

Hypotheses

The proposed model describes the independent variables (organizational factors), moderating variable (environmental attitudes of executives), and dependent variables (distribution component of hotel

environmental marketing strategy) of this study. The rationales behind the setting up of these hypotheses are discussed below.

H 1: There is a positive relationship between the organizational factors and the distribution of hotel environmental marketing strategies.

H 2: There is a positive relationship between the environmental attitudes of executives and the distribution component of hotel environmental marketing strategies.

H 3: The relationship between the organizational factors and the distribution component of hotel environmental marketing strategies will be moderated by the environmental attitudes of executives.

Research Methodology

Research instruments: Questionnaire survey

Measurement items in the questionnaire survey were developed based on the inputs from the literature reviews. The questionnaire items to measure the constructs are presented in English version and Thai version.

This study identified appropriate scales of the constructs after a careful review of the pertinent management or marketing literature review. This study used the Morgan, Kaleka, and Katsikeas (2004) scales for physical, financial, and experiential resources, while the scales for shared vision, relationship building, and technology sensing/response were extracted from the studies of Aragn-Correa, Hurtado-Torres, Sharma, and Garca-Morales (2008), Morgan, Kaleka, and Katsikeas (2004), and Srinivasan, Lilien, and Rangaswamy (2002), respectively. Distribution component of environmental marketing strategy comprised four items, whose scales we derived from Menon, Menon, Chowdhury, and Jankovich (1999), Middleton and Clarke

(2001), and Carmona-Moreno, Cspedes-Lorente, and De Burgos-Jimnez (2004). The environmental attitudes of executives, having fifteen items, are operationalized from the modification of the items in the study of Park (2009). These items were coded on a seven-point scale ranging from “1=strongly worse” to “7= strongly better”. Finally, we took the biographical information scale from Leonidou, Leonidou, Fotiadis, and Zeriti (2013).

Data collection: Face-to-face questionnaire survey

This study located the booth location of each target company in the exhibition. Then, the researcher approached them one by one and asked for their permission to conduct the face-to-face survey with the researcher. Target respondents were selected from those with hotels established on Samui Island, Suratthani Province. From the 246 hotels on Samui Island, Suratthani province, namely, five stars level 25 hotels, four stars level 98 hotels, and three stars level 123 hotels, 154 questionnaires were collected in the fairs and used for further analysis. The effective response rate was about 62.60 percent. Researchers like Man (2010) who conducted paper and pencil questionnaire survey achieved 49 percent response rate with reliable results. Hence, it is acceptable for this study to get a response rate of 62.60 percent.

Statistics

The results of the relationship between organizational factors, environmental attitudes of executives, and distribution of hotel environmental marketing strategies are presented at the descriptive statistics (i.e., mean and standard deviation), and hypothesis testing by inference statistics (i.e., cronbach's alpha for test reliability, factor analysis, correlation matrix, and hierarchical regression).

Hierarchical regression

To demonstrate moderation for test Hypotheses 1, 2, and 3, one estimates the following model:

$$Y = \beta_{40} + \beta_{41}X + \beta_{42}Mo + \beta_{43}XMo + \varepsilon_4 \quad (1)$$

Where, XMo is computed as the product of the treatment variable and the moderating variable. A test of the effect of that partially product (i.e., the significance of β_{43}) is a test of the interactions of Treatment and Moderator, asking whether the treatment effect varies in magnitude as a function of the value of the moderator (Muller, Judd, & Yzerbyt, 2005, p. 853).

Evaluation of means

The range of scores equals 6 come from highest score is 7 minus lowest score is 1. For $i = 5$, the number of intervals would be $6 / 5 = 1.20$. Thus, evaluation of means of all of variables except service quality satisfaction such as:

Range of scores	Evaluation
5.81 – 7.00	Very High
4.61 – 5.80	High
3.41 – 4.60	Medium
2.21 – 3.40	Low
1.00 – 2.20	Very Low

Results of Data Analysis

Descriptive statistics

Summary statistics of all the major constructs under investigations are the Cronbach's alpha value between 0.80 and 0.89 is well above the limit of 0.70 established by Nunnally (1978) to ensure constructs' internal consistency.

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Based on factor analysis used to testing of common factor by principal component analysis for component was extracted the solution can be rotated such as Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) more than 0.50, Bartlett's test of sphericity measure of Chi-Square is significant at the .05 level (2-tailed), factor loading more than 0.30, communalities values measure of percentage of variance explained between 0 to 1, eigen values more than 1 (Hair, Black, Babin, Anderson, & Tatham, 2006). Thus, a complementary measurement has been used to ensure the convergent validity of this factor. To summarize, the results of the mean scores, standard deviations, and evaluation of organization factors that included the two kind of organizational factors such as (1) organizational resources (mean = 4.79, s.d. = .80, high), i.e. physical resources (mean = 4.72, s.d. = .94, high), financial resources (mean = 4.76, s.d. = .81, high), experiential resources (mean = 4.90, s.d. = .98, high) and (2) organizational capabilities (mean = 4.78, s.d. = .74, high), i.e. shared vision (mean = 4.73, s.d. = .87, high), relationship building capability (mean = 4.96, s.d. = .85, high), technology sensing/response (mean = 4.66, s.d. = .93, high), the results of the one kind of dependent variable, i.e. distribution of environmental marketing strategies (mean = 4.88, s.d. = .91, high), and the results of the one kind of moderator variable, i.e. environmental attitudes of executives (mean = 5.04, s.d. = .80, high) is displayed.

Multicollinearity testing from correlation matrix

Table 1 correlation matrixes between independent and moderating variables are shown.

Table 1 Correlation matrixes between independent and mediating variables
(N = 154)

	PHRE	FIRE	EXRE	SHVI	REBU	TESR	TMEA
PHRE	1.000	.641**	.663**	.549**	.544**	.486**	.243**
FIRE		1.000	.668**	.467**	.551**	.559**	.387**
EXRE			1.000	.508**	.542**	.553**	.427**
SHVI				1.000	.587**	.498**	.349**
REBU					1.000	.614**	.403**
TESR						1.000	.495**
TMEA							1.000

Note: Correlation is significant at the .01 level (2-tailed), * Correlation is significant at the .05 level (2-tailed).

In Table 1, based on multicollinearity testing from correlation matrix between independent and moderating variables becomes a problem when the correlation between the variables exceeds .80 or .90 (Mangena & Pike, 2005), at correlation is significant at the .05 level (2-tailed). Thus, these are not a problem of multicollinearity between independent and mediating variables.

Hierarchical regression results and discussion

Table 2 to provide hierarchical regression results from the effects of moderator variable on the relationship between independent variables and dependent variable are shown.

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Table 2 Hierarchical regression results using moderator variable on the relationship between independent variables and dependent variable (N=154)

Variables	Standardized Beta		
	Step 1 (IV)	Step 2 (MO)	Step 3 (IV x MO)
Independent Variable (IV)			
Physical resources (PHRE)	.105	.105	.077
Financial Resources (FIRE)	-.161*	-.160*	-.072
Experiential Resources (EXRE)	.197*	.197*	.372**
Shared Vision (SHVI)	.303**	.303**	.258**
Relationship Building (REBU)	.190**	.190*	.087
Technology Sensing/response (TESR)	.315**	.316**	.248**
Moderating Variable (MO)			
Environmental attitudes of executives (TMEA)		-.001	.065
Interaction term (IV x MO)			
PHRE x TMEA			-.028
FIRE x TMEA			-.512
EXRE x TMEA			-1.184**
SHVI x TMEA			.449
REBU x TMEA			.968*
TESR x TMEA			.224
Statistics			
R Square	.627	.627	.669
Adjusted R Square	.611	.609	.638
R Square Change	.627	.000	.042
F Change	41.099**	.000	2.978**

Table 2 Hierarchical regression results using moderator variable on the relationship between independent variables and dependent variable (N=154) (continue)

Variables	Standardized Beta		
	Step 1 (IV)	Step 2 (MO)	Step 3 (IV x MO)
Durbin-Watson			1.850
Tolerance Min / Max			.599 / .686

Note: $p < .05$, $** p < .01$

The results of the three-step hierarchical regression undertaken to test the thirteen hypotheses of this study is shown in Table 2.

As seen in Table 2, when the one independent variable was entered into the regression equation in the first step, the coefficient of determination (R^2) was found to be .627 indicating that 62.7 percent of the level of distribution (DIST) is explained by the organizational resources and capabilities. It can be observed that independent variable did have significant influence on distribution (DIST). EXRE, SHVI, REBU, and TESR (Std. Beta = .197, .303, .190, and .316, respectively) showed a significant and positive relationship with DIST at the .05, .01, .01, and .01 level, respectively. These results provided not support for the Hypothesis 1 of the study. In addition, FIRE (Std. Beta = -.161) showed a significant and negative relationship with DIST at the .05 level. However, these results provided not support for the Hypothesis 1 of the study. Furthermore, PHRE (Std. Beta = .105) showed not significant with DIST at the .05 level. These results provided not support for the Hypothesis 1 of the study.

In the second step of Table 2, by adding the one moderating variable, R^2 increased to 62.7 percent. This R^2 change (.000) is not significant. This implies that the additional 0.0 percent of the variation in DIST is not explained

by the moderating variables was found to do not have relationships with DIST at the .05 level. These results provided not support for the Hypothesis 2 of the study.

In the third and final step of Table 2, the six interaction terms were entered into the Model. It can be seen that the additional yielded (F change = 2.978) and changes in the squared multiple correlation equal to .042 ($R^2 = .042$) explained by the interaction terms (4.2 percent) was significant at the .01 level, indicating that there is a moderation effect. From the final regression equation, it can be observed that two interaction terms (EXRE x TMEA and REBU x TMEA) were significant at the .01 and .05 level. The results derived from the final step provided support for the Hypothesis 3 of the study. From the final regression equation, it cannot be observed that four interaction terms (PHRE x TMEA, FIRE x TMEA, SHVI x TMEA and TESR x TMEA) were not significant at the .05 level. The results derived from the final step provided not support for the Hypothesis 3 of the study.

Thus, type of TMEA as moderator variable is Type 4 (Pure Moderator).

The result of the significant interaction term (EXRE x TMEA) is presented in Figure 1.

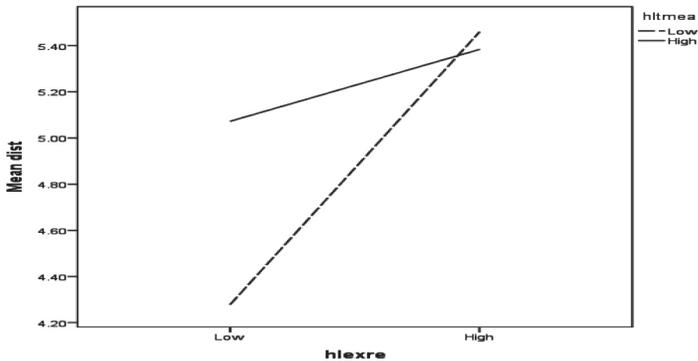


Figure 1: Interaction between the level of Experiential Resources (EXRE) and environmental attitudes of executives (TMEA) for the level of hotel environmental marketing strategy is Distribution (DIST)

Plotting the interaction between the level of Experiential Resources (EXRE) and environmental attitudes of executives (TMEA) for the level of hotel environmental marketing strategy is Distribution (DIST) (Figure 1) shows that at Low EXRE there is a significant difference, with respondents with High TMEA report higher level of DIST than Low TMEA. This effect is further reduced when EXRE level increase. At High EXRE, those with High TMEA report lower level of DIST than Low TMEA.

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The result of the significant interaction term (REBU x TMEA) is presented in Figure 2.

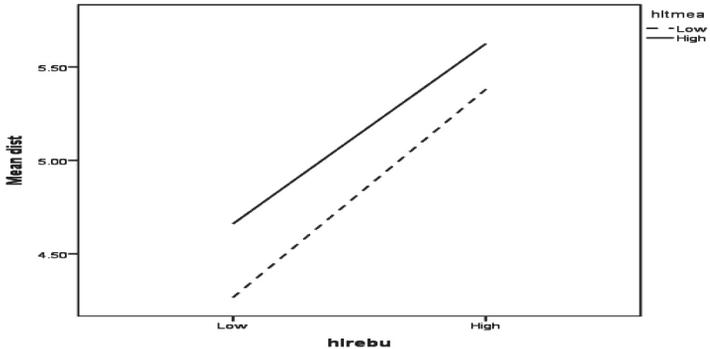


Figure 2: Interaction between the level of Relationship Building (REBU) and environmental attitudes of executives (TMEA) for the level of hotel environmental marketing strategy is Distribution (DIST)

Plotting the interaction between the level of Relationship Building (REBU) and environmental attitudes of executives (TMEA) for the level of hotel environmental marketing strategy is Distribution (DIST) (Figure 2) shows that at Low REBU there is a significant difference, with respondents with High TMEA report higher level of DIST than Low TMEA. This effect is further reduced when REBU level increase. At High REBU, those with High TMEA report higher level of DIST than Low TMEA.

Discussion on findings

Descriptive statistics of all the major constructs under investigations

This study compared the results of the mean scores and standard deviations with research finding of Leonidou, Leonidou, Fotiadis, and Zeriti

(2013) such as the three kinds of organizational resources, i.e. physical resources is high level that it have a smaller mean but similar level; financial resources is high level that it have the larger mean and higher level; experiential resources is high level that it have the smaller mean and lower level. Besides, the three kinds of organizational capabilities, i.e. shared vision is high level that it have a larger mean but similar level; relationship building capability is high level that it have the smaller mean but similar level; technology sensing/response is high level that it have the smaller mean but similar level. In addition, the one kind of hotel environmental marketing strategy, i.e. distribution is high level that it has a smaller mean but similar level. Furthermore, the one kind of environmental attitudes of executives is high level that it has the larger mean and higher level with research finding of Park (2009).

The effect of the organizational factors on the distribution of hotel environmental marketing strategy

To answer the first research objective, consistent with expectation, the findings show that the organizational resources (i.e., experiential resources) and the organizational capabilities (i.e., shared vision, relationship building, and technology sensing/response) have significant and positive relationships with the distribution of hotel environmental marketing strategies. Hence, there is suggests that when the experiential resources, shared vision, relationship building, and technology sensing/response increase, it is more likely to have a higher level of the distribution of hotel environmental marketing strategies.

The results are consistent with El Dief and Font (2010) suggested that the width and depth of this experience will depend on the amount of time the hotel has been engaged in environmental activities, the exposure/ involvement of managers in eco-friendly practices in their previous employment, and the participation of the firm in a wider chain of hotels

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(especially of international coverage). This resource is of an experiential nature, that is, knowledge gained from the firm's operational experience, which helps identify and match customer needs and anticipate new market trends (Dalton & Dalton, 2010). Thus, the firm's experiential resources affect on developing an environmental marketing strategy.

Finally, the results are consistent with Mugera (2012) suggested that the resource-based theory has emerged as a useful framework to analyze the significance of the human resource system in achieving sustained competitive advantage. The firms developing such capabilities will be able to adopt sustainable business practices, set up an ecologically sensitive culture, better understand the requirements of the different stakeholders, and design sound marketing strategies and processes around them (Hart, 1995). The first type of capabilities is shared vision that influences an eco-friendly marketing strategy, which is the existence of common ideas, commitment, and dedication among the firm's employees toward the achievement of green organizational objectives (Arago-Correa, Hurtado-Torres, Sharma, & Garca-Morales, 2008). Firms with a shared vision are able to gather and organize the resources necessary to develop sustainable business practices, in comparison with firms that lack that capability (Hart, 1995). Thus, the firm's shared vision capability affect on developing an environmental marketing strategy. In addition, Banerjee, Iyer & Kashyap (2003) suggested that sensitivity to company stakeholders regarding environmental issues is growing stronger and represents a critical force influencing firms to become environmentally friendly. The second type of capabilities is relationship building that is firm's ability to form close relationships with their customers, suppliers, or other stakeholders (e.g., Morgan, Kaleka, & Katsikeas, 2004; Rodriguez-Diaz & Espino-Rodriguez, 2006). Within various stakeholder groups as tour operators and responding to their ecological requests are particularly crucial in the hotel business because they directly affect the level and nature of demand (Shaan, 2005). Thus, the

firm's relationship building capability affect on developing an environmental marketing strategy. Furthermore, Srinivasan, Lilien, & Rangaswamy (2002) suggested that technology has the power to influence and transform business processes, products, and services, as well as accommodate environmental attitudes and shape environmental marketing strategies. The third type of capabilities is technology sensing/response, which refers to the firm's ability to sense and quickly to new technologies (e.g., Rodriguez-Diaz & Espino-Rodriguez, 2006; Sharma, Aragn-Correa, & Rueda-Manzanares, 2007). Within the hotel domain, such technologies particularly refer to solid waste management (Wolfe & Shanklin, 2001), energy savings (Chan & Lam 2003), water conservation (Chan & Lam, 2001), and air pollution control (Shanklin, 1993), as well as to more specific green activities, such as product recycling and reuse (El Dief & Font, 2010). Thus, the firm's technology sensing/response capability affect on developing an environmental marketing strategy.

The moderating role of environmental attitudes of executives on the relationship between the organizational factors and distribution of hotel environmental marketing strategy

To answer the second research objective, consistent with expectation, the findings show that the environmental attitudes of executives have significant moderating the relationship between the organizational factors with the distribution of hotel environmental marketing strategies. Hence, there is suggests that the interactions of the organizational factors and the environmental attitudes of executives support had significant effects on the distribution of hotel environmental marketing strategies. The results are consistent with Sharma (2000) and Banerjee (2001) found that managerial perceptions and interpretations of environmental issues have implications on the adoption of strategic environmental practices. Managerial attitudes are of critical importance in relation to forming the goals as well as its impact on the subsequent

actions (Reyes-Rodriguez, Ulhoi, & Madsen, 2013). Attitudes are recognized for seriously affecting decision-making and resource allocation to specific actions to deal with environmental issues (Bansal & Roth, 2000). The environmental attitudes of executives and commitments further affect how they coordinate and encourage collaboration among different divisions and departments (Gonzalez-Benito & Gonzalez-Benito, 2006), how environmental leadership is reflected in the formulation of new environmental policies and goals (Berry & Rondinelli, 1998), and the extent to which institutional pressures are converted into positive environmental actions (Colwell & Joshi, 2013). Likewise, managerial opinions about the potential outcomes of environmental management count in the consequences on economic performance (Wagner & Schaltegger, 2004).

Implications of the study

Theoretical implications of the hotel's unique resources and capabilities related to environmental protection

The results of this study show that the organizational resources (i.e., experiential resources) and the organizational capabilities (i.e., shared vision, relationship building, and technology sensing/response) have significant and positive relationships with the distribution of hotel environmental marketing strategies. Regarding the theoretical significance of this research, the effect of drivers and outcomes of environmental marketing strategies, we develop a conceptual framework consisting of three sets of constructs. The first set focuses on the impact of organizational factors (comprising physical resources, financial resources, experiential resources, shared vision, relationship building, and technology sensing/response) on the distribution of a hotel environmental marketing strategies. The second set shows that interaction term of organizational factors and environmental attitudes of executives' influences on the distribution

of a hotel environmental marketing strategy. According to Garay and Font (2012), the hotel's unique resources and capabilities related to environmental protection can provide the basis for a new strategy that improves its competitiveness, usually leading to favorable financial results. However, these scholars acknowledge that to achieve a sustainable environmentally based advantage, the hotel must also improve various other critical business areas, such as product quality, employee satisfaction, good relationships with the wider community, and distribution is used interchangeably for the placement component of a marketing strategy and includes the decisions a company or firm must make to ensure the connection with the customer or client. Placement is how the marketer connects the products or services with the customer-the easier, more convenient, more accessible the product or service may be, the more likely the customer will purchase the product or service.

Practical implications

As to the practical significance, at the micro level, there is an increasing awareness among corporate managers and leaders in the issues of corporate environmentalism, particularly those in the emerging countries such as Thailand. It is mentioned before that the continuous environmental deterioration has prompted the Thai government to implement a variety of administrative and legislative measures. The increased awareness of the government regarding the environmental issues, as well as the more stringent environmental policy, has imposed new challenges to the companies that operate in Thailand (Sharp & Sang-Arun, 2012). This study will offer environmental attitudes of executives an overall picture of the level of corporate environmentalism in this region, and provide valuable insights into how the enterprises can obtain competitive outcomes by pursuing proactive environmental strategies.

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