



## Green Management Practices at Travel Agents in Egypt: Perception and Adoption

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### ABSTRACT

This study was carried out to investigate to what extent travel agents in Egypt implement green management practices, study their perception on the outcomes of going green, and explore their opinions on the obstacles which may affect the adoption of green management in the tourism business. A total of valid 402 questionnaires from travel agents in Egypt are analyzed. The results revealed that travel agents have a positive perception concerning the outcomes of adopting green practices, as well as the obstacles to its implementation in the tourism business. Findings showed that there is a huge gap between their perception and practices. Almost all travel agents do not have a membership at any environmental organization/association, visions that respect the environment, budget designated for supporting green practices, and organized low-carbon tour packages. Also, travel agents in Egypt implement several green practices in internal management, but they rarely adopt green practices in their tour packages. It was concluded that the green indicator's performance of the travel agents in Egypt is very bad, so managers need to interpret their positive perception of green management practices to their policies, strategies, action plans, tour packages, and everyday business practices.

### 1. Introduction

Tourism is considered one of the main contributors to greenhouse gases emissions and environmental degradation (Pang et al., 2013; Merli et al., 2019), tourism activities can destroy the natural resources because of overuse and poor green management practices (Tambovceva, 2010). However, tourism activities depend on the availability and accessibility of natural resources, so they must be in a good condition and not polluted (Luo & Deng, 2008; Phillips & House, 2009). Therefore, there's a great need to conserve the environment, and the need for businesses to take supportive actions to lessen the negative impacts on the environment and keep it clean (McGuire, 2010). In most developing countries, the concept of green practices is little, few tourism organizations have launched green strategies to ensure their green practices and be committed to environmental matters (Chigora, 2015).

The application of green practices has become vital to tourism operations and activities (Erdogan & Baris, 2007). A clean and pure environment is the main component of

tourism quality service and is considered one of the most important factors for tourism and travel development (Tambovceva, 2010). According to Kim et al. (2017: 229), green practices can be defined as “a profitable business strategy that adds value to tourism operations that involve environmental conservation initiatives”. Green management practices will provide opportunities for sustainability and long-term recreation activities (Merli et al., 2019).

Travel agents organize packages that allow tourists to interact with the physical environment (natural – man-made), such visits can be gotten worse by tourists’ irresponsible activities (Mustapha et al., 2018). To achieve the continuity of the tourism industry, travel agents should ‘go green’ and encourage tourists to behave friendly with the environment (Merli et al., 2019).

By applying proactive green strategies travel agents can reduce their negative impacts on the environment and encourage their demand from green customers. Also, they can gain a good reputation for conserving the environment. Travel agents who adopt green strategies can benefit from premium pricing and achieve high sales. Such strategies enable environmentally-friendly travel agents to promote their management procedures as a unique strategy to differentiate their services from competitors (Molina-Azorin et al., 2009).

During the previous two decades, academics give great attention to discuss green management practices (Ma et al., 2018). Scholars attempt to focus on the motivation to go green, some of them studied the social and ethical reasons for applying green corporate social responsibilities (CSR), others investigate the relationship between green management and profitability (Jackson & Apostolakou, 2010; Siegel, 2009; Yang et al., 2015). Other researchers have been concentrated on the effect of green practices on customer satisfaction and purchasing intentions in the hospitality industry (e.g. Chen and Tung, 2014; Gao & Mattila, 2014; Kassinis & Soteriou, 2015; Kim et al., 2017; Yusof et al., 2017). Some scholars have studied to what extent the tourism industry development affects the quality of the environment, including impacts linked to pollution, erosion, and degradation of natural resources (Kasim, 2007; Erdogan, 2009; Aguilera-Caracuel et al., 2012).

It is granted that many steps should be taken to adopt green management through green strategies, plans, attitudes, perceptions, and routine business. To the best of the researcher's knowledge, there is a lack of articles discussing green management practices at travel agents in Egypt, so there is a need for research on the adoption of green practices at travel agents in Egypt.

The contributions of this research are as follows:

Green practices implementation is being one of the main global initiatives in the tourism industry, the research will be valuable to travel agents’ managers, it studies the outcomes of adopting green practices at travel agents, and identifies the green performance of the travel agents in Egypt and how frequently they adopt green management practices. The research contributes to the policymakers as it can help them to develop policies and actions to adopt green management practices. It will help other

academicians who carry out studies on this topic. From a theoretical standpoint, it contributes to improving the knowledge of green practices in the tourism business.

The objectives of this research are to (1) identify the green management in the tourism business; (2) identify the green certification; (3) address how frequently the travel agents in Egypt adopt green management practices; (4) evaluate the staff perception of the outcomes of going green; (5) determine the obstacles that may affect the adoption of green management practices in Egypt.

This article is organized as follows; The first section identifies the concept of green management, and questionnaire and variables are presented in the second section, the results are showed in the third section, the conclusion, recommendation, and future research are displayed in the last section.

## **2. Literature**

### **2.1. Green Management (GM)**

Green is widely used with many different terms, such as green behavior, green industry, green purchasing, green management, etc. Generally, “green” is an approach to act “eco-friendly” at any time in every destination. Therefore, increasing responsibility toward environmental concerns has motivated the tourism business to be “green” (Kim et al., 2013; Gao and Mattila, 2014; Merli et al., 2019). Green management (GM), widely well known as ‘going green’, is considered as a proactive strategy to conserve the environment (Luchs et al., 2010; Yang et al., 2015; Ma et al., 2016).

There is a difference between GM and traditional management as the former is characterized by long term investment and contains responsible actions and activities toward a destination and community (Yu et al., 2009). GM can be identified as a group of successful strategic behaviors and actions developed and applied to the economy, products, and processes to conserving the environment and achieving sustainability for the local community (Lin, 2008; Dwyer et al., 2009; Peng and Yang et al., 2015). This definition hint at GM practices that may include the following practices: using natural resources responsively and wisely; lowering the consumption of water, energy; recycling the wastes; getting rid of toxins that cause harm to the communities (Marcus and Fremeth, 2009; Bruns-smith et al., 2015; Yang et al., 2015).

In the context of tourism, green management practices have been implemented since the 1990s because of the fluctuation in tourism income (Claver-Cortes et al., 2007). GM is a proactive strategy that aims to protect the natural and built environment, use the resources responsibly and in a way that shows knowledge and experience, avoid tourists’ activities that harm the environment (Merli et al., 2019). The implementation of green practices in tourism activities will protect natural resources and increase its economic value for the local community, support the positive behavior of tourists toward conserving the environment, encourage healthy activities such as swimming, hiking, etc (Travelife, 2020)<sup>1</sup>.

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<sup>1</sup> Travelife is an organization founded in 2007, is dedicated to promoting sustainable and green practices within the travel and tourism industry. Travelife aims to offer travel agents and tour operators the knowledge, solutions and tools to implement positive change within their businesses to be green and sustainable. The Travelife certification programme follows a three-stage approach to certify travel agents and tour operators; Travelife Engaged, Travelife Partner, and Travelife Certified.

While the irresponsible behavior and activities of tourism trips cause negative impacts on the environment, such as the usage of Jeep (transportation) may destroy the wildlife, the carbon emission from fossil fuel combustion, the overconsumption of water, and hunting animals (Chigora, 2015). The implementation of green practices not only depends on organizations but also on the commitment of tourists toward the environment (Zeilinski & Botero, 2015; Dodds & Holmes, 2016). New tourists are more environmentally friendly and have the intention to link with the tourism business that is committed to the environment (Chigora, 2015; Han et al., 2018; Merli et al., 2019).

## **2.2 The outcomes of green management practice for travel Agents**

GM is essential for travel agents' managers as it can guarantee the responsible and wise usage of resources, keep the environment clean, respect nature's calmness and beauty, minimize carbon emission and avoid the harmful actions to the climate (Chigora, 2015; Yang et al., 2015). GM supports (Taylor, 1992; Wu, 2019):

- a) Cost reduction: - any industry or activities have wastes which cause pollution, and such wastes cost money. To be responsible for keeping the environment clean is to minimize wastes.
- b) Marketing opportunities: with the increase of tourists' awareness of the green practices and activities have boosted new chances to promote green travel agents.
- c) Good organization image: most of the governments and tour operators such as TUI are searching for green destinations as well as green private enterprise practices, and looking at the travel agent's environmental reputation.
- d) Enhanced competition position: the green practicing or going green is considered one of the most important travel agent's competencies, which gives travel agents advantages and privileges over their competitors.
- e) Motivated workforce: green management improves working staff effectiveness and performance via encouraging their participation and involvement, and helping them to be proud of their work.

Many travel agents have realized the importance of going green on achieving economic advantages through increased demand for tour packages that diminish pollution, in addition to strategic benefits such as improving their image, developing productivity, and enhancing relations with stakeholders (Molina- Azorina et al., 2009).

Many scholars assure that green practices are one of the most important determinants of tourist satisfaction and loyalty (Berezan et al., 2014; Gao & Mattila, 2014; Xu & Gursoy, 2015; Yusof et al., 2015; Gao et al., 2016; Martínez García de Leaniz et al., 2017; Merli et al., 2019), attachment to a destination, revisit intention, and willingness to buy elite programs (Manaktola and Janhari, 2007; Teng et al., 2012; Xu and Gusory, 2015; Kim et al., 2017; Merli et al., 2019). GM can provide a high-yielding workplace (Chang, 2011), and employee retention through rewarding them (Furqan et al., 2010; Chigora, 2015). Several researchers have demonstrated the positive relationship between customers' perception of green practices and their travel decision intentions (Gao et al., 2016; Han et al., 2018).

The adoption of green practices in internal management can save travel agents' costs, such as minimizing energy consumption, for example using fluorescents bulbs which save energy to save up to 75% of energy, turn off unused electronic compliances;

control the temperature of the air-conditioning to lower the carbon emission, and save energy; reduction of water consumption; printing only the important documents, in addition to printing on both sides of the paper, and digitalizing their business (Fadhil, 2015).

### **2.3 Green certification**

Green certification is a voluntary process associated with the best practice of specific standards that are assessed and monitored regularly from the regulating bodies. Certification supposes standards that are applied to differentiate those responsible from irresponsible and improve market integrity (Furqan et al., 2010). Tourism businesses can achieve a competitive advantage if they are certified for green practices, in addition to improving their trustiness. Certification enhances the awareness of business on green practices, provides tourists information concerning the impacts of tourism on the environment and the local community, as a result, tourists become respectful and more responsible (Chigora, 2015).

According to Travelife (2020) the certified travel agents provide their customers with their responsible travel policy, which states their green practices. They send their travel policy to their tourists before traveling and motivate them to read it and help them to act friendly with the environment, to achieve their responsible policy. Each tourist is sent an e-mail with the itinerary and site- map, with “green advice” for active traveling. The certified travel agents recruit trained tour guides who are aware of conserving the environment, and before every trip, tour guides should inform tourists about legal regulations and recommended behavior in the protected areas to diminish the negative effect during the tourists’ visits. The only certified travel agent in Egypt is Excel Travel, specialized in inbound tourism.

### **3. Methodology**

In this research, a quantitative approach is suitable to investigate the relations among the variables (Sekaran & Bougie, 2016). An on-line questionnaire was developed from previous studies, it was designed by using Microsoft Forms. Systematic random sampling was used, a total of 402 responses were collected from travel agents on the Egyptian Travel Agents Association website, category A and C, located in the Great Cairo and Alexandria, during the 2020 winter season. According to the Egyptian Travel Agents Association (2019) more than 70% of travel agents are located in the Great Cairo and Alexandria. The researcher conducted the survey in two phases. First, the questionnaires were sent to the randomly selected travel agents; and, second, after three weeks, the researcher sent reminders to the no-responded travel agents. The researcher stated the concept of GM and green practices in the tourism business in the questionnaire’s introduction, in addition to identifying the objectives of the research. Also, the respondents were informed that their answers would be used for scientific purposes and gathered confidentially.

The questionnaire was composed of five parts; the first section focuses on the basic profile of the travel agents and respondents. The travel agent data contains the number of branches, the vision for protecting the environment, provided services, type of tourists served, and green performance indicators. The respondent profile includes (1) profession which was classified under three groups, (2) Education which was grouped

into three levels, and (3) business experience which was determined by the number of working years in the tourism business. The second part of the questionnaire contains 12 items, it was designed to measure to what extent travel agents apply green practices in their tour packages. The third section investigates the travel agents' orientation toward applying green practices in their internal management, it contains 9 items. The fourth part explores the respondents' perception of the outcomes of implementing green practices in tourism operations, it includes 6 items. The last section focuses on the respondents' views concerning the obstacles that may affect the adoption of green practices in the tourism business in Egypt (4 items).

The second and third parts answered on a five-point Likert which anchor almost always (=5) and never (=1). While the items of the fourth and fifth sections were rated from (5) strongly agree to (1) strongly disagree. IBM SPSS Statistics version 23 was applied for statistical analysis in the research. The used statistical techniques are descriptive analysis, reliability analysis (Cronbach Alpha), the research used one-sample Kolmogorov-Smirnov Z test to investigate that the variables are normally distributed, Sig =0.566, accordingly the variables are normally distributed. The *t*-Test was used to investigate if there is a significant difference between the means of two groups, one-way ANOVA to compare the effect of variables, and Pearson's correlation coefficient to measure the statistical correlation between two continuous variables. According to Lehman et al. (2013) the strength of the correlation displays that  $r \leq 0.20$  "very weak",  $0.20 < r \leq 0.39$  "week",  $0.39 < r \leq 0.59$  "moderate",  $0.59 < r \leq 0.79$  "strong", and  $r \geq 0.80$  "very strong".

Before circulating the questionnaire to the respondents, the researcher performed its pilot study on 30 respondents. The researcher asked the respondents if the questionnaire's language and items are clear. A few suggestions were demanded concerning the wording, after that the questionnaire was translated into the English language upon respondents' requests. Accordingly, the study is within acceptable limits in content validity.

Table 1 shows the reliability of each construct of the study, The Cronbach's coefficient of Green practices in tourism packages is 0.94. Cronbach's coefficient of internal management green practices is 0.87. The Cronbach's coefficients of Outcomes of implementing GM is 0.85. Cronbach's coefficient of the obstacles to implementing GM is 0.79. According to Sekaran & Bougie (2016), Cronbach's Alpha score 0.70 or more demonstrated that the scale of measuring the research variable was reliable. After this process, the questionnaire was circulated to travel agents.

**Table 1**

The Cronbach's Alpha Coefficients of The Research Variables

Constructs	Number of items	Reliability
Green practices in tour packages	12	0.942
Green practices of internal management	09	0.871
Outcomes of implementing GM	06	0.847
Obstacles to implement GM	04	0.790

According to table 1, the design and research process is appropriate for the analysis to develop the conclusion to show the decision making on the importance of adopting GM and practices in the tourism business.

#### 4. Results

According to Table 2, most of the participants (80.1%) stated that their travel agents have branches; 38.3% of them have three branches, 21.6% have two branches while 19.9% have no branches. The great majority of the responses (72.9%) provide services for both international and domestic tourists. Regarding tour packages, 21.9% of the responses organize safari programs followed by scuba diving and cultural programs (18.2% and 17.9% respectively), and 27.6% organize other trips represented in recreational and healthcare packages. Almost half of the respondents provide packages for large groups while the other half organize tourism programs for small groups.

**Table 2**

Profile of Travel Agents

Profile	Frequencies (n=402)	%
Your company has branches		
Yes	322	80.1
No	80	19.9
How many branches?		
No branches	80	19.9
One office	81	20.1
Two branches	87	21.6
Three branches	154	38.3
Do you provide service for		
Domestic	66	16.4
International	43	10.7
Both	293	72.9
Type of provided tourism services		
Culture tourism	72	17.9
Faith tourism	4	1.0
Mountaineering	13	3.2
Safari	88	21.9
Scuba diving	73	18.2
Mass tourism	41	10.2
Other	111	27.6
Your company provides packages for		
Small group	185	46.0
Large group	217	54.0

**Table 3**

Green Performance Indicators

Item	Frequencies (n=402)	%
The company's vision respects the environment		
Yes	75	18.7
No	327	81.3
Does travel agent have a membership in any environmental organization?		
Yes	9	2.2
No	393	97.8
The company has a budget allocated to apply green practices		
Yes	9	2.2
No	393	97.8
The company organizes low carbon tour packages		
Yes	20	5.0
No	382	95.0

The results show (Table 3) that the travel agents have very poor consideration for the environment. 81.3% of the participants stated that their companies' vision doesn't give great concern to the environment, 97.8% don't have a membership at any environmental organization/association, 97.8% don't allocate budget to implement green practices in their business, and 95% have not organized low carbon tour packages.

As demonstrated in table 4, almost half of the participants were managers and 43.3% were tour operators and 7.2% were owners and chairmen. Concerning education, 61.2% of the respondents have a bachelor's degree while 38.8% have post studies. 37.3% of the respondents were having experience in the tourism field from 4 to 6 years followed by 1-3 years (26.1%) and more than 9 years (25.4%).

**Table 4**

Profile Data of the Respondents

Profile	Frequencies (n=402)	%
Profession		
Tour operator	174	43.3
Manager	199	49.5
Other	29	7.2
Education		
High school	0	0
Bachelor	246	61.2
Post-graduate	156	38.8
Experience		
1-3 years	105	26.1
4-6 years	150	37.3
6-9 years	45	11.2
More than 9 years	102	25.4

### Green Practices in Tour Packages

Respondents were asked to indicate how frequently their travel agents adopt green practices in their tour packages (Table 5). The mean score of implementing green practices in tour packages, ranging from 1.284 (never) to 3.654 (sometimes). The respondents assigned a very low score to the following green practices: organizing courses for employees to improve their knowledge on green practices and providing tourists guidelines concerning how to do green activities (1.284 and 1.764; refers to never applied). Respondents stated that their companies rarely implement the following green practices; send emails with green advice for active traveling, provide instructions to protect the wildlife and natural environment; take actions to teach tourists good habits for supporting environmental protection, provide off-road tours, promote low impact packages, and promote educational activities and provide information concerning green behavior via websites/ pre-travel booklet. Travel agents sometimes ask their tour guide to introduce the tourists to natural treasure, and provide them guidelines on how to behave and conserve the environment. The data shows that travel agents often support the local community through draw tourists' attention to the stores provide handicraft products that are worth buying, it is the only item of green practices that have achieved

the highest mean score (3.654). The overall mean score is 2.286, which represents the rare adoption of green practices in tour packages at travel agents.

**Table 5**

Percentages and Means Responses to Travel Agents' Green Practices

Item	Almost always	Often	Sometimes	Seldom	Never	Mean	Interpretation
Sending emails with green advice for active travelling	0	11.4	17.9	12.9	58.5	1.816	Rarely
Provide instructions to protect the wildlife and natural environment	0	11.4	32.8	24.6	31.1	2.246	Rarely
Your tour guide introduces the tourists to natural treasure and provides them guidelines on how to behave	5.0	27.6	30.6	21.9	14.9	2.858	Sometimes
Your guide draw tourists' attention to the stores provide handicraft products that are worth buying to support the local community	24.9	45.5	14.7	0	14.9	3.654	Often
Take actions to teach tourists good habits for supporting environmental protection	0	20.4	19.2	22.6	37.8	2.221	Rarely
Provide off- road tours	0	0	45.8	24.1	30.1	2.157	Rarely
Organize courses for employees to improve their knowledge of green practices	0	0	11.4	5.5	83.1	1.284	Never
Provide tourists guidelines for green activities	11.4	0	20.6	20.6	62.9	1.764	Never
Promote low impact packages	0	14.7	16.7	19.4	19.4	2.266	Rarely
Promote educational activities	0	0	27.4	52.5	20.1	2.072	Rarely
Provide tourist sites' waste management rules	0	27.9	34.1	30.3	7.7	2.821	Sometimes
Provide information concerning green behavior via websites/ pre-travel booklet	0	17.9	17.4	38.3	26.4	2.269	Rarely
Average						2.286	Rarely

### Green Practices in Internal Management

Participants were asked to state how frequently their companies adopt green practices in internal management (Table 6). They assigned the highest score to the digitization of all information about a customer and trip, including profile data, bills, notes, complaints, etc. (4.276). On the other hand, participants stated they had never engaged through a training module concerning green management and practices (1.455). Their travel agents rarely review the current business practices and develop plans to support green practices (1.968), raise the awareness of going green and its benefits (2.299). The average mean demonstrates that travel agents sometimes implement green practices within their internal management.

**Table 6**  
Internal GM at Travel Agents

Item	Almost always	Often	Sometimes	Seldom	Never	Mean	Interpretation
Instructions to reduce usage of water and energy	0	58.2	37.3	4.5	0	3.537	Often
Use fluorescent bulbs	41.0	35.8	18.7	4.5	0	4.134	Often
Switch off lights if not needed	31.8	41.8	21.4	5.0	0	4.005	Often
Air condition temp is 25 or more	18.4	36.3	40.3	5.0	0	3.682	Often
Print on both sides of paper	4.2	43.0	41.8	10.9	0	3.406	Often
Digital filing system	53.0	27.9	12.9	6.2	0	4.276	Always
Review current business practices and ensure plans that support going green	0	13.2	10.4	40.0	40.0	1.968	Rarely
raising awareness and understanding of going green and the benefits of addressing it	0	16.4	21.6	37.3	24.6	2.299	Rarely
Engage employee through training module concerning green practices and management	0	11.4	0	11.2	77.4	1.455	Never
Average						3.274	Sometimes

### Outcomes of Going Green

Regarding the outcome's statements showed in Table 7, the respondents were strongly agreed that implementing green management practices are essential for keeping the environment clean (4.677), making a positive effect on the company's image (4.614), Lowering operating costs due to more efficient operating practices (4.368) and achieving competitive advantage (4.356). They agreed on the following outputs; providing new marketing opportunities with the customer relations management database (4.065), and achieving tourist satisfaction and loyalty (4.057). The average mean showed the positive perception of the respondents on the outcomes of applying green management practices in their business.

**Table 7**

Percentages and Means of the Outcomes of Going Green

Item	Strongly agree	agree	Neutral	disagree	Strongly disagree	Mean	Classification
Achieving competitive advantage	55.0	29.6	11.4	4.0	0	4.356	Positive
Lower operating costs due to more efficient operating practices	43.3	53.5	0	3.2	0	4.368	Positive
Keep the environment clean	67.7	32.3	0	0	0	4.677	Positive
Make positive effect on the company's image	61.4	38.6	0	0	0	4.614	Positive
Loyalty and satisfaction of tourists	46.5	33.1	0	20.4	0	4.057	Positive
New marketing opportunities with the Customer Relations Management database	40.0	38.3	9.7	11.9		4.065	Positive
Average						4.356	Positive

**Obstacles to Implement Green Practices**

Table 8 indicates the respondents' viewpoints concerning the obstacles which may affect the adoption of green management practices in tourism operations, the respondents ranked the economic issues as the first obstacle, followed by inefficient internal administration and lack of environmental awareness respectively. But they considered government regulations and law rarely confront the adoption of green practices.

**Table 8**

Respondents' viewpoints on the obstacles to implementing green practices

Item	Strongly agree	agree	Neutral	disagree	Strongly disagree	Mean	Rank	Classification
Economic issues	35.1	52	0	12.9	0	4.092	1	Positive
Lack of environmental awareness	46.0	5.2	6.0	42.8	0	3.545	3	Positive
Inefficient internal administration	39.3	43.5	4.0	6.2	7.0	4.020	2	Positive
Government regulations and laws	0	0	11.4	5.5	83.1	1.284	4	Negative
Average = 3.235								Positive

Independent *t*-Test analysis was applied to identify differences in the responses between groups. Table 9 indicates the differences between travel agents concerning implementing green practices in tour packages. The results displayed that there is a

significant difference ( $p < 0.05$ ) between travel agents that are members of environmental organizations, as those who have a membership implement green practices to maintain their membership. Also, travel agents who provide tourism services for small groups keen to implement green practices more than those dealing with large groups ( $p < 0.05$ ).

**Table 9**Independent Samples *t*-Test

Green practices				
Membership	Means		T	Sig
	Yes	No		
	3.718	2.039	28.678	0.000
	2.538	1.269		
Provided services				
	Small groups	Large groups	20.096	0.000
	2.905	1.757		

Table 10 used One-way ANOVA to compare the effect of education, types of provided services, type of customer, and the number of travel agents' branches on the adoption of green practices within internal management. The results show that they have a significant effect on the implementation of internal green management ( $p < 0.05$ ).

**Table 10**

One-way ANOVA Samples Test

Between groups	Items	Sum of squares	df	Mean square	F	Sig.
Internal GM	Education	217.869	19	11.467	15.180	0.000
	No. of branches	287.022	19	15.106	23.161	0.000
	Types of provided service	759.525	19	39.975	8.819	0.000
	Type of customer	59.159	19	3.114	29.221	0.000

**Table 11**

Pearson Coefficient Correlations Between Variables

Item	r	Asymp. Sig. (2-tailed)
Adoption of green practices in trips and excursions		
Education	0.228**	0.000
Experience	0.183**	0.000
Position	0.168**	0.000
Type of service	0.223**	0.000
Internal GM		
Education	0.308**	0.000
Experience	0.016	0.743
Position	0.318**	0.000
Type of service	0.030	0.544
Outcomes of applying GM		
Education	0.183**	0.000
Experience	0.022	0.663
Position	0.350**	0.000

\*\* Correlation is significant at the 0.01 level (2-tailed).

Table 11, demonstrates the Pearson coefficient correlation test, it is used to measure the correlations between the adoption of GM and the following variables; education, experience, position, type of service. Results show significant linear correlations between the education, experience, position, and type of services and the adoption of green practices in tour packages ( $p < 0.01$ ). There is a significant linear correlation between the adoption of green practices in internal management and education and position at  $p < 0.01$ , but its degree is weak. While there is no correlation between the application of green practices in internal management and experience and the type of provided services at travel agents ( $p > 0.01$ ).

Regarding the respondents' perception concerning the outcomes of adopting GM, there is a significant correlation between their perception and education and position ( $p < 0.01$ ), but the results show no correlation between respondents' experience and their perception of GM outcomes.

**Table 12**

Correlations Between Green Management Practices and the outcomes

	<b>r</b>	<b>Sig.</b>
Achieving competitive advantage	0.619**	0.000
Lower operating costs due to more efficient operating practices	0.499**	0.000
Keep the environment clean	0.397**	0.000
Make a positive effect on the company's image	0.614**	0.000
New marketing opportunities with the customer relations management database	0.551**	0.000
Loyalty and satisfaction of tourists	0.665**	0.000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Table 13**

Correlations Between Green Management Practices and Obstacles

	<b>r</b>	<b>Sig.</b>
Lack of environmental awareness	-0.227*	0.000
Economic issues	0.695**	0.000
Inefficient internal administration	0.622**	0.000
Government laws and regulations	0.297**	0.000

\*\* . Correlation is significant at the 0.01 level (2-tailed). \* . Correlation is significant at the 0.05 level (2-tailed).

Table 12, shows that there are significant and strong positive correlations between the adoption of green management practices and the following outcomes; achieving competitive advantage, make a positive effect on the company's image, and achieves loyalty and satisfaction of tourists ( $p < 0.01$ ,  $r > 0.59$ ). The result reveals a significant and medium positive correlation between green management practices and lower operating costs due to more efficient operating practices, provide new marketing opportunities with the customer relations management database, and keep the environment clean ( $p < 0.01$ ,  $r < 0.59$ ).

Table 13, identifies that there are positive strong correlations between the adoption of green management practices and economic issues, and inefficient internal administration at travel agents ( $p < 0.01$ ,  $r > 0.59$ ). There are significant linear correlations between adopting green management practices and the lack of environmental awareness, and government laws and regulations ( $p < 0.01$ ,  $r < 0.30$ ), the correlation's degree is weak.

## 5. Conclusion

Findings on the nature of the travel agents in Egypt indicate that only very few travel agents have green-oriented characteristics. It means that Egyptian travel agents require developing green policies and strategies to keep the environment clean and guarantee their sustainability. Travel agents rarely implement green practices in their tour packages, they didn't give great consideration to improve their staff knowledge of green practices. The travel agents rarely review current business practices and rarely develop plans to support green practices. The only green practice that has been implemented at a large number of travel agents in their tour packages is giving great support to the local community, through draw tourists' attention to the stores, which provide handicraft products that are worth buying. The current study pointed out that the frequency of applying green practices within internal management at travel agents is greatly higher than the adoption of green practices in tour packages.

Results figured out a significant weak correlation between education, experience, position, type of service, and the adoption of green practices in tour packages. However, education and position have a significant effect on applying green practices at internal management, while there is no correlation between the application of green practices in internal management and experience and the type of provided services. The perception of staff at travel agents concerning the outcomes of going green is highly positive, this is may due to their high education level. Where there are positive strong correlations between green management practices and the foregoing outcomes; achieve a competitive advantage, make a positive effect on the travel agent's image, and achieves loyalty and satisfaction of tourists.

Travel agents in Egypt considered the economic issue as the main obstacle to adopt green management practice. Probably, the adoption of GM for the first time seems to be costly but in the long term, the travel agents will save more expenses in their operational process and this will be useful for both travel agents and the environment. The green performance of Travel agents in Egypt needs to be improved; allocate budget to implement green management practices, as well as have memberships at environmental organizations to improve their image and achieve competitive advantage.

The findings of this research can be valuable to travel agents' managers as it helps them understand green management practices in the tourism business, and can enable them to develop policies and strategies to implement GM in their business. Also, capacity building and increase the awareness on the adoption of green practices is very important, as it encourages staff to work for a better future and enhances travel agent's commitment towards preserving the Egyptian destination.

## 6. Recommendation and future research

The study suggests that the Egyptian destination policymakers should encourage travel agents to adopt green management practices, one of the encouragements is to certify the travel agents that go green. There would be three types of certification; silver for applying internal GM, gold for those implement green practices at organized trips and excursions, Platinum for those who apply internal GM as well as green practices in their packages. The audit will be through investigating policies and strategies to be green and rating to what extent travel agents respect the environment in their operations. Another way might be with the issuing of a guideline for green travel agents and publish it internationally to promote them, subsequently, their market share, as well as their profits, will be increased.

This study focuses only on a supply-side perspective and clarifies the green-oriented characteristics of travel agents in Egypt. Further research is needed to study the demand-side perspective in response to green travel agents and implementing green practices in their tour packages. This study can also be repeated after three or more years to make certain if the travel agents' green practices have been improved or not.

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## ممارسات الإدارة الخضراء في شركات السياحة في مصر: الإدراك والتطبيق

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### المخلص

أجريت هذه الدراسة للتعرف على مدى تطبيق شركات السياحة في مصر ممارسات الإدارة الخضراء، ودراسة مدى إدراكهم للنتائج المترتبة على تطبيق الممارسات الخضراء، واستكشاف آرائهم حول العقبات التي قد تؤثر على تطبيقها في مجال السياحة. اشتملت عينة الدراسة على 402 مفردة من العاملين بشركات السياحة. أظهرت النتائج أن العاملين بشركات السياحة لديهم معرفة وإدراك ايجابي تجاه أهمية تطبيق الإدارة الخضراء في الأنشطة والعمل السياحي، ووضحت الدراسة وجهة نظرهم تجاه العقبات التي قد تواجه تبني وتنفيذ ممارسات الإدارة الخضراء في مصر والتي كان من أهمها التكلفة الاقتصادية. كما أظهرت النتائج أن هناك فجوة كبيرة بين الإدراك الإيجابي لأهمية الإدارة الخضراء والممارسات الخضراء وتطبيقها فعلياً في أعمال الشركات السياحية. حيث إن معظم شركات السياحة في مصر ليس لديها عضوية في أية منظمة تهدف للحفاظ على البيئة وتطبيق الممارسات الخضراء، ليس لديهم رؤى تحترم البيئة أثناء ممارسة العمل السياحي، بالإضافة إلى عدم تخصيص ميزانية لدعم الممارسات الخضراء. كما أفرزت النتائج أن عددا كبيرا من شركات السياحة يطبق الممارسات الخضراء في الإدارة الداخلية أكثر من تطبيقها في البرامج والأنشطة السياحية التي يمارسها السائحون. وخلص البحث الى أن الأداء الأخضر لشركات السياحة في مصر سيء للغاية، لذلك يحتاج مدراء الشركات السياحية إلى تطبيق إدراكهم الإيجابي لأهمية ممارسة الإدارة الخضراء في سياساتهم، واستراتيجياتهم، وخطط عملهم، وبرامجهم السياحية، وكافة الأعمال اليومية، للحفاظ على استمرارية النشاط السياحي وتحقيق ميزة تنافسية وصورة ذهنية إيجابية.

### معلومات المقالة

#### الكلمات الختامية

الإدارة الخضراء؛  
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