

Estimation of motives for adopting green practices in restaurants in Alexandria

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Abstract

The objective of this study is to examine the motives for adopting green practices in restaurants of Alexandria and the impact of this adoption on the firm performance. The results are based on a survey of 150 restaurants managers. The findings indicates that the green practice have a positive direct influence on the operational performance and competitiveness of Alexandria restaurants.

Key Words: Adopting green practices, restaurants, firm performance, Alexandria.

Introduction:

Most of the hotels and some restaurants around the world have recently adopted the slogan "green". This is one of the recent trends in Eco-Tourism therefore, sustainability is a brilliant way of performing business and one of the essential parts of sustainability transition process is developing innovative and constructive corporate culture through integration (Chan, H. K., et.2012). Therefore, the renewed focuses on the impact of manufacturing industries' stakeholders such as the regulatory makers, customers and employees have been requiring manufacturing organization to be more responsible regarding the environment with respect to their products and process (Amrina, E. and Yusof, S.M .2011). Environmental concerns and consciousness are driving business firms to look into their operational impacts. Referring to some authors, environment sustainability performance is defined as the evaluation of organizational reduction of emissions, decrease of consumption of harmful materials and efficient energy or resources use (Junquera, B., et .2012). Several studies have found that hotel chains have compelling performance-based incentives to adopt green practices (Hsieh YC .2012). The main reasons for these incentives is that larger companies are more visible and generate more pollution and that stakeholders can exert influence over these organizations. Therefore, with their share in rising environmental awareness, many companies have successively declared their environmental and social responsibility.

The adoption of green practices is an especially relevant, issue for restaurants because as some authors (Trung DN, Kumar S. 2005) have shown, restaurants are ranked second in the tourism industry in terms of resource usage and waste generation. In addition, being "green" presents restaurant will the increase the opportunity to offer new types of products based on the concept of "green food" where all menu items prepared in kitchens are plant based. Wheat, soya, peanuts, tree nuts, and seeds are present though they keep items separated they cannot guarantee the prevention of cross – contact of any ingredient present in their restaurants including but not limited to wheat, soy, peanuts, tree nuts, and seeds. Therefore they do not assume responsibility for a particular sensitivity or allergy to any food product provided by green or name restaurants. If you have a hypersensitivity to any of the above allergens, you may want to reconsider dining in these restaurants (Terms and conditions, privacy policy, All Rights Reserved. 2016). Consumer is seeking this type of food which has increased during the past decade (Jang YJ, et. 2011).

Therefore, by considering customers with ecofriendly lifestyle (Hu H, et .2010) and who are worried about health and nutrition (Kincaid C, et .2010) or have health problems, restaurant can access new market segments and achieve a competitive advantage (Han H, et .2011, Vachon S and Klassen RD .2006). So green practices could become a key driver for long – term survival. Otherwise, firms should pay attention to their awareness and ability to respond to the environmental impact in the food and beverage industry. Companies play an integral role to prevent environmental impact.

Customers have begun to look for environment friendly products to purchase, and began to demand that the restaurants have a green system (Jani.D, HanH.2011). This study focuses on the restaurant sector, to elucidate the primary motivations for adopting green practices in Alexandria, to increase the understanding of the environmental behavior of restaurants in it, and to analyze the direct effect of greening on the operational performance, competitiveness also it provides useful empirical evidence of the mediating effects of green practices on firm performance. The definition of green practices as used in this paper includes general operational environmental practices performed by restaurants, such as water and energy conservation, ecological purchasing and waste management as recycling.

Theoretical frame work and hypotheses

Motivations for the adoption of green practices in restaurants

Some studies have shown that external pressure serves as the main driver for restaurants to adopt green practices and the main external factors leading to the adoption of green practices are government regulations (Alonso.2012). Also, to attract new customers or enter new markets (Gavronski I, et. 2008, Alonso–Almeida MM. 2012), supplier influence (Vachon S, Klassen RD .2006), the need to keep up with competitors and social pressures in the countries where the company exercises its activities (Sharma S, Henriques I .2005, Chan ESW, Wong SCK .2006).

In the tourism sector, the primary stakeholders identified as key drivers for the adoption of green practices are in decreasing order of Priority, customers, governments, local communities, employees, suppliers, competitors, insurers, banks and other companies in the area (Alonso–Almeida MM .2012, Bagur–Femenias L, et .2013). For restaurants, in addition to the previously listed drivers customers who perceive health as a priority and seek other market segments or new products to keep up with trend (Longart P .2010, Jani.D, HanH.2011). Could be key drivers, the influence of current customers is also critical (Jang YJ, et .2011, Wang R .2012).

In accordance with prior research, the following hypothesis is proposed:

Hypothesis(1): Environmental pressure is positively related to the adoption of green practices in restaurants.

Impact of the adoption of green practices on firm performance

Some studies pointed out that adoption of green practices allows firms to improve their financial performance in two ways, directly or indirectly, through reduction in daily operating costs and improvement in competitiveness, respectively.

One research, reviewed the relationship between environmental practices and firm performance and confirmed that this direct relationship is positive with rare exceptions (Hofer C, et .2012, Wagner M .2005, Jacobs BW, et .2010).

In the context of the tourism industry, previous studies are almost anonymous that green practices are positively related to firm performance. Thus author found that hotels adopted more environmental practices achieved better firm performance than those adopting fewer (Trung DN, Kumar S .2005).

One research asserted that there is certain evidence of the relationship between environmental orientation and financial performance in the case of the groups that are indifferent to these matters (Malina–Azorin JF, et.2009).

Therefore, the next hypothesis is proposed

Hypothesis (2): The adoption of green practices is positively related to firm performance.

Some voices argued that green practices, at last basic practices, enough to produce direct effects on firm performance in terms of increases in sales, profitability or other financial figures. On the other hand, green practices also could improve firm performance (Lopez–Gamero MD, et .2009).

Though other mediated variables, such as operational performance and competitiveness according this, when tourism companies adopt green practices, the first impact is usually a reduction in the consumption of energy and water as well as in the generation of waste(Blanco E, et .2009, Chan WW .2009, Alonso–Almeida MM .2012, Hsieh YC .2012).

Restaurants usually implement these steps to achieve consumption cost savings – green practices do not require significant financial investment but may provide immediate economic benefits (Zeng SX, et. 2010).

Thus, hypothesis three is proposed: The adoption of green practices is positively related to operational performance

Operational management research today almost exclusively focuses on the exploitation, side of business operations, as improving efficiency, reliability and responsiveness (Holmstrom J, Romme AGL .2012).

One author explain that business to consumer restaurants as restaurants experience a high level of stakeholder scrutiny and, so, could use green practices to achieve competitive advantages (Hoejmoose S, et .2013).

Consequently, when a restaurants adopts such practices, it will improve its image, attract new green consumers, also satisfy existing customers and thus ensure themselves a better overall position in the market(Hillary R .2004, UNEP – United Nations Environmental Program .2006)

Also, the restaurant's employees may experience greater satisfaction in that the restaurant's environmental commitment could establish a new channel of communication between staff and management that may very well enhance staff morale and the general working atmosphere(Kassinis GI, Soteriou AC .2003, Lee S, et .2013).

A restaurant may adopt an environmentally responsible posture that helps to create a positive public image and explain it as an example for other restaurants in its sector (Kincaid C, et .2010, Hoejmoose S, et .2013). So, the adoption of green practices produces an immediate and visible improvement in organizational efficiency, occupational health and safety and environmental performance (Bagur–Femenias L, et .2013).

One author asserted that hotel managers perceive their hotels to provide added value to their customers because the latter appreciate the adoption of environmental practices (Lopez–Gamero MD, et .2009). Although another authors stated that when green practices fail in a hotel, customers may become dissatisfied (Robinot E, Giannelloni JL .2010).

Another author found that when a restaurant is focused on green practices, its ecofriendly reputation is one of the attributes most valued by customers (Jang YJ, et .2011). So another author also presented evidence that green practices in restaurants may improve customer satisfaction by strengthening their green image.

Thus, on the basis of the evidence listed above.

The following hypothesis is proposed: the hypothesis four.

Adoption of green practices is positively related to Competitiveness.

Hypothesis five: Firm performance is positively related to the Operational performance

Hypothesis six is proposed: Firm performance is positively related to the Competitiveness

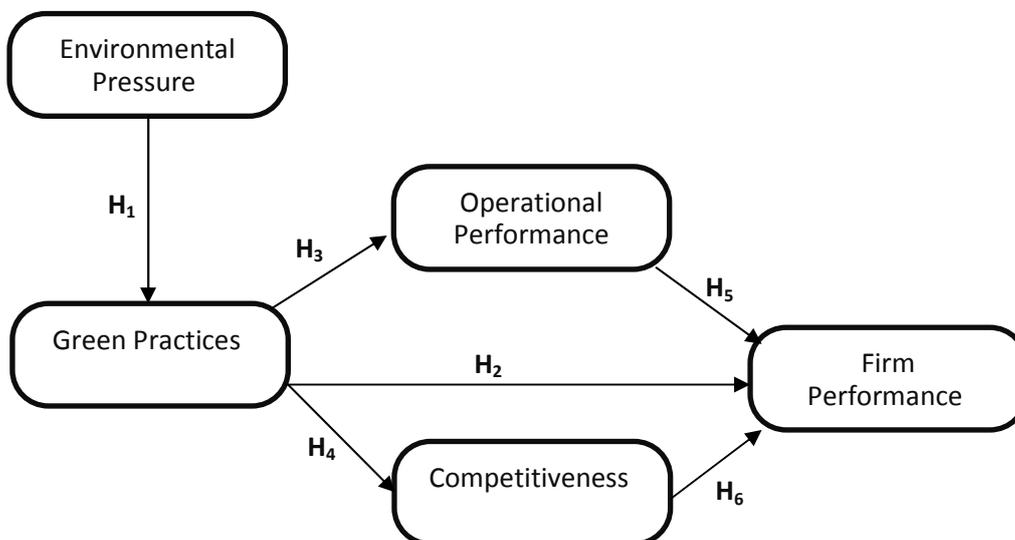


Figure (1): Show different hypothesis of the study

Material and Methods

Data Collection

The restaurants were selected through a random sampling method. Data were obtained from general managers of restaurants in the samples of this study, and were distributed the questionnaires in September and October 2016. During the distribution of the questionnaires, all purpose of the research and the confidentiality of the collected data were explained.

The survey questionnaires included two main sections:

The first section investigated the demographic data of respondents and the second section contained twenty-six statements about the green practices have been asked to managers to clarify the belief statements for investigating green capability in restaurants of Alexandria, including five factors:

- 1- Environmental pressure.
- 2- Green practices.
- 3- Operational performance.
- 4- Competitiveness.
- 5- Firm performance.

Participants

The sample of this study consisted of all managerial of restaurants were set up in Alexandria city. Association of F & B societies of the (150) questionnaires distributed, (132) managers responded, yielding a response rate of (88%) – (12%) of the returned questionnaires were excluded from the analysis because of incomplete.

The collected data in the present work were analyzed using the statistical tool referred to as structural Equation Modeling (SEM)

Measured factors

Measures of the survey initially developed in the present study:

- 1- Environmental pressure (ENV).
- 2- The adoption of green practices (PRAC).
- 3- Operational Performance (OPER).
- 4- Competitiveness (COMP).
- 5- Firm performance (PERF).

This part of the questionnaires would be expressed so that 1 represents strongly disagree and 5 represents strongly agree. The participants were asked to indicate, their opinions about the statements, except for the firm performance factor for this factor, the participants choose from one among five different percentage intervals due to the nature of the variables.

- 1- Environmental pressure (ENV)

Five items each for environmental pressure were adopted (UNEP – United Nations Environmental Programme .2006, Gavronski I, et .2008, Chan ESW, Wong SCK .2006, Gavronski I, et .2008, Leek .2009, Alonso–Almeida MM .2012, Bagur–Femenias L, et.2013).

The items were coded on a five point scale

- ENV1: Customers, suppliers, the government and other stakeholders encourage the organization to identify itself as a green business.
- ENV2: Most competitors are adopting environmental.
- ENV3: Many tourism business are adopting protection measures.
- ENV4: Organizations in the area are adopting environmental protection measures.
- ENV5: The public administration promotes environmental protection activities in this particular sector.

- 2- Green practices (PRAC)

To measure green practices the scale proposed items (Cote R, et .2006, Carmona – Moreno E, et .2004, Malina–Azorin JF, et .2009, Pereira–Moliner J, et .2012, Bagur–Femenias L, et .2013).

The items were coded on a five point scale.

- PRAC1: Your organization (restaurant) buys ecological products.
- PRAC2: Your organization had reduced its use of cleaning products that are harmful to the environment.
- PRAC3: Your organization implements water saving practices.
- PRAC4: Your organization (restaurant) buys ecological products.
- PRAC5: Your organization implements the selective collection of solid residues

- 3- Operational performance (OPER)

This investigation adopted proposed items (Gavronski I, et .2008, Bagur–Femenias L, et .2013).

The items were coded on a five point scale ranging from 1 = strongly disagree to 5 = strongly agree.

- OPER1: Environmental protection activities allow your organization to reduce its total operating costs.
- OPER2: Environmental protection activities allow your organization to reduce its water and electricity consumption.
- OPER3: Environmental protection activities enable the business to attract new clients or retain existing ones.
- OPER4: Environmental protection activities enable the business to differentiate itself from competitors.
- OPER5: Environmental protection activities allow your organization to reduce the risk of accidents and legal action.
- OPER6: Environmental protection activities allow the business to improve the profitability of the company.
- OPER7: Environmental protection activities allow the business to improve the profitability of the company.

4- Competitiveness (COMP)

Five items each for competitiveness (Lopez-Gamero MD, et.2009, Pereira-Moliner J, et .2012, Bagur-Femenias L, et .2013).

Five point scale ranging from = 1 strongly disagree to 5 = strongly agree.

COMP1: The restaurant image has been improved.

COMP2: The customer satisfaction level is higher than that of competitors.

COMP3: The employee satisfaction level is higher than that of competitors.

COMP4: The ability to maintain a market presence in times of crisis is greater.

COMP5: Sales have increased more than those of competitors.

5- Firm performance (PERF)

Four items each for firm performance were adapted and coded on a five point scale ranging from 1= strongly disagree to 5= strongly agree.

PERF1:Sales have increased over the last 2 years (0-10%, 11-20%, 26-50%, 51-75%, 76-100%)

PERF2:Profits have increased over the last 2 years (0-10%, 11-25%, 26-50%, 51-75%, 76-100%).

PERF3: The occupancy rate has improved in the last 2 years (0-10%, 11-25%, 26-50AA%, 51-75%, 76-100%).

PERF4:The number of employees has increased in the last 2 years (0 employees, 1-2, 3-5, 5-10, and < 10).

Statistical analysis of the data

Data were fed to the computer and analyzed using IBM SPSS software package version 20.0. Qualitative data were described using number and percent. Quantitative data were described using range (minimum and maximum), mean, standard deviation and median. Significance of the obtained results was judged at the 5% level. The used tests were Personally coefficient to correlate between two normally quantitative variables.

RESULTS

The data analysis was performed in two steps:

1. Assessment of the reliability of the measurements scales.
2. Analysis of the hypothesis model through structural equation modeling (SEM).

Table (1) shows the sample distribution according to the characteristics of the selected sample of restaurant in Alexandria. Table indicates that the sample majority 54.5% was fast food and 39.4% were a restaurant chain while the green restaurant was the lowest percentage 6.1%. The highest percentage of restaurant between 7-9 years was 47% while the lowest age of restaurant < 3 years was 4.5%. The highest percentage of location of restaurant in east of Alexandria city was 45.5% while the lowest percentage of location of restaurant in west Alexandria city was 19.7%.

Table indicates that the sample majority 97% was male and 3% was female with many of the respondents between the age of 41-50 years (51.5%) were participating in this study. The education of the sample was 87.9% bachelor, followed by 6.1%high school and post graduate. The majority of respondents had experience between 8-10 years (42.4%) while the lowest experience had 2-4 years (7.6%).

Table (1):Characteristics of the selected sample of restaurant in Alexandria (n=132)

Characteristics	No	%	
Kind of restaurant	Fast food	72	54.5%
	Series	52	39.4%
	Green	8	6.1%
Firm performance of restaurant	Follow Series	74	56.1%
	Follow green rest	16	12.1%
	Private	36	27.3%
	13	6	4.5%
Age of restaurant	< 3 years	6	4.5%
	3-6	28	21.2%
	7-9	62	47.0%
	10+	36	27.3%
Gender of manager	Male	128	97.0%
	Female	4	3.0%
Age of manager	20-	6	4.5%
	30-	44	33.3%
	40-	68	51.5%
	50-60	14	10.6%
Education of manager	Secondary school	8	6.1%
	Bachelor	116	87.9%
	Post graduate	8	6.1%
Experience years	2-4	10	7.6%
	5-7	42	31.8%
	8-10	56	42.4%
	>10	24	18.2%

Table (2) indicated that the descriptive of green practice & firm performance of restaurant in Alexandria, the highest mean in all factors were 4.6 in both operational performance and competitiveness, while the lowest means in all factors was M = 2.5 for factor firm performance.

Table (2): Descriptive of the measured factors according to green practices & firm performance of restaurants in Alexandria (n=132)

Domain	Item	Mean	SD
Environmental pressure	Customers, suppliers, the government and other stakeholders encourage the organization to identify itself as a green business	4.3	0.8
	Most competitors are adopting environmental protection measures	4.0	0.9
	Many tourism businesses are adopting environmental protection measures	4.1	1.0
	Organizations in the area are adopting environmental protection measures	4.2	0.7
	The public administration promotes environmental protection activities in this particular sector	4.2	0.8
Green practice adoption	Your organization buys ecological products	4.3	0.8
	Your organization had reduced its use of cleaning products that are harmful to the environment.	4.3	0.7
	Your organization implements water saving practices.	4.3	0.8
	Your organization (restaurant) buys ecological products	4.6	0.7
	Your organization implements the selective collection of solid residues	4.5	0.6
Operational performance	Environmental protection activities allow your organization to reduce its total operating costs.	4.2	0.9
	Environmental protection activities allow your organization to reduce its water and electricity consumption.	4.4	0.8
	Environmental protection activities enable the business to attract new clients or retain existing ones.	4.5	0.8
	Environmental protection activities enable the business to differentiate itself from competitors	4.3	0.8
	Environmental protection activities allow your organization to reduce the risk of accidents and legal action.	4.4	0.7
	Environmental protection activities allow the business to improve the profitability of the company.	4.5	0.6
	Environmental protection activities allow the business to improve the profitability of the company.	4.6	0.7
Competitiveness	The restaurant image has been improved	4.5	0.7
	The customer satisfaction level is higher than that of competitors	4.3	0.7
	The employee satisfaction level is higher than that of competitors	4.3	0.7
	The ability to maintain a market presence in times of crisis is greater	4.3	0.7
	Sales have increased more than those of competitors	4.2	0.8
Firm performance	Sales have increased over the last 2 years (0–10%, 11–20%, 26–50%, 51–75%, 76–100%)	3.1	1.2
	Profits have increased over the last 2 years (0–10%, 11–25%, 26–50%, 51–75%, 76–100%).	3.1	1.2
	The occupancy rate has improved in the last 2 years (0–10%, 11–25%, 26–50AA%, 51–75%, 76–100%).	3.3	1.3
	The number of employees has increased in the last 2 years (0 employees, 1-2, 3-5, 5-10, and < 10).	2.5	1.3

Table (3) shows that the overall green practices domains distribution among restaurants in Alexandria, the highest green practices performance was at operational performance followed with green practices and competitiveness (88%, 87.65% and 86.4%) the lowest green practices performance was at firm performance 59.7%

Table (3): Overall green practices domains distribution among restaurants in Alexandria

Domain	Minimum	Maximum	Mean%	SD	Mode
Environmental pressure	48.0	100.0	83.2	13.9	Good
Green practice adoption	60.0	100.0	87.6	11.8	Good
Operational performance	60.0	100.0	88.0	11.7	Good
Competitiveness	60.0	100.0	86.4	11.7	Good
Firm	20.0	95.0	59.7	23.1	Fair

Table (4) indicated that the Tool validity and reliability measures, where the tool was reliable at all its domains and α -Cranach's finding.

The firm performance showed the highest loading for green practices scale followed by environmental pressure and green practices adoption then by competitiveness (0.87, 0.85, 0.83 and 0.76).

Table (4): show Tool validity and reliability measures to studied sample

Item	Loading	Composite Reliability	Explained variance	α -Cranach's	KMO	Bartlett's test
Envir1	.89	0.85	67.80%	0.84	0.682	<0.001**
Envir2	.84					
Envir3	.76					
Envir4	.83					
Envir5	.80					
Green1	.86	0.83	65.10%	0.83	0.665	<0.001**
Green2	.87					
Green3	.72					
Green4	.77					
Green5	.80					
Perf1	.59	0.71	61.70%	0.72	0.604	<0.001**
Perf2	.75					
Perf3	.72					
Perf4	.87					
Perf5	.86					
Perf6	.81					
Perf7	.83					
Competit1	.83	0.76	63.70%	0.77	0.643	<0.001**
Competit2	.78					
Competit3	.84					
Competit4	.79					
Competit5	.73					
Firm.perf1	.97	0.87	86.10%	0.89	0.769	<0.01*
Firm.perf2	.95					
Firm.perf3	.89					
Firm.perf4	.90					

Table (5) showed that correlation matrix of constructs and square root of AVE, where the firm performance showed negative significant correlation with environmental pressure ($r = 0.19$; $p < 0.05$) and with operational performance ($r = 0.18$; $p < 0.05$), while there were no relation (negative non- significant correlation $r = -0.126$; $p = 0.150$ and $r = -0.053$ at $p = 0.549$) with both green practices & competitiveness.

Table (5): Correlation matrix of constructs and square root of AVE.

Item	Environmental pressure	Green practice adoption	Operational performance	Competitiveness	Firm performance
Environmental pressure	1				
Green practice adoption	.779*	1			
Operational performance	.783*	.863*	1		
Competitiveness	.774*	.801*	.897*	1	
Firm performance	-.191*	-.126	-.175*	-.053	1

* $P < 0.05$ (statistically significant) $r =$ Pearson coefficient

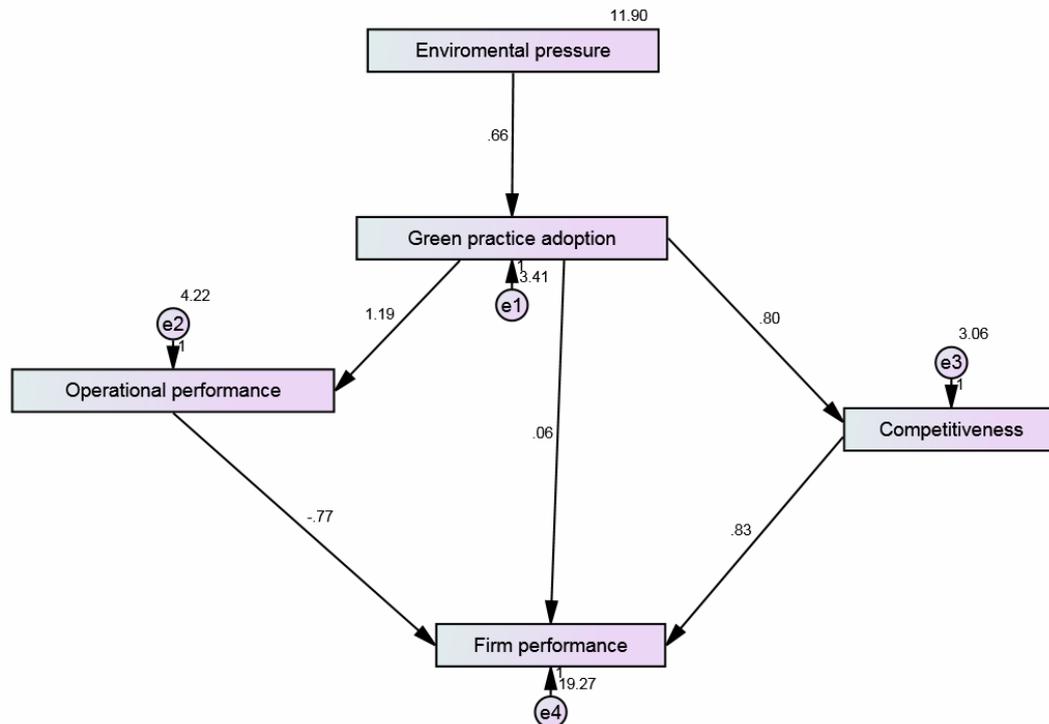


Figure (2): Shows structure equation model

DISCUSSION

Some studies clarifying that small companies and restaurants feel pressure from different stakeholders, as customers and government, to adopt green management practices (Gavronski I, et .2008, Alonso–Almeida MM .2012, Zailani S.H.M., et. 2012, Bagur–Femenias L, et .2013). Another authors managed to identify opportunities for firms in conducting environmental integration with their customers. One of these opportunities is by building great long term relationship with customers as it is the key for successful implementation of green practices (Zhu, Q., et. 2010, Green, K.W., et. 2012). Previous study has shown that the main driver for manufactures to improve their environmental practices and image is customer pressure. A part from that, understanding the needs of customer is an important aspect in creating value, due to pressures from the customers, it is critical for firms to conduct environmental collaboration with them to develop joint environmental planning and achieve environmental goals collectively (Vachon, S. and Klassen, R.D. 2008). In Alexandria regulations establish minimum sanitary controls and food traceability on operations that are mandatory, however, restaurant managers are free to determine the use of environmental practices within operations as a part of the company's strategy .So it appears that restaurants reacted to this pressure by implementing green operational practices as conserving water, conserving energy, recycling hazardous product waste and some using ecological food. So the green practices occurred in this research agree with the results of one study which was identified and classified the most used green practices in restaurants, firstly the recycling and composting of products as glass, metal ,plastic, cardboard and soil. Secondary, green practices in restaurants are usually geared towards energy conservation, water conservation, reduction of waste and establishing good relations with local communities. It is a result of cost saving that waste management, energy and water conservation have become popular environmental management practices, as managers have come to the realize that they could save on their water and energy bills if they adopt good green conservation practices (Mensah, I. 2007, Wisansing, J. 2013). Another study showed that the restaurants also used the installation of LED lights and replacing incandescent lamps (Trung DN, Kumar S .2005). Optimizing the amount of food prepared, minimizing the waste generated in the kitchen or installing grease traps in the kitchen drainage system these proposals constitute the first steps towards a sustainable restaurant. Thus, hypothesis one has been supported where($r = 0.779$; $p < 0.05$). Another researches showed that a lack of interest among small service and restaurants with regard to the application of green practices because they could not perceive a direct effect on business performance (Jacobs BW, et .2010). Our results reinforce the belief that there is not always a direct effect between green practices and financial performance. This lack of effect could be explained by the adopted green practices have an immediate impact on back office operations, while they could have low visibility for customer. Also, it appear to be insufficient to provide value to customers and therefore have a direct impact on firm performance. So, restaurants should move forward towards more visible green practices related to their products. Finally a stronger commitment to green practices is necessary to achieve a direct impact on firm performances, so, the hypothesis two has been not supported where table5 showed that the firm performance showed there were no relation (negative non- significant correlation $r = -0.126$; $p = 0.150$) with adaption of green practices.

The hypothesis number three, our results show a positive significant correlation between the adoption of green practices and operational performance where ($r = 0.863$; $p < 0.05$). So hypothesis three has been supported. The adoption of green management practices may therefore directly affect operational performance, for example, through the application of more efficient water and energy consumption and waste recycling methods and the subsequent reduction in total operational costs (Climent, S. 2010, Leek .2009).One author show that the environmental performance can also be a useful indicator in decreasing environmental risks, as well as supporting external communication and policy – making for both public and private sectors(Mazzi, A.C., et. 2012). The adoption of green practices needs several changes in employee behavior and internal processes, as operating cost reductions due to the improved use of available resources. This confirms the previous hospitality research (Sharma S, Henriques I .2005, Blanco E, et .2009, Gavronski I, et .2008).Finally, the adoption of green practices is significantly associated with a direct impact on operational performance through changes in water and energy consumption and waste recycling. Also our results show a direct relationship between green practices and competitiveness where the correlation between the adoption of green practice and competitiveness were positive significant correlation ($r = 0.801$; $p < 0.05$) so hypothesis four has been supported. Similar studies confirms also, the effect on competitiveness linked to the implementation of green practices has been widely studied (Malina–Azorin JF, et .2009, Pereira–Moliner J, et .2012, Hoejmose S, et .2013).So green practices could be a good way to maintain positioning in the market during times of crisis, furthermore, the adoption of these measures can be used to attract a new type of customer to the restaurant by offering new menu selection according to their preferences and concerns there by increasing sales more than the competition. Thereby employee satisfaction improves because they are working for a company that is committed to the environment (Alonso–Almeida, et. 2013, Hu, H., et.2010, Jang YJ, et .2011).

Table 5, indicated that the firm performance showed there were no relation with green practice and competitiveness firm performance showed there were no relation (negative non- significant correlation($r = -0.126$; $p = 0.150$ and $r = -0.053$ at $p = 0.549$) with both green practices& competitiveness.

So the hypothesis five and six were none supported by data analysis.

This study do not find a positive effect between adopting green practices and firm performance, thus, it is necessary to assess the effect of environmental practices as a whole, which could be difficult for restaurants because the attributes of management systems are generally informal. In Alexandria regulations establish minimum sanitary control and food traceability on operations that are man datary, however, restaurant managers are free to determine the use of environmental practices within operations as a part of the company's strategy. Thus it appears that restaurants reacted to this pressure by implementing green operational practices as conserving water, energy and recycling hazardous product waste or using ecological food.

Previous studies indicated a lack of interest among small service companies (restaurants) with regard to the implementation of green practices because they could not perceive a direct effect on business performance (Ilomaki, M. and Melanen, M. 2001).

CONCLUSION

It is possible to draw two interesting conclusions from this study that the interest of practitioners working in this sector. First, sustainability is increasingly valued in times of recession where green practices in restaurants in Alexandria have no relation on firm performance restaurants, but have a positive relation on competitiveness and operational performance that can efficiency improvement and competitive improvement that restaurants can develop to survive economic downturns and achieve better positioning in the market. Second practitioners should consider green practices to be a way to improve competitiveness where senior managers should consider that the adaption of certain green practices improves employee performance and achieves cost reduction in consumption. So the application and communication of these policies increase the motivation of workers because they feel that they are part of an environmentally sustainable project. Ultimately, customers receive better quality service, which may positively affect the profit and loss statement. Also green practices can be used to build and reinforce the brand and helps to cement customer loyalty to the brand and generates new customer interest in the restaurant's products and to better satisfy customer needs.

RECOMMENDATIONS

1. Restaurants should move forward to more visible green practices related to their products as the creation of a sustainable menu.
2. A sustainable menu should contains organic food, fish, and sea food that are sustainably harvested and free of harmful pollutants or avoiding the use of genetically modified foods.
3. A stronger commitment to green practices is necessary to achieve a direct impact on firm performance.
4. Green practices could be a key driver of green capability and it should be a priority in restaurants.
5. Restaurants should implement green practices to increase efficiency and promote business in order to improve environmental performance, waste minimization and cost saving.
6. Making a change to green operations could be a key driver of competitiveness

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الملخص العربي

تعتبر الإسكندرية واحدة من أهم مناطق الجذب السياحي على المستوى العالمي و هذا بسبب خصائصها المميزة سواء في الجوانب الطبيعية أوالبشرية، الجاذبة للنشاط السياحي. على الرغم من أن قطاع الضيافة يعتبر هو الصناعة الثالثة، ولكنها تؤثر في البيئة، وقد تم الاعتراف من قبل صناعة السياحة باعتبارها باعثا هاما من الغازات المسببة للاحتباس الحراري، وخاصة ثاني أكسيد الكربون. فمن المهم أن تتخذ إجراءات للحد من الأثر البيئي على البيئة في صناعة الضيافة. لذلك، فإن الهدف من هذه الدراسة هو دراسة الدوافع لاعتماد الممارسات الخضراء في المطاعم في الإسكندرية وتأثير هذا التبني في أداء الشركات والمطاعم. تستند النتائج إلى دراسة استقصائية أنجزت على 150 من مديري المطاعم. وتشير النتائج إلى أن الممارسات الخضراء لها تأثير إيجابي مباشر في الأداء التشغيلي والقدرة التنافسية في المطاعم بالإسكندرية.