

CONTRIBUTION OF GREEN ORIENTATION FOR THE ORGANIZATIONAL PERFORMANCE: A REVIEW OF STAKEHOLDER RELATIONSHIPS AND ECOLOGICAL MODERNIZATION PERSPECTIVES ON SUSTAINABILITY

W. D. Haritha Pushpakumara¹, Assoc. Prof. Dr. Halinah Atan, Prof. Dr. Ali Khatibi, Dr. S. M. Ferdous Azam, and Dr. Jacqueline Tham

Management and Science University, University drive, Off Persiaran Olahraga, Selangor Darul Ehsan, Malaysia.

ABSTRACT: *Despite the fact that sustainability has become ever more important for business organizations today, sustainability initiatives in the social, environmental, and economic perspectives are still not properly integrated with each other or funneled down into the organizational level. Strategic green orientation (SGO) is derived from market orientation to adequately integrate the social, economic, and environmental perspectives as a new paradigm for the implementation of sustainable development principles at the business organizational level. This article attempts to explore the theoretical basis of SGO. This review builds on the stakeholder and ecological modernization theories to investigate the critical determinants of SGO and how it integrates the three different perspectives of sustainability to convert them for superior performance. Based on theoretical foundations, this article explores a causal relationship between SGO and organizational performance that may stimulate further research and direct actions by decision makers and managers on sustainability perspectives in different industries such as tourism.*

KEYWORDS: Stakeholder Theory, Ecological Modernization Theory, Strategic Green Orientation, Sustainability, Business Organizations

INTRODUCTION

Sustainability of business organizations is a central concern today. Around the world, ecological deterioration, climate change, and social issues due to business-related activities have been contributing immense pressure on business organizations to act with a sustainability perspective. The sustainability of business organizations has currently become ever more important for different industries such as tourism, as a result of rising global awareness along with social and environmental consciousness regarding deteriorating ecological systems, resource scarcity, industrial pollution, and social issues throughout the global community (Miththapala et al., 2013; Bramwell et al., 2017). The tourism industry is becoming one of the industries that contributes significantly to the global impact on climate change (Gossling & Peeters, 2015; Scott et al., 2015). For example, in 2005, the global anthropogenic CO₂ emission from the tourism industry was estimated to contribute approximately 5 percent of the total in the world (UNWTO, 2010; Scott et al., 2015). By the year 2035, the tourism industry's contribution to global CO₂ emissions is projected to increase by as much as 135 percent due to predicted robust growth of international tourism and related activities (Scott et al., 2015). Furthermore, excessive consumption of natural resources, increasing CO₂ emissions, and excessive waste production are causes for growing concern regarding sustainability issues within the tourism industry (Sloan et al., 2004).

The application of sustainable development principles has been increasing in the domain of business management since the Brundtland Commission of United Nations in 1987. Thus, social, environmental, and economic perspectives related to sustainability have become key strategic aspects in business management (Rainey, 2006); however, social, environmental, and economic perspectives of sustainability have been operationalized in an isolated manner from each other during the last two decades (UNEMG, 2011). These perspectives of sustainability are not properly integrated so that they can be applied in the domain of business management at the organizational level.

The stakeholder theory provides the basis for businesses to understand the needs of their relationships with stakeholders to manage their businesses more effectively (Freeman, 1984). Scholars used this theoretical foundation to conceptualize the integration of social perspectives into the sustainability of business organizations (Garvare & Johansson, 2010; Jones et al., 2014). As a result of increasing levels of social and environmental requirements for sustainability, business organizations have begun to strive to develop relationships with stakeholders and their networks for more collaborative efforts in the field of sustainability.

The theory of ecological modernization is a constructive, proactive approach where businesses deal with environmental problems at the organizational level (Andersen & Massa, 2000; Çigdem & Korhan, 2016) by integrating technology and innovation into environmental perspectives. Ecological modernization and sustainable perspectives can be inter-connected at the business organizational level. This approach focuses on how business organizations and individuals integrate the concerns for the environment with their operations and practices for sustainability (Mol et al., 2009, 2014; Spaargaren & Cohen, 2009; Longhofer & Jorgenson, 2017).

Strategic orientation can provide clarification about why business organizations need to undertake proactive and committed actions to address critical issues like sustainability (Hsu et al., 2016). More specifically, market orientation related to the environment and stakeholder management revealed that business organizations need to invest in gathering social and environmental intelligence and develop a broad range of stakeholder relationships (Mitchell et al., 2010); however, shortcomings of market orientation have also been identified. Market orientation inadequately addresses the interests of stakeholders who are not directly involved in business processes (Dobscha, Mentzner, & Littlefield, 1994; Helfert et al., 2002; Mitchell et al., 2010). Another deficiency of market orientation is insufficient attention towards the need for environmental perspectives in business organizations (Mitchell et al., 2010; Bakir et al., 2013). Hence, strategic green orientation has been derived from market orientation (Jaworski & Kohli, 1993; Kohli & Jaworski, 1990; Stone et al., 2004; Stone & Wakefield, 2000; Hong et al., 2009; Bakir et al., 2013) and can be used to adequately integrate the social, economic, and environmental perspectives as a new paradigm for the implementation of sustainable development principles at a business organizational level to enhance organizational performance and sustainability (Gast et al., 2017). Green orientation refers to a “long-term commitment for producing environmentally sound products and services through the implementation of environmental improvement goals and programs in the past, present, and future” (Hong et al., 2009, p. 514).

This article attempts to explore the useful avenues in stakeholder relations and ecological modernization towards the goal of green orientation for the integration of social and environmental perspectives at a greater level. This conceptual understanding brings more value for decision makers, practitioners, and managers to tackle practical challenges in the

implementation of green orientation initiatives aimed at enhancing the organizational performance and sustainability at the business organizational level. The aim of this review is to provide a theoretical basis to stimulate further research and direct actions on sustainability perspectives of different industries such as tourism.

THEORETICAL BACKGROUND

Several theories have evolved to explore, understand, and describe the complex relationships between sustainability and business organizations (Chang et al., 2017). Scholars around the world have widely explored stakeholder and ecological modernization theories to explain and conceptualize strategic sustainable management at a business organizational level. In order to understand how these two theories can be beneficial for strategic green orientation and organizational performance, a brief conceptual overview of the stakeholder and ecological modernization theories is provided in this section.

Stakeholder Theory

Freeman (1984) pioneered and introduced the stakeholder theory by arguing that organizations need to understand their relationships with stakeholders in order to manage their businesses effectively. These stakeholders are not only traditional groups of suppliers, customers, and employees, but also include non-traditional groups such as government, environmentalists, and special interest groups, etc. The term ‘stakeholder’ was defined by Freeman (1984) as “any group or individual who can affect or is affected by the achievement of the organization's objectives” (Chang et al., 2017, p. 51). Scholars have focused much attention on the stakeholder theory to conceptualize the sustainability of business organizations (e.g. Garvare & Johansson, 2010; Jones et al., 2014). Two types of stakeholders, primary and secondary, were identified by researchers. Among these stakeholders, primary stakeholders can make a more direct influence on business organizations or they are influenced more by the business organizations than secondary stakeholders (Castka & Prajogo, 2013; Chang et al., 2017). It is important to note that the main focus of the stakeholder theory was originally on *social* stakeholders. With growing concerns about sustainability, this theory is now associated with non-social stakeholders to address environmental and social issues (Lozano et al., 2015; Chang et al., 2017).

The stakeholder theory is centralized around the belief that organizations should be sensitive to their responses for the interest of a wide variety of stakeholders such as customers, suppliers, and society-at-large by ultimately aiming to be more successful (Jones et al., 2014). Modern business organizations should strategically focus their attention so that they can satisfy a wide variety of stakeholders (Garvare & Johansson, 2010; Jones et al., 2014). Hence, scholars have argued that the stakeholder theory is very relevant and useful for its thoughts on the concept of sustainability (Peter et al., 2014). The relationship between the stakeholder theory and sustainability was explored by Steurer et al. (2005) through an investigation on how organizations tackled the stakeholder claims of economic, social, and environmental concerns (Jones et al., 2014). Furthermore, Linnenluecke and Griffiths (2013) argued that business organizations need to respond to pressures and demands from their stakeholders in order to achieve their strategic objectives. This theory is significantly important for an organization's innovative perspectives (Chang et al., 2017).

Numerous studies in the tourism industry have focused on examining the importance of inter-firms' stakeholder networks and the effects of collaboration among stakeholders for organizational sustainability. These studies revealed that an individual organization's performance depends on its direct and indirect relationships with stakeholder networks, which is emphasized by the stakeholder theory (Presenza & Cipollina, 2010). Stakeholder networks and their relationships consequently build social capital (Petrou & Daskalopoulou; 2013). Social capital refers to resources embedded within stakeholder networks and the relationships possessed by a business organization to access resources and information in the same network (Martínez-Pérez et al., 2016). Business organizations' resources are limited. Social capital is a form of capital that is truly important for strategic interventions and organizational performance (Ahuja et al., 2008; De Carolis & Saporito, 2006; Petrou & Daskalopoulou; 2013). On the other hand, inadequacy of resources leads to failures of all strategic intentions of business organizations (Chen et al., 2007).

Stakeholder networks provide opportunities to transfer and share knowledge for organizational learning that is required to increase innovation and competitiveness in business organizations (Presenza & Cipollina, 2010). In addition, Cespedes-Lorente et al. (2003) suggested that the stakeholder theory can be applied as a way to approach environmental management issues of the tourism industry. For example, the forgone and available literature shows that pressure from both primary and secondary stakeholders can influence and enhance the social and environmental performance of hotels in the tourism industry, according to Delmas and Toffel (2003).

Theory of Ecological Modernization

The original concept of ecological modernization was developed by Joseph Huber (1982) who argued that "the central institutions of modern society can be transformed in order to avoid ecological crisis" (Janicke, 1985). Harvey (1996) suggested that ecological modernization and sustainable development are connected as a central story line for development policy discussion. Furthermore, Mol (1994) revealed that the processes of production and consumption can be reorganized with ecological perspectives by the institutionalization of ecological goals into business organizations. The theory of ecological modernization provides a focus on how environmental concerns can be integrated into organizations and individual levels through their everyday functions (Longhofer & Jorgenson, 2017; Mol et al., 2009, 2014; Spaargaren & Cohen, 2009). Scholars revealed that environmental concerns and technological development are seen as critical factors that go hand-in-hand with economic development in transforming processes of production/service at an organizational level to create more sustainable forms of consumption (Huber, 2009; Longhofer & Jorgenson, 2017). This perspective can be reflected as a "win-win" situation. This theory further reveals that environmental improvements can be considered as economic opportunities and possibilities for continued economic development without affecting environmental resource challenges (Çigdem & Korhan, 2016; Fisher & Freudenburg, 2001; Zhu et al., 2011).

There are three dimensions of the ecological modernization theory as noted by Çigdem and Korhan (2016): institutional transformation, environmental rationality, and market dynamics. Environmental aspects can be injected into the modernization process by institutional transformation where the participation of all is encouraged. Furthermore, Çigdem and Korhan (2016) explained that economic assets can be strategically rearranged by business organizations to achieve environmental rationality through the process of developing new and

more environmentally friendly technologies. This process is called “ecologizing of economy.” Thus, an economic value can be created from environmental pollution and ecological degradation by taking measures to prevent pollution and degradation that can be described as “economizing of ecology.” Moreover, the dimension of ‘market dynamic’ can be described as the interest of environmental concerns that are able to transform and create a new, environmentally concerned market in the economy. Therefore, environmental concerns at an organizational level can shape the processes of production, service, organization, and supply/delivery (Çigdem & Korhan, 2016). Scholars have revealed the ecological modernization theory as a systematic eco-innovation theory that can be applied at the organizational level. This theory supports the organizations who invest in processes and product/service innovations to reduce environmental degradation for economic and environmental gain (Murphy & Gouldson, 2000; Sarkis et al., 2011). Empirical evidence provided by Zhu et al. (2012) showed that the ecological modernization theory helps producers with technological innovations for environmental management and economic returns. This theory is widely used by scholars to describe greening initiatives of business organizations.

STRATEGIC GREEN ORIENTATION AND THE SUSTAINABILITY OF BUSINESS ORGANIZATIONS

Strategic green orientation assists individual business organizations with enhancing their competitive business performance and sustainability at the organizational level (Hong et al., 2009). Many business organizations have been demonstrating a growing trend for their commitment to sustainable development as strategic orientation for their competitive advantage to differentiate themselves from rivals in the marketplace (Jones et al., 2014). Literature revealed that strategic orientations are critically important for a high level of organizational performance and the long-run survival of a business (Gatignon & Xuereb, 1997; Herath & Mahmood, 2014). Researchers have identified green orientation, sustainability orientation, and environmental orientation for the high level of organizational performance and sustainability (Bakir et al., 2013; Hong et al., 2009; Mitchell et al., 2010). The ultimate goals of these strategic orientations are the same: a high level of organizational performance and sustainability of the business in terms of the economic, social, and environmental perspectives. In this review, green orientation, sustainability orientation, and environmental orientation are unified as strategic green orientation (Hong et al., 2009) and considered as a strategic effort towards the sustainability perspectives of business organizations.

Green oriented business organizations design their products and services with characteristics of green, eco-friendly, or sustainable ways to minimize negative social and environmental impacts during the product life cycle (Albino et al., 2009; Bakir et al., 2013; Baumann et al., 2002). These organizations generate business intelligence on environmental needs that provide information to develop programs and strategies to improve the current and future quality of the environment. Literature shows that environmental orientation can be described as a wider effort by business organizations to generate ecological intelligence in relation to the environmental needs of society at present and future, and the dissemination of this information (Bakir et al., 2013). Hence, business organizations could respond to the above needs by adapting and developing programs that foster ecological concerns according to the public and stakeholders’ perceptions (Stone et al., 2004; Stone & Wakefield, 2000).

The aim of green management is to produce environmentally sound products and services to meet the demand of end consumers (Hong et al., 2009). Scholars revealed that effective coordination is required for product design, delivery, distribution, and disposal all the way through the product lifecycle for successful green management (Hong et al., 2009; Leibrecht et al., 2004; Venkata, 2009). Business organizations with a green orientation endeavor to reinvent the management process to minimize the harmful social and environmental effects for sustainability (Linton et al., 2007; Zhu et al., 2007). Furthermore, environmentally sound products and services are vital to enhancing an organization's business performance by the strategic *internal* integration of the business process and *external* coordination with stakeholders from the conception of the product/service to disposal (Gungor & Gupta, 1999; Linton et al., 2007; Seuring & Mueller, 2008). Thus, strategic green orientation requires implementing social and environmental practices and monitoring those practices along with future strategic initiatives (Hong et al., 2009).

The present review builds on the stakeholder theory and the theory of ecological modernization to investigate how green orientation can create superior performance and sustainability in business organizations. The stakeholder theory reveals that business organizations should respond to pressures and demands from their stakeholders to achieve the organizations' strategic objectives (superior organizational performance). This theory argues that business organizations need to understand their relationships with stakeholders and stakeholder networks for a more effective management process. Stakeholder networks of business organizations and their relationships provide access to embedded resources and information within the same stakeholder networks: social capital (Martínez-Pérez et al., 2016). Stakeholders and their networks also encourage and provide opportunities for transferring and sharing knowledge: organizational learning (Presenza & Cipollina, 2010).

There is evidence in the literature that social capital and organizational learning are important for strategic intentions and their implementation within business organizations. Coleman (1994) emphasized that social capital is available within social networks and it is facilitated by stakeholder actions within themselves. Relationships within stakeholder networks assist business organizations in achieving a better position and greater-than-average performance (Campopiano et al., 2016; Sainaghi & Baggio, 2014). Previous studies showed that there was a significant relationship between social capital and strategic orientations (Chen et al., 2007; Wimba et al., 2015). Furthermore, social capital catalyzes responsible behavior and concerns on environmental issues (Campopiano et al., 2016; Russo & Perrini, 2010). For example, social capital yields a strong positive drive for pro-environmental missions in tourism organizations (Campopiano et al., 2016).

Organizational learning refers to the set of norms and values of an organization that encourage information acquisition and interpretation. This acquired knowledge facilitates a behavioral change in the organization (Liu et al., 2010). Hence, business organizations take environmental issues as opportunities to be more proactive through organizing internal environmental trainings and environmental activities to address such environmental issues (Liu et al., 2010). Furthermore, organizational learning facilitates different strategic orientations for better organizational performance (Hakala & Kohtamaki, 2011). For example, Bakir et al. (2013) provided evidence that organizational learning influences the environmental orientation of organizations.

The theory of ecological modernization asserts that environmental improvements to prevent pollution and ecological degradation provide economic opportunities in business

organizations (Çigdem & Korhan, 2016). This theory supports innovations for strategic intentions of green management in business organizations to reduce environmental degradation and improve economic gains (Murphy & Gouldson, 2000; Sarkis et al., 2011). Innovation refers to the organization's ability to develop new processes, products, and services, then market them (Azadegan&Dooley, 2010). For example, innovations help business organizations reduce harmful emissions, especially carbon emissions, for environmental improvements (Carrion-Flores & Innes, 2010; Juriah et al., 2013). The adaptation of green innovation by organizations contributes to cost savings, enhancing efficiency and productivity, and creates quality improvements (Chiou et al., 2011; Juriah et al., 2013). Thus, innovations are needed to implement strategic green orientation in business organizations (Hong et al., 2009). A study further revealed that innovation influences the environmental orientation of organizations (Bakir et al., 2013). Evidence from the aforesaid review of literature shows that social capital, organizational learning, and innovation can be considered as important drives for the implementation of strategic green orientation in business organizations.

Studies have provided substantial evidence for the positive relationship between strategic green orientation and organizational performance in businesses (Bakir et al., 2013; Florida & Davison, 2001; Hong et al., 2009; Rosenzweig et al., 2003). Hong et al. (2009) suggested that strategic green orientation adds more value to new product offerings that results in enhancing green performance, eventually leading to a higher level of organizational performance by securing more market share and income with standing their rivals. Hence, some organizations have enhanced their focus on green performance (social and environmental perspectives of organizational performance). In this turn, ensuring environmental protection and the social aspects of performance are also equally important for growth and sustainability. Attention on energy efficiency, pollution reduction, waste management, and green product/service development requires improved organizational performance (Chen et al., 2006). Furthermore, employees of organizations are key elements to the successful adoption of green management processes for higher level organizational performance and customer requirements (Hong et al., 2009). The adoption of proactive green management practices together with stakeholders enables the production of socially and environmentally sound products and services that eventually lead to improved organizational performance and the satisfaction of stakeholders including employees, customers, and the community (including local suppliers and service providers). For several years, scholars have suggested that green performance could be a competitive advantage for business organizations (Mirghafoori et al., 2017). It is important to consider performance related to the viability of business organizations in terms of the short-term versus medium- and long-term since a business organization's viability in the long run is very important for its sustainability (González-Benito et al., 2009).

DISCUSSION

Applying the stakeholder theory is imperative to the sustainability perspective of business organizations (Peter et al., 2014). The commitment of business organizations to sustainability perspectives is a competitive advantage that can differentiate them from rivals (Jones et al., 2014). The goal of strategic green orientation is to achieve the highest level of organizational performance through optimal economic, social, and environmental performance. Strategic green orientation addresses the deficiency of market orientation on the interest of indirectly involved stakeholders and insufficient attention to environmental

perspectives. In this review, the stakeholder theory provides a strong theoretical basis to understand “the interest of stakeholders” and “why and how” it is important to deal with access to embedded resources and information within the stakeholder networks (social capital), as well as organizational learning from stakeholder relationships for strategic green orientation in order to achieve superior organizational performance. In many business organizations, there is a conflict of interest, of sorts, between financial profitability and environmental issues. The theory of ecological modernization provides a focus on how to integrate business operations and environmental concerns by using innovation for sustainability at the business organizational level (Longhofer & Jorgenson, 2017; Mol et al., 2009, 2014). The ecological modernization theory supports “win-win” solutions to address environmental issues through innovation. This theory provides a strong theoretical argument to understand “why and how” innovation is important for strategic green orientation, and consequently sustainable organizational performance. Hence, it can be argued that strategic green orientation receives strong theoretical support from the stakeholder and ecological modernization theories. Strategic green orientation narrows down the social, environmental, and economic perspectives of sustainability into the business organizational level and logically integrates them to materialize sustainable development principles for implementation within the business process. Overall, strategic green orientation offers more value to business organizations. The following sections outline future research opportunities and implications in tourism-related research as examples.

Future Research Opportunities

Undesirable impacts of social and ecological degradation have been experienced several times recently with unbearable negative economic impacts. The reasons identified for these negative consequences are insufficient integration of sustainable development principals with market-based corporate strategies and management processes (Mitchell et al., 2010). Thus, with regard to sustainability within business organizations, economic, environmental, and social perspectives are the main concerns in many economies at present (Johanna et al., 2017; Melissen, 2013). However, research on the integration of sustainable development principles with market-based cooperate strategies are very limited in many industries (e.g. the tourism industry). Furthermore, the application of sustainable development principles in business management (Brenton, 1994; Jackson, 2009; Stern, 2006) has been observed to be making slow progress during the last two decades (UNO, 2012). Thus, there is a continuous pressure from various stakeholders (scientific, academic, non-government organizations, diplomat communities, and consumers) towards business organizations to accelerate the adoption of sustainability orientation in business management processes (United Nations, 2012); however, knowledge about green orientation of entrepreneurship is still limited (Meek et al., 2010; Nagar et al., 2013). That is why Meek et al. (2010) identified a need for more research in the context of green management and entrepreneurship. This review suggests focusing empirical research investigations on the application of the stakeholder and ecological modernization theories for green management in the tourism industry. More specifically, deficiencies of market orientation addressed by strategic green orientation need to be tested in future research to strengthen the theoretical supports for the stakeholder and ecological modernization theories for sustainability perspectives in the tourism industry.

The strategic value of environmental orientation is important for business organizations to understand for their organizational success and sustainability (Russo & Fouts, 1997); however, literature in the green-context field shows the causal relationship between greening,

environmental management, and organizational performance in the tourism industry is yet to be concluded (Molina-Azorín et al., 2009; Pereira-Moliner et al., 2015) with more empirical evidence needed. Research in tourism on the link between environmental management, competitive advantage, and organizational performance are scarcely available except for a few recent studies (Leonidou et al., 2013; López-Gamero et al., 2011; Pereira-Moliner et al., 2015). Limited research attention has been given to provide empirical evidence or a theoretical model to describe “how, why, and when” green orientation can improve organizational performance and sustainability in the tourism industry. Qualitative research with a descriptive approach has been employed in many tourism business organizations related to research on greening and environmental management, but this arena is still far from providing clear guidance toward making managerial decisions for a competitive difference (Aragon-Correa et al., 2015). Furthermore, there is very limited research to provide guidance about which combinations of technological investments, management strategies, marketing, and consumer behavioral changes could help to achieve the tourism industry’s emission reduction goals of the Inter-governmental Panel of Climate Change (IPCC) for 2050 (IPCC, 2014; Scott et al., 2015). Therefore, the IPCC and academic scholars suggest that the tourism industry and tourism researchers must focus attention on doing more research to provide better strategic responses for climate change and sustainable tourism development (Gossling, Scott, & Hall, 2013; Scott et al., 2015; Scott & Becken, 2010).

Implications of Strategic Green Orientation in the Tourism Industry

Green business organizations seek to foster sustainability through their focus on economic, social, and environmental values (Kearins & Collins, 2012; Schaltegger & Wagner, 2011) as they strive to produce environmentally sound and safer products and services with a *low carbon footprint* for consumers and *more value* for the environment and society. These business organizations contribute to energy and water conservation, use renewable energy, reduce greenhouse gas emissions, conserve resources, recycle and reuse, manage wastes, utilize a green supply chain, manage processes for environmentally conscious products and services, and consider the environmental impacts of air flow and innovation (Shwu-Ing Wu and Yu-Chen Wu, 2014). Researchers indicate that there is a higher demand for green products and services and both consumers and business organizations are growing in their commitment to sustainable principles (Gast et al., 2017; Sumathiet al., 2014). Harini and Meenakshi (2012) and Gast et al. (2017) noticed an increase in environmentally friendly, sustainable, and green business organizations.

As most works in tourism literature suggest a positive relationship between environmental management and organizational performance, environmental management in tourism organizations provides a greater ability for them to understand the environment as a source of differentiation between themselves and others (Pereira-Moliner et al., 2015). Improved environmental and social practices of business organizations help to achieve competitive advantages and subsequently improve performance (Zhu et al., 2012). For instance, green hotels demonstrate their concern for the seriousness of ecological degradation that gives a source of intangible differentiation from others (Han et al., 2010; Kim & Han, 2010; Pereira-Moliner et al., 2015). Hence, strategic green orientation is vital to enhancing organizations’ competitiveness. Scholars found that strategic orientation is a prerequisite to improving performance (Day, 1994; Kohli & Bernard, 1990; Sinkovics & Roath, 2004). Porter (1998) revealed that competitiveness is the business organizations’ ability and its global strategy for differentiation to compete in world markets. As a result, a competitive advantages can be

created by business organizations to achieve better performance over their rivals (Pereira-Moliner et al., 2015; Porter, 1985).

In the tourism industry, innovation plays a significant role in the development of new tourism products and services that can result in added value for tourism organizations. For example, strength in sales revenue per room can be seen in hotels with greater numbers of new tourism products (Gomezelj, 2016; Ivankovic et al., 2010). The demand for green products and services in tourism has continuously increased in recent times; therefore, sustainable innovations in response to the growing demand are an opportunity for tourism businesses (Crnogaj et al., 2014; Gomezelj, 2016).

Competitiveness and the success of business organizations in service industries, such as tourism, depend on their ability to shape social relationships with stakeholders (Karcics & Szakacs, 2010; Petrou & Daskalopoulou, 2013). Social networks are important for gaining access to a variety of tangible and intangible resources (Gast et al., 2017; Greve & Salaff, 2003). Researchers emphasize that resource-constrained business organizations can utilize social capital to mitigate their liabilities (Chollet et al., 2014; Gast et al., 2017). Thus, collective actions with stakeholder networks are required to build and mobilize available resources to achieve long term environmental goals (Gast et al., 2017; Pinkse & Groot, 2015). As indicated by Kandampully (2002), networks are therefore true resources for creative business organizations.

Strong customer demand increases rivalry in the tourism industry in both domestic and global markets (Kaliappen & Hilman, 2014). Thus, a competitive market environment persuades organizational initiatives through strategic orientations (Ketchen et al., 2008; Mirghafoori et al., 2017). On the other hand, the influence of stakeholders' relationships and their engagement to carry on a sustainable competitive advantage in terms of social, environmental, and economic values is important for sustainable tourism development (Shams, 2016). Several studies in literature reveal that organizational learning has a positive effect on organizational strategies and consequently higher organizational performance (Argyris & Schön, 1996; Bakir et al., 2013; Huber, 1991; Zahay & Handfield, 2004).

CONCLUSION

Sustainability has become ever more important for business organizations due to business activities being embedded in ecological deterioration, greenhouse gas emissions, and social issues. This review paper highlights the strategic necessity to inject social, environmental, and economic perspectives for business management processes at the organizational level for the implementation of sustainable development principles to enhance superior performance and sustainability in the tourism industry as an example. Stakeholder and ecological modernization theories provide a strong theoretical foundation to understand 'how' integration could be done strategically among the three different perspectives: social, environmental, and economic, through strategic green orientation. This paper emphasizes social capital, organizational learning, and innovation as important drives to materialize the implementation of strategic green orientation within business organizations. By examining the above theoretical foundation, researchers may understand the casual relationship among strategic green orientation and organizational performance more effectively. This research focuses special reference on the tourism industry since it is one of the industries that

contributes the most to global warming and climate change as predicted by scientists. This review identifies future research opportunities and implications in the tourism industry.

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