


THE CONTROLLABLE AND NON- CONTROLLABLE HURDLES AND PUSHERS TO EXECUTING GREEN SUPPLY CHAIN MANAGEMENT IN THE LEBANESE HOSPITALITY SECTOR: THE CASE OF TANNOURY

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 24 July 2023</p> <p>Accepted 17 October 2023</p>	<p>Purpose: This study aims at determining the hurdles and pushers of green supply chain management in the Lebanese hospitality sector.</p> <p>Theoretical framework: This study adopts institutional theory to understand environmentally friendly supply chain management in the Lebanese hospitality sector, its pushers, and hurdles. Certain factors and pushers may influence businesses in their business actions (Hirsch, 1975; Lai et al., 2006).</p> <p>Design/Methodology/Approach: This exploratory qualitative research utilizes the case study approach through a physical semi- structured interview with the owner of Tannoury restaurant.</p> <p>Findings: It is found that there are two main controllable pushers mainly management mindset and green purchasing, one controllable hurdle namely employee resistance, and four non- controllable hurdles namely obscurity of GSCM awareness, lack of environmental awareness, absence of governmental support and the Lebanese economic crisis.</p> <p>Research, Practical & Social implications: The results of such a study might be of great for the concerned Lebanese ministries and bodies to mandate the required legislation regarding green supply chain management. Such a study might be of great value for some non-governmental organizations and environmental associations, who may have a clearer view of the current green supply chain management situation in Lebanon.</p> <p>Originality/Value: This study is original and contributes to the Lebanese context and to the supply chain industry as a whole in as there exists no studies that tackled GSCM in the Lebanese hospitality sector.</p>
<p>Keywords:</p> <p>Green Supply Chain Management; Hurdles; Pushers; Controllable; Non-Controllable; Lebanon.</p> <div data-bbox="172 1055 480 1301" style="text-align: center;">  </div>	<p>Doi: https://doi.org/10.26668/businessreview/2023.v8i10.3655</p>

OS OBSTÁCULOS E IMPULSORES CONTROLÁVEIS E NÃO CONTROLÁVEIS PARA A EXECUÇÃO DA GESTÃO DA CADEIA DE FORNECIMENTO VERDE NO SETOR DE HOSPITALIDADE LIBANÊS: O CASO DO TANNOURY

RESUMO

Objetivo: Este estudo visa determinar os obstáculos e os impulsionadores da gestão verde da cadeia de abastecimento no setor hoteleiro libanês.

Enquadramento teórico: Este estudo adota a teoria institucional para compreender a gestão da cadeia de abastecimento amiga do ambiente no setor hoteleiro libanês, os seus impulsionadores e obstáculos. Certos factores e impulsionadores podem influenciar as empresas nas suas acções empresariais (Hirsch, 1975; Lai et al., 2006).

Desenho/Methodologia/Abordagem: Esta pesquisa qualitativa exploratória utiliza a abordagem de estudo de caso por meio de entrevista física semiestruturada com o proprietário do restaurante Tannoury.

Constatações: Verifica-se que existem dois principais impulsionadores controláveis, principalmente a mentalidade de gestão e as compras verdes, um obstáculo controlável, nomeadamente a resistência dos

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funcionários, e quatro obstáculos não controláveis, nomeadamente a obscuridade da consciência GSCM, a falta de consciência ambiental, a ausência de apoio governamental e os libaneses. crise econômica.

Implicações de investigação, Práticas e Sociais: Os resultados de tal estudo podem ser excelentes para os ministérios e órgãos libaneses em causa imporem a legislação necessária relativamente à gestão da cadeia de abastecimento verde. Tal estudo pode ser de grande valor para algumas organizações não governamentais e associações ambientais, que podem ter uma visão mais clara da situação actual da gestão da cadeia de abastecimento verde no Líbano.

Originalidade/Valor: Este estudo é original e contribui para o contexto libanês e para a indústria da cadeia de abastecimento como um todo, uma vez que não existem estudos que abordem a GSCM no setor hoteleiro libanês.

Palavras-chave: Gestão da Cadeia de Abastecimento Verde, Obstáculos, Empurradores, Controlável, Não Controlável, Líbano.

LOS OBSTÁCULOS CONTROLABLES Y NO CONTROLABLES E IMPULSORES PARA EJECUTAR LA GESTIÓN VERDE DE LA CADENA DE SUMINISTRO EN EL SECTOR HOSPITALARIO LIBANÉS: EL CASO DE TANNOURY

RESUMEN

Propósito: Este estudio tiene como objetivo determinar los obstáculos y los impulsores de la gestión de la cadena de suministro verde en el sector hotelero libanés.

Marco teórico: este estudio adopta la teoría institucional para comprender la gestión de la cadena de suministro respetuosa con el medio ambiente en el sector hotelero libanés, sus impulsores y obstáculos. Ciertos factores e impulsores pueden influir en las acciones comerciales de las empresas (Hirsch, 1975; Lai et al., 2006).

Diseño/Metodología/Enfoque: Esta investigación cualitativa exploratoria utiliza el enfoque de estudio de caso a través de una entrevista física semiestructurada con el propietario del restaurante Tannoury.

Hallazgos: Se encontró que hay dos principales impulsores controlables, principalmente la mentalidad gerencial y las compras ecológicas, un obstáculo controlable, a saber, la resistencia de los empleados, y cuatro obstáculos no controlables, a saber, la oscuridad de la conciencia sobre GSCM, la falta de conciencia ambiental, la ausencia de apoyo gubernamental y los libaneses. crisis económica.

Implicaciones prácticas, Sociales y de Investigación: Los resultados de un estudio de este tipo podrían ser de gran ayuda para que los ministerios y organismos libaneses interesados exijan la legislación necesaria sobre la gestión de la cadena de suministro verde. Un estudio de este tipo podría ser de gran valor para algunas organizaciones no gubernamentales y asociaciones medioambientales, que pueden tener una visión más clara de la situación actual de la gestión de la cadena de suministro verde en el Líbano.

Originalidad/Valor: este estudio es original y contribuye al contexto libanés y a la industria de la cadena de suministro en su conjunto, ya que no existen estudios que aborden GSCM en el sector hotelero libanés.

Palabras clave: Gestión de la Cadena de Suministro Verde, Obstáculos, Empujadores, Controlable, No controlable, Líbano.

INTRODUCTION

Sustainability and environmental initiatives have gained considerable attention in recent years. Beamon (1999) further adds that management teams are becoming more aware of ecological harm in their supply chains. Zhu and Sarkis (2004), Vachon and Klassen (2006), Jayaraman et al. (2007), Linton et al. (2007), Boyer et al. (2009), Poirier et al. (2008), and Sarkis et al. (2011) argue that since environmental concerns are growing and becoming of more importance, stakeholders are pushing firms to integrate sustainable practices within their supply chains.

It is debated that sustainable supply chain management, also known as GSCM, has evolved owing to the prevalent need for green initiatives (Tseng et al., 2019; Drohomeretski et al., 2019). Cosimato and Troisi (2015) further added that ecological matters began to be discussed in the 1980s. Further, it is argued that companies emit bad emissions and overconsume resources. This triggers an urge to change (Badi and Murtagh, 2019; Tseng et al., 2019). This urge of change was elaborated on in the topic of GSCM, which helps to avoid the adverse environmental impact of companies' supply chains, as indicated by Tseng et al. (2019) and Drohomeretski et al. (2019).

Various scholars have studied environment-friendly supply chain management strategies. However, most of these studies have focused on manufacturers (Zhu et al., 2007; Abdullah et al., 2018). Few studies have focused on restaurants. Hu et al. (2010), Kasim and Ismail (2012), and Perramon et al. (2014) point out that research in the non-chain restaurants industry is rare and mainly concentrated on large-chain restaurants.

This study aims to explore controllable and non-controllable pushers and hurdles to environmentally friendly supply chain performance in Lebanese restaurants. Therefore, this study addressed these research questions. (1) What are the controllable and uncontrollable pushers to the execution of environmentally friendly supply chain management at Lebanese restaurants? (2) What are the controllable and non-controllable hurdles to the execution of environmentally friendly supply chain management in Lebanese restaurants?

This exploratory qualitative research utilizes the case study approach through a physical semi-structured interview with the owner of Tanoury restaurant Mr. George Tannoury to address the controllable and non-controllable pushers and hurdles to implementing green supply chain management in Lebanese restaurants.

It was found that there are It is found that there are two main controllable pushers mainly management mindset and green purchasing, one controllable hurdle namely employee resistance, and four non-controllable hurdles namely obscurity of GSCM awareness, lack of environmental awareness, absence of government support and the Lebanese economic crisis.

The parts of the current study were divided in this way. The second section discusses the theoretical background of the topic in addition to green supply chain management literature. The third section describes the research methods, the fourth section presents the findings and analysis of the study, the fifth section summarizes the conclusions, and the sixth section addresses the research implications and suggestions for further studies.

LITERATURE REVIEW

This study adopts institutional theory to understand environmentally friendly supply chain management in the Lebanese hospitality sector, its pushers, and hurdles. Certain factors and pushers may influence businesses in their business actions (Hirsch, 1975; Lai et al., 2006). Institutional theory further classifies these factors into three main categories: coercive, normative, and memetic (DiMaggio and Powell, 1983). DiMaggio and Powell (1983) further added that businesses might adopt environmentally friendly practices through environmental pressure.

As for the first category of the three categories of institutional theory, coercive factors are those exerted by those having power on businesses to allow them to adopt various actions (Jennings and Zandbergen, 1995). Rivera (2004) argues that an example of coercive factors is the legislative bodies of a nation. On the other hand, normative factors cause businesses to follow certain actions and be seen as rightful businesses (Ball and Craig, 2010). Finally, mimetic factors are those in which businesses try to replicate the actions of competing firms (Aerts et al., 2006). Having said that, and as argued by Scott (2001), DiMaggio and Powell (1983), and Meyer and Rowan (1977), institutional theory thus provides a comprehensive perspective of the businesses' reaction to the various types of factors affecting it.

Green Supply Chain Management

Geyer and Jackson (2004) argue that supply chains are a group of agents that are directly related to good/service from the first step until they are received by customers. Wells and Seitz (2005) argue that, as the green supply chain includes the reutilization, remanufacturing, and recycling of products, it tries to fill the gap in the traditional supply chain. Eltayeb and Zailani (2007) argued that the target is to decrease the negative environmental effects and resource wasting from raw material acquisition until the usage and disposal of the final good.

Green supply chain management has various definitions (Kumar et al., 2015, Sarkis and Dou 2017, Tseng et al, 2019). For instance, Gilbert (2001) argued that firms should incorporate green purchase behaviors to adopt environmentally friendly supply chain management. Zsidisin and Siferd (2001) consider environmentally friendly supply chain management to enhance green practices in all steps starting from the design of the commodity or service until the disposal of the commodity or service.

Some scholars argue that environmentally friendly supply chain management is concerned with managing sustainable connections (Young and Kielkiewicz-Young, 2001; Cruz

and Matsypura, 2009). Srivastava (2007) broadens the scope and mentions that environmentally friendly supply chain management is a vast notion that includes various practices. In contrast, Walker et al. (2008) and Hervani et al. (2005) argue that ecological supply chain management covers all stages of the product or service lifecycle from input deposition to the utilization of the product or service by consumers.

The correlation between ecological supply chain management and company rendering has attracted the attention of various researchers. First, Davies and Hochman (2007) showed the vital need for collaboration between all business divisions while maintaining joint green goals. In 1994, the US Environmental Protection Agency announced various stages of sustainable supply chain management. They identify costs, specify opportunities, determine gains, and implement and follow up (EPA, 1994). Finally, Vachon and Klassen (2008) address the association between sustainable business initiatives and business rendering.

Kros et al. (2019) argue that previous research has tackled the influence of ecological supply chain management on a company's financial rendering. Eltayeb et al. (2011) further add that their research did not address the socio-environmental side of green supply chain management. Xie and Breen (2012) argue that ecological supply chain management enhances a company's image in front of various parties that have an interest in the company. Çankaya and Sezen (2019) add that a firm's image improvement is vital to the satisfaction of various stakeholders. Some scholars argue that environmentally friendly supply chain management may boost the company's image and network with various stakeholders, thus improving the firm's socio-environmental rendering (Green et al. 2012; Laosirihongthong et al. 2013; Zaid et al. 2018).

Energy consumption reduction and waste minimization are considered eco-friendly (Zhu et al., 2008). Schleper et al. (2021) argue that green initiatives affect firm performance both positively and negatively. Çankaya and Sezen (2019) state that sustainable supply chain management initiatives positively impact companies. Zhu et al. (2008) further added that environmentally friendly supply chain management might improve firm performance by minimizing waste and energy consumption. Kros et al. (2019) further stated that green supply chain management may increase a firm's profitability by improving its reputation and satisfying customers.

Eltayeb et al.(2011) argued that green performance might be defined as initiatives that specify the ability to minimize environmental wastes (Eltayeb et al. , 2011). Kim et al. (2016) mentioned that companies consume various inputs to produce required outputs. During this

process, the environment can be damaged. Thus, Sarkis et al. (2011) and Govindan et al. (2020) argue that ecological supply chain management initiatives encompass endeavors to reduce the harmful consequences of a company's output on the ecological system. Further, Lee (2009) and Eltayeb et al. (2011) argued that these endeavors might enhance socio-eco-performance by decreasing environmental harm. Various scholars, for instance, Rajeev et al. (2017), Çankaya and Sezen (2019), and Kros et al. (2019), argue that green supply chain management is vital in improving eco-performance by minimizing the firm's waste.

The proper and successful execution of environment-friendly supply chain management has gained considerable attention and discussion among various scholars. Darnall et al. (2008) studied the vigor of sustainable supply chain management implementation and management systems. Further, Handfield et al. (2001) addressed the impact of business division cooperation on the execution of environmentally friendly supply chain management.

Jian et al. (2020) and Schleper et al. (2021) argued that ecological supply chain management initiatives are of intense importance during the COVID-19 pandemic, mainly to decrease the economic concern for both customers and companies. Song et al. (2021) argue that the COVID-19 pandemic doubt may affect a company's financial concerns.

Govindan et al. (2020) argued that environmentally friendly supply chain management initiatives have a major influence on improving a company's execution during the COVID-19 pandemic. Wang and Zhang (2021) and Gao et al. (2021) argue that the vagueness in the COVID-19 pandemic period led to a high push from various stakeholders on companies to ensure that the goods and services provided by firms comply with eco-quality standards. Govindan et al. (2020) and He and Harris (2020) further add that this pressure reduces the environmental harm caused by companies and encourages them to execute ecological supply chain management.

Pushers and Hurdles of Green Supply Chain Management

Pushers in the implementation of ecological supply chain management are also known as motivators, which push firms to execute ecological supply chain management (Hofmann, 2001; Tseng et al., 2019). On the contrary, obstacles to the implementation of environmentally friendly supply chain management, also known as impediments, are those factors that impede the proper execution of ecological supply chain management (Hofmann, 2001; Tseng et al., 2019).

Pushers in implementing environmentally friendly supply chain management have gained significant attention in research. For instance, Linton et al. (2007), Abdullah et al. (2018), and Saunila et al. (2019) argued that when governments mandate and enforce legislation regarding ecological supply chain management, execution is enhanced. Furthermore, Hofmann (2001), Delmas and Toffel (2004), Linton et al. (2007), Kasim and Ismail (2012), Abdullah et al. (2018), and Saunila et al. (2019) argue that the push exerted by various bodies with an interest in the firm pushes the proper execution of environmentally friendly supply chain management. Esty and Winston (2009), Sarkis and Dou (2017), and Tseng et al. (2019) argued that the push exerted from the environment is vital for the proper execution of environmentally friendly supply chain management. Linton et al. (2007), Wang et al. (2013), and Saunila et al. (2019) argued that cost minimization is vital for the execution of ecological supply chain management. Finally, Carter and Jennings (2004), Linton et al. (2007), Abdullah et al. (2018), and Saunila et al. (2019) argue that the management team's mentality and culture within the organization are major pushers to the proper implementation of green supply chain management.

In contrast, Sarkis and Dou (2017) and Kasim and Ismail (2012) considered minimizing costs, the management team's mentality, and the culture within the organization as hurdles to the execution of ecological supply chain management. Various other hurdles to environmentally friendly supply chain management also exist. For example, Sarkis and Dou (2017), Patel and Desai (2019), and Saunila et al. (2019) argued that employee inconstancy impedes the proper execution of environmentally friendly supply chain management. Sarkis and Dou (2007), Bullock (2013), Drohomerski et al. (2014), and Tseng et al. (2019) further argue that the weakness of proper collaboration between supply chain parties impedes the proper execution of ecological supply chain management.

When environmental pressure is high, companies tend to implement ecological supply chain management (Zhu et al., 2007). Further, Chen et al. (2019) argue that as firms become more dependent on their stakeholders for their success, the pressure exerted by stakeholders becomes essential for the proper execution of environmentally friendly supply chain management. In addition, Tseng et al. (2019) and Chen et al. (2019) argue that once a firm has a good reputation, it has more opportunities to retain high levels of employees. However, when the company has a bad image, customers no longer trust it, which might impact its economic gains in the long run. Lorentz et al. (2011), Drohomerski et al. (2014), and Tseng et al. (2019) argue that saving the environment is a major factor affecting the proper execution of

environmentally friendly supply chain management. This impedes the presence and success of non-environment-friendly firms.

As argued above, many attempts to implement ecological supply chain management are also treated as hurdles. For instance, cost is categorized as both a pusher and hurdle to the execution of environmentally friendly supply chain management. Cosimato and Troisi (2015) and Badi and Murtagh (2019) argue that cost can be categorized as a pusher to the implementation of ecological supply chain management, in the sense that companies may enjoy many financial benefits through such an adoption. Linton et al. (2007) further add that clients value companies that execute green supply chain management better than those that do not. In contrast, Kasim and Ismail (2012) and Sarkis and Dou (2017) argue that the primary costs of the application of green laws are a hurdle for such an execution. On the other hand, Chiu and Hsieh (2016) demonstrated that the initial costs of the execution of environmentally friendly supply chain management in the Taiwanese eateries sector are much lower than the long-run profits. However, this fact is analytically generalized to Taiwan's eatery industry and cannot be applied to all contexts.

Moreover, Kasim and Ismail (2012) demonstrated an inverse association between the costs of the proper execution of ecological supply chain management and a company's gains. Sarkis and Dou (2017) advocate such a negative association by indicating that vagueness regarding the gains from implementing green supply chain management hinders such an implementation. Another argument is the possibility of guaranteeing operational cost minimization in the long term. Wang et al. (2013) and Saunila et al. (2019) supported the argument of a negative relationship between firms' profits and greening practices. Kozhimala & Devasia (2023) argue that profitability and sustainability benefit each other.

Finally, there is also a debate regarding the management team mentality as a pusher or hurdle to the implementation of ecological supply chain management. Kasim and Ismail (2012) argue that organizational culture is created, sustained, and influenced by the company's decision-makers. For instance, green managers encourage and execute ecological supply chain management, and non-environmentally friendly managers impede the execution of green supply chain management (Kasim and Ismail, 2012; Sarkis and Dou, 2017; Tahirs et al., 2023).

In conclusion, although there is relatively prevalent research regarding green supply chain management, this area is still booming, and more research is needed to tackle the challenges of environmentally friendly supply chain management implementation in the Lebanese hospitality industry.

DATA AND METHODOLOGY

This study used a qualitative, exploratory research design. It further relies on a case study with a leading Lebanese family owned restaurant called “Tannoury.” Furthermore, this study follows an inductive approach, which is usually utilized in qualitative research. Semi-structured interviews were conducted with the owner of the Tannoury restaurant, Mr. Georges Tannoury.

A case study is defined as a research strategy with the aim of constructing theories based on empirical data of the cases (George and Bennett ,2005; Eisenhardt and Graebner , 2007). It is debated whether case studies focus on the recognition and elaboration of dynamics in a moncontext (Eisenhardt ,1989). Yin (1994) further argues that case studies are highly utilized by scholars in various disciplines, such as business and sociology, as they have the power to enrich knowledge in various disciplines. Having said that, the case study approach adopted in this study is the best match for exploring and specifying the controllable and non-controllable pushers and hurdles of executing environmentally friendly supply chain management in Lebanese restaurants.

Data for this study were gathered through a physical semi-structured interview of twenty-one questions. The questions were previously prepared; however, they were altered and restructured based on Mr. Tannoury’s answers, where his answers triggered me to go more in depth and to deviate from the questions as well. Bradford and Cullin (2012) argue that semi-structured interviews are widely used in business-related research. Furthermore, the interview was conducted physically to avoid missing interactions, whereas Beardwell et al. (2003) focused on the disadvantage of non-physical interviews where they missed the physical interaction and body language.

This study respects research ethics, as Mr. Tannoury was clearly aware that the results of the semi-structured interviews will be utilized in this study to explore the controllable and non-controllable pushers and hurdles to implementing green supply chain management in Lebanese restaurants.

RESULTS AND DISCUSSION

Tannoury restaurant, located in the tranquil area of Kaa El Rim near the Berdawni River, offers a serene and comfortable retreat to travelers. The restaurant’s ideal location, halfway between the city and village, ensures easy accessibility for both urban exploration and rural adventures. Spread across a 3500 square meter property, one of the distinguishing features of

Tannoury restaurant is its remarkable setting. The soothing sounds of water from the nearby Berdawni River and breathtaking views of the surrounding mountains create an enchanting atmosphere, making it a popular choice for vacationers seeking tranquility. The natural elements of a restaurant's surroundings contribute to a serene and relaxing ambiance by immersing guests in a peaceful escape from the hustle and bustle of daily life. This family owned restaurant has been welcoming since its establishment in 1981 and has undergone renovations in 2010, bringing all rooms and services up to modern-day standards, equipped with all the amenities necessary for a comfortable and enjoyable stay. In addition to its picturesque location, Tannoury restaurant takes pride in its commitment to sustainability. In 2015, under the stewardship of Mr. Georges Tannoury, the restaurant embraced green practices to minimize its environmental impact. This dedication to eco-friendly initiatives aligns with the growing importance of responsible tourism and showcases restaurants' forward-thinking approach.

This section covers the case analysis of the owner of the Tannoury restaurant, Mr. Georges Tannoury where the pushers and hurdles to execute environmentally friendly supply chain management are discussed and analyzed based on Mr. Tannoury's perspective. The interview conducted with Mr. Tannoury on March 2, 2023, showed that Mr. Tannoury exhibits a very vivid knowledge of environmental concerns and green practices. Mr. Tannoury has managed the restaurant since 2010. When I asked Mr. Tannoury about the actions his restaurant does to decrease the negative environmental impact, Mr. Tannoury surprised me by informing me that, despite the fact that green management is a relatively new phenomenon in many restaurants operating in their geographic area and despite the lack of societal environmental sensibility and the obscurity of any governmental support, the implementation of environmentally friendly management initiatives is something that has always been considered important in Tannoury restaurant. Mr. Tannoury further added that they started implementing green practices in the summer of 2015 eight years ago. More precisely, Mr. Tannoury added.

In other words, we had already invested in green infrastructure, such as solar panel installations, replacement of old washing machines with both water and energy conserving models, the same for the dryer machine and dishwashers, all wastewater is being properly treated through municipal sewage system, and finally we installed keycard master switches in guest rooms that control lights (energy-saving lighting/LED) electronics and temperature settings.

Based on Mr. Tannoury's speech, the management mindset is the first pusher to implement environmentally friendly supply chain management at Tannoury restaurant.

Green supply chain management literature is rich in considering management mindset as a primary motivating factor towards the implementation of GSCM. For example, Carter and Jennings (2002), Linton et al. (2007), Abdullah et al. (2018), and Saunila et al. (2019) argued that a managerial mindset motivates the execution of environmentally friendly supply chain management. Such a pusher is controllable because it is altered by the restaurant itself.

When I asked Mr. Tannoury what caused him as an owner to think about the environmental impact of his restaurant, Mr. Tannoury again surprised me with his enthusiasm and macro-knowledge regarding this topic. Mr. Tannoury added that going green is a global trend spreading the world. He further added that he had always been caring for such a shift, especially in his family owned restaurant. He finally stated that restaurants should cope with such a macro shift or trend, as this opens the door to family owned restaurants with various opportunities.

Further, when I asked Mr. Tannoury about the main benefits of going green, he elaborated that those green initiatives would lower the restaurant's costs mainly in the long run, thus ensuring the restaurants profits in the long run while preserving a good image. Mr. Tannoury elaborated on the following:

Of course, there are numerous benefits to going green. First, green investment leads to long-term cost savings. Green practices will lead to decreasing costs, and this is exactly what we are looking for as Lebanese business to overcome the financial and economic crisis. It will also reduce the consumption of electricity and water, especially if they will become even more expensive in the future, improving operational efficiency, long-term ability to stay in business and be profitable, and build a positive image by reducing the restaurant's negative environmental impacts are also major benefits. Thus, the second controllable pusher is green purchasing.

When it comes to the hurdles of the execution of environmentally friendly supply chain management, Mr. George discusses various ones. Mr. George begins his speech as follows:

Despite the fact that green management is a relatively new phenomenon in many restaurants and restaurants operating in our area and despite the lack of societal environmental sensibility and obscurity of governmental support, the implementation of environmentally friendly management initiatives is something that has always been considered important in our restaurant.

In this speech, Mr. George discussed three main hurdles in executing environmentally friendly supply chain management. First, Mr. George perceives environment-friendly supply chain management as a novel phenomenon; thus, there is a lack of awareness regarding this topic. This finding is a non-controllable hurdle and further contributes to the literature as it was not previously stated in the green supply chain management literature.

Second, Mr. George perceives the absence of environmental awareness as a second hurdle in implementing green supply chain management. This non-controllable factor is mapped with green supply chain management literature, such as various scholars including Esty and Winston (2009), Sarkis and Dou (2017), and Tseng et al. (2019), who argue that eco-awareness motivates the execution of ecological supply chain management.

Third, the absence of governmental backing is a hurdle. This non-controllable factor is mapped to environmentally friendly supply chain management literature, where various scholars, including Linton et al. (2007), Abdullah et al. (2018), and Saunila et al. (2019), argue that there is a vital need for the government to support restaurants in the adoption of environmentally friendly supply chain management.

Mr. George discusses another hurdle to the execution of ecological supply chain management at Tannoury restaurant. This hurdle, as perceived by Mr. George, is the Lebanese crisis and the uncertain political situation. When I discussed the Lebanese economic crisis with George, he added the following:

The crisis affected the Lebanese in all sectors and segments. We, as family owned restaurants, were highly affected by the crisis, especially because our money was lost to banks and we started to lose clients.

This result is categorized as a noncontrollable factor. Furthermore, it cannot be mapped with environmentally friendly supply chain management literature, and is specific to the Tannoury restaurant context.

Mr. George further believes that the resistance of employees to any change is viewed as a hurdle to the execution of ecological supply chain management. Mr. George further adds that employees might face any new unfamiliar initiative with complete resistance. GSCM being a new unfamiliar topic might be resisted by employees. This controllable hurdle is mapped with the GSCM literature, where various scholars, including Sarkis and Dou (2007), Bullock (2013), Drohomerski et al. (2014), and Tseng et al. (2019) regarded the deficiency in the support of GSCM operators as a hurdle to its implementation.

The results of this research are briefed in the below table.

Table 1- The Hurdles and Pushers to GSCM at Tannoury Restaurant

Factor	Type	Link to Literature
Internal Readiness: Management mindset	Controllable Pusher	Carter and Jennings (2002), Linton et al. (2007), Brammer et al. (2012), Abdullah et al. (2018), and Saunila et al. (2019) viewed management mindset (a metric of internal readiness) as a motivator to green supply chain management.
Internal Readiness: Employee Resistance	Controllable Hurdle	Sarkis and Dou (2007), Bullock (2013), Drohomerski et al. (2014), and Tseng et al. (2019) consider employee resistance a metric of internal readiness. Sarkis and Dou (2007), Bullock (2013), Drohomerski et al. (2014), and Tseng et al. (2019) argue that the absence of support from the supply chain operators impede the proper implementation of GSCM.
Internal Readiness: Obscurity of awareness of GSCM	Non-controllable Hurdle	Specific to Tannoury context
Internal Readiness: Absence of environmental awareness	Non-controllable Hurdle	Esty and Winston (2009), Sarkis and Dou (2017), and Tseng et al. (2019) argue that eco awareness (if present) pushes the implementation of GSCM.
Green Purchasing	Controllable Pusher	López-Avilés et al. (2019) argue that green purchasing impacts GSCM.
Lebanese Economic Crisis	Non-controllable Hurdle	Specific to Tannoru context
Government Regulations: Absence of governmental support	Non-controllable Hurdle	Linton et al. (2007), Abdullah et al. (2018), and Saunila et al. (2019) debate that the presence of backing from the government pushes the execution of GSCM.

Source: Prepared by the author (2023)

CONCLUSION

This study explored controllable and non-controllable pushers and hurdles to the implementation of GSCM at Lebanese restaurants through a case study conducted with the owner of Tannoury restaurant, Mr. Georges Tannoury. It was found that there are two controllable pushers the implementation of GSCM mainly management mindset and green purchasing. Various scholars, including Carter and Jennings (2002), Linton et al. (2007), Abdullah et al. (2018), and Saunila et al. (2019), treated management mindset as a main pusher for the execution of ecological supply chain management. Further, for the second pusher, green purchasing López-Avilés et al. (2019) argue that green purchasing impacts GSCM.

As for the hurdles, this study explored one controllable hurdle namely employee resistance and four non- controllable hurdles which are the absence of environmental awareness, the absence of governmental support, the obscurity of awareness about environmentally friendly supply chain management, and the Lebanese crisis, the uncertain political situation. When it comes to the controllable hurdle, employees' resistance, green supply chain management is rich in scholars' arguments that consider such a factor a GSCM hurdle. For instance, Sarkis and Dou (2007), Bullock (2013), Drohomerski et al. (2014), and

Tseng et al. (2019) argued that deficiencies in the support and collaboration of supply chain operators impede GSCM implementation. Employees' resistance to change and having employees as part of the supply chain might impede the proper execution of green supply chain management.

As for the first hurdle, the absence of environmental awareness is a non-controllable hurdle. Furthermore, various scholars have treated it as a hurdle to GSCM. For example, Esty and Winston (2009), Sarkis and Dou (2017), and Tseng et al. (2019) argue that the presence of eco-awareness pushes and supports the implementation of ecological supply chain management; thus, the absence of such a factor might hurdle its implementation.

As for the second hurdle, the absence of governmental support is a non-controllable hurdle. Furthermore, various scholars, including Linton et al. (2007), Abdullah et al. (2018), and Saunila et al. (2019), debate that the role of the government in mandating and supporting the execution of environmentally friendly supply chain management is vital. Thus, the absence of such a role may hurdle proper implementation.

The third hurdle impeding the proper implementation of GSCM is the lack of awareness of ecological supply chain management. This noncontrollable factor has not been previously discussed by GSCM scholars. This factor is specific to the Lebanese context. More precisely, it is specific to the Tannoury case. Given the Lebanese situation and people trying to sustain and earn green fresh dollars, such a difficult situation might let them be unaware of other green measures, such as GSCM. Having said that, and as discussed with Mr. Georges, the Lebanese crisis and the political situation is a non-controllable hurdle that contributes to literature and is specific to the Lebanese context where most citizens/businesses lost their money to banks. Such an uncertain and surprising fact might allow businesses not to consider implementing environmentally friendly supply chain management. The last hurdle in the implementation of GSCM is modifying the service provided. Such a controllable hurdle contributes to the GSCM literature. Within the Lebanese context, given the pickiness of Lebanese customers, implementing GSCM might change the quality/way of offering the service, which might be a hurdle for business owners.

Nevertheless, this study is a mono-case study and its results might not be generalized to the whole Lebanese hospitality sector. This study uncovers various pushers and hurdles of green supply chain management in the Lebanese hospitality sector, and it provides a solid knowledge and state of environmentally friendly supply chain management, its pushers, and hurdles in one of the Lebanese restaurants, Tannoury, given the scarcity of research on this topic within the

Lebanese context. The results of such a study might be of great value for restaurant owners who are loving to initiate such a change. It might also be valuable for the concerned Lebanese ministries/bodies to mandate the required legislation with regard to green supply chain management. Such a study might be of great value for some non-governmental organizations and environmental associations, who may have a clearer view of the current green supply chain performance situation in Lebanon. As this is a mono-case study, it is recommended to repeat the study through a multi-case study approach. Furthermore, it is recommended to repeat the study using a time-series approach. Finally, it is recommended that this study be replicated in various MENA countries.

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