

# INFLUENCE OF ENVIRONMENTAL LEADERSHIP AND STAKEHOLDER PARTICIPATION ON GREEN SERVICE DELIVERY PROCESS (GSDP) ADOPTION FROM CASUAL RESTAURANT PERSPECTIVE IN MALAYSIA

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## Abstract

An adoption of a green practice has become a global concern that remains debated and getting essential in business operation. This because green practices become a crucial mechanism to increase clean and effective business performance. In the restaurants context there is little research on green service delivery process. Service delivery processes in restaurant activities need combination types of sources hence the invention of service delivery process into green practices is worth for further investigation. Hence, this paper aims to examine the factors that influence green service delivery process. Data was collected over a period of six months from independent casual dining restaurant that focused for top management. A convenience sampling technique was utilised and a total of three hundred and eleven (311) questionnaires were useable. SmartPLS 3.0 was used as a tool to analyse the data and test the study hypotheses. The results showed that environmental leadership, and stakeholders' participations have significant influences on the green services delivery process. The study adds value empirical in green service delivery process as this area are understudied in the context of casual dining restaurants. Future studies are offered in the discussions and conclusions.

**Keywords:** green service delivery process (GSDP), casual restaurant, environmental leadership, stakeholder participation, government, customer, supplier.

## 1. Introduction

Green service delivery process (GSDP) is another approach of green practices. Chou et al., (2012) and Banomi et al., (2016) describes green practices as an alternative way of innovating for sustainable performance and competitive advantage, whether through a product or service. Green service and service innovation could be accomplished through changes in resources integration and service provision, and it can be implemented as an incremental or radical sustainable (Kneipp et al., 2019). According

to Wong et al., (2013) GSDP green service delivery refers to a firm's practice and efforts to be environmentally responsible while delivering the main business. This can be adopted at the tactical and operational levels (El-Berishy and Scholz-Reitzer, 2016). Previous researchers tried to understand how green practices affect the performance of companies. For example, (Das, 2021; Sari et al., 2020) found that environmental practices can positively impact low-carbon products that contribute to a company's performance. In hospitality service setting including restaurant, numerous authors such as (Islam, Zhang and Hasan, 2020; Centele and Zardini, 2018; Tong and Wang 2016; Peramon et al., 2014; Jeong and Jang, 2010) showed green practices such as healthy food (menu sustainability), recycling and composting, energy and water efficient equipment, use friendly cleaning and waste reduction are proven to improve sustainability performance including brand image and equity, profit, corporate image and customer loyalty. However, little effort has been put into identifying the key factors that influence the GSDP from a restaurant perspective.

It understands that the foodservice industry is also very competitive; hence to attract and retain customers, restaurateurs should do something to set themselves are different from the competitors. Furthermore, restaurant services are experiential in combining tangible and intangible products to meet business requirements that are also concerned with sustainability due to global issues such as climate change. Restaurant activities that use traditional service delivery processes may also contribute to environmental issues due to food waste. (Tonini, Albizzati and Astrup, 2018; Jereme et al., 2017) and sullage water (New Strait Time, 2014) that effect food production indirectly (Firdaus et al., 2019). Hence, an improvement of service delivery towards GSDP can be considered as an essential means of benefits for restaurant business and environmentally point. On the other hand, the increase in the number of restaurants and types of establishments is a challenge for restaurant owners in the restaurant industry. In addition, the increase in the cost of living has also added to consumer anxiety when it comes to eating out (Euro monitor International, 2017). As such, restaurants have to find alternative approaches to deal with the social and market changes and to maintain their market competitiveness. Thus, engaging in sustainability has been suggested as an alternative strategy to mitigate the market obstacle (Kitsios et al., 2020; Bansal & Jardine, 2014; Nadim & Lussier, 2010). For that reason, the aim of this study is to study the factors influencing the GSDP from the point of view of occasional restoration. In fact, in the restaurants context there is little research that specifically mention on green service delivery process from the service process angle. Hence, this study attempts to adding the existing literature by examining factors related to GSDP.

Furthermore, several factors such as cost factor, company size, sustainability knowledge, suppliers, customers, government, and business environment have been shown to influence the implementation of sustainability practices (Cassia, 2020; Lin and Chen 2016; González-Benito and González-Benito 2016; Ariffin et al., 2015; Ho et

al.,2014).So far there has been little discussion about the influence of factors on the green service delivery process and sustainability performance. According to (Ur Rehman et al., 2021; Ottenbacher et al.,2019) another aspect such as environmental leadership and stakeholder participation are also important influencing factors and there is still inadequate research on the topic of green service delivery towards sustainability performance. Generally, top managers have the power in business strategic decision. Scholars agree that top managers' environmental attitudes influence environmental management activities (Park et al., 2014). In other words, the higher the level of pro-environmental attitude among top managers, the more receptive they become towards environmental management advantages. Although some managers aware and understand about green practices and its significant impact on the long-term business performance, but somehow reluctant to practice, engage, and invest in green and sustainable practices (Kassim & Ismail, 2012). In addition, scholars admit that empirical investigation of perceptions of environmental issues among top management of restaurateurs mainly in Malaysia remained scarce. In this study the conceptual research model is drawn as illustrated in Figure 1 and examines the influence of environmental leadership and stakeholder participation on green service delivery process from the view of top management in casual dining restaurant.

## 2. Literature

### 2.1 Theoretical underpinning

The proposed conceptual framework of the present study integrated theories of Natural Resources Based View (NRBV), Upper Echelons Theory and Stakeholder Theory. NRBV Theory offers a theoretical connection between green service delivery process and firm performance (Hart, 1995) through its natural sources assumption. Scholars use the NRBV to explain firms' performance in the context of both manufacturing and service (Aboelmaged, 2018; Maleki & Shabani, 2019; Wang et al., 2020), but limited studies on operation of casual dining in Malaysia. Second, the Upper Echelons Theory by Hambrick (1984) offers theoretical views of the cognitive and value ability of decision-makers or the top managers' characteristics have the most significant role related to strategic decision and how they react on business issues will influence the environmental approach to the business operation and organisational direction (Lee et al., 2016; Seo & Sharma, 2014; Ariffin et al., 2015; Hauser, 2016; Luthra et al., 2016)

In the hotel setting, one of the upper echelon characteristics namely environmental attitude bring to organizational environmental behaviour. Scholars agree that the higher level of pro-environmental attitude seem to be more responsive the top managers to environmental initiatives (Park et al., 2014). Due to the suitability of the theory in the context of the study, hence, the study attempt to extend the upper echelon theory and

relates it with environmental leadership in the restaurant perspective. Moreover, the study applies Stakeholder Theory which is pioneered by Freeman (1984). The stakeholders describe as customers, suppliers, employees, local communities, government, and shareholders. Numerous studies are found that the stakeholder relationship is an important independent variable in improving a firm's performance (Luthra et al., 2016; Lam & Dai, 2015; Sivunen et al., 2013; Yu & Ramanathan, 2014). In previous studies, stakeholder is known as an environmental pressure that influences the green practice adoption directly (Perramon et al., 2014; Tan et al., 2016). Other scholars also use Stakeholder Theory to promote the managers' green awareness which is induced by stakeholder pressure (Park & Kim 2014). Although the importance of stakeholder on sustainability is highlighted in the previous studies, but there is still a need to identify the relevant stakeholders as the context of the studies might be different and limited studies on green service delivery process.

## 2.2 Green service delivery process

As mentioned earlier that green service delivery can refer to a firm's practices and efforts to be environmentally responsible while delivering the core service business (Wong et al., 2013). Service delivery describes as an organization strategy (Pickworth, 1988) which is an operation manager's responsibility (Roth & Menor, 2003) to deliver a service to the end-user. Scholars note that the service delivery is part of service concepts which start with delivering services, customer's service experience, service result and the values of the services for service provider and customers (Katzen, 2015).

In restaurant service, the service delivery process is usually classified into three (3) components which consist of service setting, intangible service, and service core offering (Sulek & Hensley, 2010). Other scholars have identified the service delivery process into three stages: before service, during service, and after service and with a standard procedure which start with greeting and seating, ordering and delivery, consumption, payment and exiting (Lin, Lu, & Yeh, 2015; Namkung & Jang, 2010). The implementation of the green service delivery has indirectly touched on different forms of green service practices that promote sustainability. Scholars have suggested greening as a part of service innovation and is a key to achieve firm performance (Chen et al., 2009). Past studies have been also trying to link a service innovation and sustainability as a firm strategy. However, the comprehensive approach for green service delivery is still missing in restaurant service operation. Cocca & Ganz (2015) recommend to integrating the green service in service operation as they believe high potential space for the implementation of sustainable development in the service sector. In the context of this study, green service delivery refers to restaurant effort on sustainability practices in casual dining restaurant toward sustainability performance by practicing the green practices at the stage of service delivery processes such as provide different recycling spots, buy the green product, use energy-saving equipment, offer suitable portion size

to the customer, promote green practice through signage and take-away packing, use eco-friendly detergents, separate kitchen waste and garbage and concern on restaurant layout including for convenience workflow.

Previous research has demonstrated the acceptance of green practices as a firm strategy for developing a firm's image and reputation (Tong and Wong, 2016; Ko et al., 2011). Other findings revealed that the organisation believed that green practises were useful in gaining a competitive advantage and, as a result, would support long-term growth. However, until now, studies of green practices in Asian countries have been limited (Saxena and Khandelwal, 2012), and restaurants are no exception. As a result, further research into green practices, particularly in the restaurant sector, is required in the context of Malaysia. Thus, based on the previous example of how sustainability practices can be implemented in a business, this study assumes that a current traditional service delivery in casual dining can also be modified to be more sustainable. As a result, this study proposes combining the delivery process elements with a green practices approach, which is referred to as the green service delivery process. In the context of this study, green service delivery refers to a restaurant's effort on sustainability practices in casual dining by implementing green practices at various stages of service delivery processes such as providing different recycling spots, purchasing green products, using energy-saving equipment, offering appropriate portion sizes to customers, promoting green practices through signage and take-away packaging, using eco-friendly detergents, segregating kitchen waste and garbage, and layout for convenience workflow.

### 2.3 Environmental leadership

Environmental leadership defines as a responsibility of the organisation towards sustainability action (Maak, 2007; Voegtlin et al., 2012). Environmental attitudes bring to organizational environmental behaviour. Higher managerial level of pro-environmental attitude seems to be more receptive to environmental management advantages (Park et al., 2014). Scholars describe environmental leadership relates to internal green management and a part of an organizational strategy such as environmental auditing of the department, environmental management systems, total quality management and communication and training, environmental protection including policy, training, monitoring, and promoting environmental action (Boiral et al., 2014; González-Benito & González-Benito, 2006; Sarkis et al., 2010; Zhu et al., 2008).

Although top managers are informed and concerned about environmental issues, some are still reluctant to invest, change practices, and promote environmentally friendly products. Additionally, only a few studies examine the influence of top management on the environmental decision in the context of the restaurant industry particularly in a developing country like Malaysia. Therefore, the focus of this study is relevant which

aiming to study the influence of environmental leadership influence on green service delivery process rather than environmental leadership factors.

## 2.4 Stakeholder participations

Stakeholder has been identified as one of the crucial factors influencing the organisational direction. Scholars believe that business activities need the cooperation from stakeholders such as customers, suppliers, shareholders, employees and the government (Hauser, 2016; Jang, 2016a; Massoud et al., 2010; Lam & Dai, 2015). Hence, stakeholder refer to any individual or group connected in the business operation directly or indirectly. In recent years, the stakeholder's concern regarding environmental issues are growing. Studies of the effects of stakeholders' contribution on the adoption of environmental practices has been well-documented (González-Benito & González-Benito, 2006; Jose et al., 2014; Yu & Ramanathan, 2014; Zhu et al., 2008; Zhu & Sarkis, 2004). In Malaysia, the main issues of green practice in restaurants is weak enforcement on environmental laws and regulations by the government has been identified as one of the barriers to change amongst restaurant operators (Kasim & Ismail 2012). However, in recent years the authority has release a new policy to control plastic straw usage and get various feedback from customers (Lynn, 2019). Tan et al (2019) suggest that the authority should offer more incentive and provide various environmental program to encourage restaurant operator to adopt green practices in their restaurant operation. Other barriers are also affected by the irregular green product supply chain, poor customers, and community demand. Previous studies highlight the important role of suppliers towards economic, social, and operational performance in green practice adoption (Luthra et al., 2016). The result discovers the regulatory, internal management, social pressure, green practices are highly dependent on suppliers. Furthermore, the suppliers' imperative had been well documented in the previous studies (Böttcher & Müller, 2015; Green Jr et al., 2012; Luthra et al., 2016; Wang et al., 2016). However, these studies are mostly in the automotive, manufacturing, and green supply chain management, and less in restaurant sectors. Hence, it is important to identify the consistency result for supplier role toward sustainable practice in restaurant sector. Overall, the discussions, understanding, and knowledge on sustainable efforts mainly from Malaysia context in service delivery process of restaurant are inadequate. Thus, the present study seeks to examine the stakeholders according to types of stakeholders in the green service delivery process in casual dining restaurant.

## 2.5 Conceptual model and hypotheses development

### 2.5.1 Relationship of environmental leadership on green service delivery process.

Environmental leadership raises scholars' attentions in many areas such as corporate social responsibility studies through ethical leadership, sustainability, human, justice and moderation (Chiarini & Vagoni, 2016; Eisenbeiss, 2012). Scholars highlight that that leadership is part of internal factors, and it has been identified as a critical success factor on environmental implementation (Ben et al., 2016; Lo & Shiah, 2016; Suki & Suki, 2015). Internal green management is a part of organizational strategy which consists of activities such as environmental auditing, environmental management systems, total quality management and communication, and training (González-Benito & González-Benito, 2006; Sarkis et al., 2010; Zhu et al., 2008). Park et al., (2014) use the upper echelons theory perspective to study and explain the environmental management attitude. The finding indicates that the top managers' environmental attitudes influenced sustainability effort. Based on the evidence from the literature presented earlier, the present study proposes the following hypothesis:

*H1: Environmental leadership has a significant relationship on green service delivery process.*

### 2.5.2 Relationship of stakeholder participation (customer, government, and suppliers) and green service delivery process.

Scholars investigate the customers' participation in sustainable food services' setting such as their willingness to pay for a service and product offered in the green restaurant status (Kwok et al., 2016), healthy food choice (Kang et al., 2015), and labelling awareness (Banterle et al., 2014). Chan et al., (2014) examine customer satisfaction and product failures in restaurant food service and the scholars discover that food is the main source of customers' dissatisfaction. However, the scholars do not explore further on the customer engagement as this will help the restaurant operators to adopt the environment sustainability thoroughly. Moreover, recent scholars suggest that businesses need the government regulations, customers' demands, and suppliers to ensure the successful implementation of green supply chain practices (Asif et al., 2020; Luthra et al., 2016). Customers' social responsibility plays an important role to embrace the managers' strategy in creating green marketing and building corporate reputation (Ko et al., 2011). Jang et al., (2017) affirmed that there is a robust impact of stakeholder engagement in environmental sustainability commitment. Thus, this study attempts to posit the hypotheses:

H2: Stakeholder participation has a significant relationship on green service delivery process.

H2a: Customer participation has a significant relationship on green service delivery process.

H2b: Government participation has a significant relationship on green service delivery process.

H2c: Supplier's participation has a significant relationship on green service delivery process.

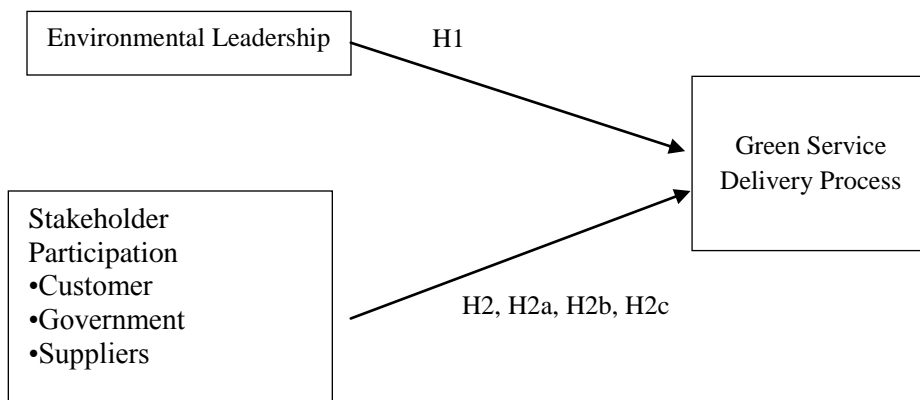


Figure 1: Conceptual Research Model

### 3. Procedures and Measures

The study targeted a population that consisted of casual dining restaurants in major cities namely, Selangor, Kuala Lumpur, Johor Baharu, and Perak as these four cities are recorded to have the highest number of restaurant establishments in Malaysia (Department of Statistics Malaysia, 2017). The unit of analysis of the study is organisation (casual restaurant) which involves the restaurant owners, managers, general managers, branch managers and operation managers as respondents. This study used a non-probability sampling, and a quantitative survey approach was adopted to obtain information. A total of 360 questionnaires were returned. Of the total questionnaires returned, 311 were useable.

Data collection took a period of six months, from July 2018 to January 2019. The items related to environmental leadership was adapted from Montabon, Sroufe, and



Narasimhan, (2007) and Wang et al., (2013) using 7-point Likert's scale where, 1= strongly disagree to 7= strongly agree. To measure stakeholder participation, this study included the government, customers, and suppliers. The items related to the dimensions of stakeholder participation were adopted from scholars; *customer*-Ho, Lin, & Tsai, (2014), Yu & Ramanathan, (2014), and Raab et al., (2017), *government* - Ho et al., (2014), and Zhu (2005), and *supplier* - Yu & Ramanathan, (2014), Raab et al., (2017), and Zhu, Sarkis, & Geng, (2005). The measurements were rated from 1= not at all important to 7= highly important and green service delivery process items were extracted from Wang et al., (2013) and measured using the 7- point Likert's Scale which ranks from 1=not important to 7=supreme important. To accomplish the content and discriminant validity of the questionnaire, the questionnaire was reviewed by experts. The expert panel consists of two academicians in statistician and food services. To ensure that the questionnaire was clear and understandable, a pilot test was conducted with 30 people of top management restaurateurs involving restaurant owners, branch managers and general managers. The result of the pilot study in this research is interpreted using the Cronbach alpha whereas all the variables were all above .70 as suggested by Hair et al., (2017) and none of the items were removed. This study employed PLS-SEM to test all the hypotheses.

#### **4. Data analysis and results**

##### **4.1 Respondents' profile**

Descriptive statistics in Table 2 shows that most respondents were restaurant owner (49.7 percent), followed by CEO (18.1 percent), outlet manager (12.2 percent), others (11.9 percent), branch manager (7.5 percent), and general manager (0.6 percent). Most of the respondents have six to ten years of experiences in food sector (35.3 percent) with diploma as the highest education (28.7 percent).

Table 2: Respondents' profiles

	Characteristics	Frequency	Percentage (%)
1	<i>Current Position</i>		
	Restaurant Owner	159	49.7
	CEO	58	18.1
	General manager	2	0.6
	Outlet Manager	39	12.2
	Branch Manager	24	7.5
	Others (Ast. Manager, business partner)	38	11.9
2	<i>Working Experience in Food Sector</i>		
	Less than 5 years	110	34.4
	6-10 years	113	35.3
	11-15 years	47	14.7
	More than 15 years	50	15.6
3	<i>Highest Education Level</i>		
	Primary school	22	6.9
	secondary school	88	27.5
	Diploma	92	28.7
	Bachelor	69	21.6
	Post-Graduate	16	5.0
	Others	33	10.3
4.	<i>Age</i>		
	Below 24	33	10.6
	Between 25-34	111	35.7
	Between 35-44	76	24.4
	Between 45-54	60	19.3
	Between 55-64	23	7.4
	Over 64	8	2.6
5	<i>Ethnic Background</i>		
	Malay	168	54.0
	Chinese	90	28.9
	Indian	18	5.8
	Bumiputera	7	2.3
	Others	28	9.0
6	<i>Gender</i>		
	Male	178	58.2
	Female	133	42.8
	<b>Total</b>	<b>311</b>	<b>100</b>

## 4.2 Measurement model assessment

Internal consistency and convergent validity were assessed via outer loadings and AVE. The outer loadings of the study were higher than the recommended threshold of 0.708 (Hair et al. 2016) which were mostly ranging from 0.704 to 0.882. Although some items had lower outer loading, but the items did not affect the results of other assessments such as AVE, Cronbach's Alpha and Composite Reliability (CR) as the results were exceeded the minimum threshold. The AVE values of the study were above 0.50 indicated that latent variables were on average able to explain more than half of the variance of its indicators (Hair et al., 2016). Thus, the measurement model achieved an adequate and satisfactory convergent validity. Moreover, construct reliability was assessed through Cronbach's Alpha and CR. All the values of Cronbach's Alpha and CR were also above the threshold of 0.70 (Chin, 1998) demonstrating a high level of internal consistency of items. Table 3 illustrated the assessment value of internal and convergent validity.

Table 3: Measurement model assessment

Constructs		Items	loadings	CR	AVE
1 <sup>st</sup> Order	2 <sup>nd</sup> Order	C1	0.774	0.907	0.660
		C2	0.838		
Cust		C3	0.816	0.835	0.503
		C4	0.837		
		C5	0.796		
		G1	0.740		
		G2	0.755		
Gov		G3	0.655	0.882	0.520
		G4	0.715		
		G5	0.677		
Supp		S1	0.759	0.882	0.520
		S2	0.714		
		S3	0.822		
		S4	0.796		
		S5	0.626		
		S6	0.667		
		S7	0.637		
Stakeholder Participation		Cust	0.833	0.813	0.594
		Gov	0.666		
		Supp	0.804		

Before Services	B1	0.609	0.541		
	B4	0.754			
	B5	0.727			
	B6	0.802			
	B7	0.808			
	B8	0.726			
	B10	0.774			
	B11	0.660			
	During services	D1		0.719	0.504
		D2		0.790	
D3		0.768			
D4		0.666			
D5		0.685			
D8		0.644			
D9		0.704			
D10		0.882			
Continue... After services		AF1	0.823	0.511	
		AF2	0.802		
	AF3	0.676			
	AF4	0.679			
	AF6	0.648			
	AF7	0.637			
	AF8	0.666			
	Layout	LY1	0.818		0.550
LY3		0.810			
LY4		0.570			
GSDP		Before	0.857	0.853	
	During	0.867			
	After	0.851			
	Layout	0.550			

Discriminant validity was assessed following Fornell and Larcker (1981) as shown in Table 4. The diagonal values reflected the AVE's square root and interconstruct correlations were represented by the off-diagonal values. The AVE values of the square root were higher than the correlation coefficients between all the constructs. Thus, the discriminant validity of the latent variables was thus confirmed.

Table 4: Discriminant validity (Fornell-Larcker Criterion)

	1	2	3	4	5	6	7	8
1.After	<b>0.715</b>							
2.Before	0.613	<b>0.735</b>						
3.Cust.	0.380	0.424	<b>0.813</b>					
4.During	0.672	0.640	0.430	<b>0.710</b>				
5.Gov.	0.261	0.263	0.282	0.293	<b>0.710</b>			
6.Layout	0.225	0.276	0.260	0.252	0.160	<b>0.740</b>		
7.EL	0.462	0.503	0.540	0.524	0.200	0.190	<b>0.753</b>	
8.Supplier	0.277	0.308	0.508	0.374	0.390	0.260	0.355	<b>0.720</b>

#### 4.3 Structural model assessment

Hair et al. (2016) suggested evaluation of the Coefficient of Determination ( $R^2$ ), Beta and corresponding  $t$ -values to assess the structural model. Predictive relevance ( $Q^2$ ) and effect size ( $f^2$ ) were also suggested to be added to the basic assessments. Based on the  $R$ -square values of the endogenous variable (GSDP) presented in Table 5, it was obvious that the research model explained 44.6 percent of the total variance in green service delivery process. This explains that the two independent variables (EL and StP) describe 44.6 percent of the variance on the green service delivery process. In this study, the level of  $R$ -square is moderate according to Chin (1998). In addition, Stone-Geisser's  $Q^2$  value also needed to be examined via blindfolding. Table 5 also illustrates the  $Q^2$  value (along with the  $R^2$  value) of endogenous constructs. The  $Q^2$  values was considerably above zero, with 0.252, thus supporting the model's predictive relevance of the study. Based on Cohen's (1988) the effect sizes ( $f^2$ ) for the environmental leadership and stakeholder participation in green service delivery process were small (Table 6). Table 7 presented the results of five hypotheses of this study. In the case of antecedents for green service delivery process, environmental leadership ( $\beta=0.343$ ,  $p=0.000$ ,  $t=7.081$ ), stakeholder participation ( $\beta=0.292$ ,  $p=0.000$ ,  $t=5.426$ ) (customer ( $\beta=0.179$ ,  $p=0.002$ ,  $t=2.844$ ), government ( $\beta=0.210$ ,  $p=0.000$ ,  $t=3.557$ ), and suppliers ( $\beta=0.121$ ,  $p=0.013$ ,  $t=2.234$ )) were significantly related to GSDP. Thus, all hypotheses were supported (H1, H2, H2a, H2b, H2c, H3).

Table 5: Result of  $R^2$  and  $Q^2$

Construct	$R^2$	$Q^2$	Interpretation
Green Service Delivery Process (GSDP)	0.446	0.252	medium

Note: 0.26-substantial, 0.13-medium, 0.02-small.

Table 6: Effect size ( $f^2$ ) of GSDP and the interaction term

Construct	$R^2$ included	$R^2$ excluded	Effect Size	Result
Environmental Leadership Stakeholder Participation	0.45	0.377	0.1327	Small
	0.45	0.385	0.1182	Small

Note: 0.26-substantial, 0.13-medium, 0.02-small.

Table 7: Hypotheses test

H	Hypotheses	$\beta$ - value	SE	t- value	p-value	Decision
H1	EL→GSDP	0.343	0.048	7.081	0.000	Supported
H2	StP→GSDP	0.292	0.054	5.426	0.000	Supported
H2a	Cust.→GSDP	0.179	0.063	2.844	0.002	Supported
H2b	Govt.→ GSDP	0.210	0.047	3.557	0.000	Supported
H2c	Supplier→GSDP	0.121	0.054	2.234	0.013	Supported

## 5. Conclusions

The purpose of this study is to determine the influences of environmental leadership and stakeholder participation on the adoption of the green service delivery process at casual restaurants. The results shown that environmental leadership and stakeholder participation positively influence on green service delivery process. Ben et al. (2016) claimed that managerial attitude is one of the critical factors for success in sustainable implementation. Some organizations decide to implement a sustainable approach in their business operation as an organization strategy in obtaining good business performance. However, the decision may not easily be made without approval from the top management. The logic of this claimed as the fact that the top management level has capability in determines the organization's strategy (Hambrick, 1984). Thus, in obtaining the green service delivery process in casual restaurants, it needs commitment from the top management level. This type of commitment can come in the form of policy, training, monitoring, and promoting. The importance of commitment from top management towards sustainable development was highlighted by the previous researcher and the claim remains under-developed in the food service sector. Hence, this study provided further finding through the perspective of top management

According to the findings, the government's contribution to the sustainable development effort is more significant. The fact that the government has the authority and capacity to

provide support, such as regulation, enforcement, education and training, facilities, and incentives, may explain this result. Some authors also believed that efforts to achieve sustainable development are less effective without government intervention (Luthra et al., 2016; Kasim and Ismail, 2012; Massoud et al., 2010). As a result, the findings support the notion that government participation is required to implement a long-term effort in food service operations in Malaysia.

### 5.1 Managerial implication

The restaurateur believes that green service delivery can be adopted in casual restaurants if the government provide supports to establish environmental regulations for green restaurant practises, provides financial support, and offers relevant tax reduction in encourage the restaurants to adopt sustainable practises. Although Malaysia has already implemented sustainability practises, implementation among restaurants has been slow and discouraging (Abdul Aziz et al., 2018). As a result, this research is critical in gaining a better understanding of the factors that influence the green service delivery process in Malaysia's casual dining restaurants.

### 5.2 Limitations and future research

The sample size for this study is difficult to determine because there is no specific institute in Malaysia that provides accurate data on the restaurant industry. Because of this issue, the non-probability sampling approach was chosen for data collection in this study. It is also important to highlight that the sample for this study was drawn from casual restaurants in major cities in Selangor, Kuala Lumpur, Johor Bharu, and Ipoh that offer full service and a variety of dishes. Because each restaurants have different types of service processes, the results may not be applicable to non-casual restaurants. As a result, this study suggests that in the future, another type of restaurant should be included for comparison.

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