

**EXAMINING THE INFLUENCE OF SUSTAINABILITY MANAGEMENT AND THE
MODERATING EFFECT OF TOP MANAGEMENT PARTICIPATION AND BELIEFS
ON LEVEL OF ENVIRONMENTAL SUSTAINABILITY ADOPTION AND FIRM
ENVIRONMENTAL PERFORMANCE**

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ABSTRACT

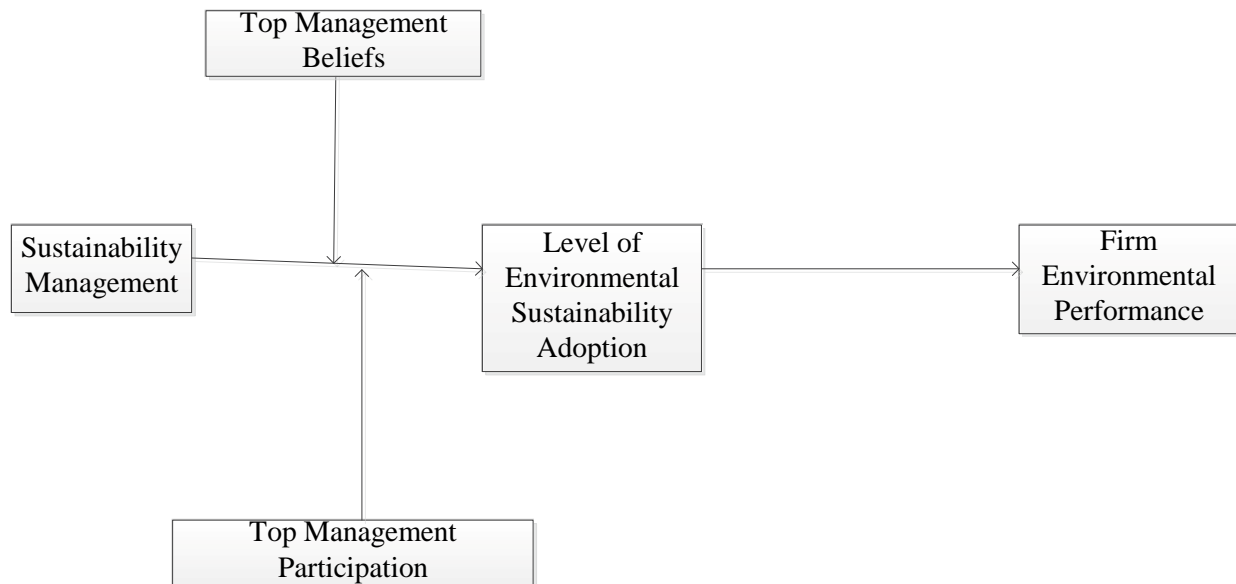
The study examines the impact of sustainability management and influence of top management (Top Management Beliefs and Top Management Participation) on the level of environmental sustainability adoption and environmental performance of healthcare firms. Our research seeks evidence that sustainability management supports the pollution prevention strategy of the Natural Resource Based View (NRBV) and that top management supports the NRBV sustainability strategy to achieve desired environmental performance. This study highlights the integrated moderated mediation role of sustainability management and top management support and participation to better illuminate the complex processes by which organizations can manage and improve environmental performance.

THEORETICAL BACKGROUND

Hart (1995) argued that impact of the firm's operations on the natural environment lies beyond the perspective of the resource based view of the firm (RBV). Hart and Dowell (2011) extended the RBV to natural resource based view of the firm (NRBV) to recognize capabilities supporting environmental sustainability to result in sustainable competitive advantage (Hart, 1995; Hart and Dowell, 2011) by including three strategic elements: pollution prevention, product stewardship, and sustainable development. The current study addresses the interrelationship of sustainability management and the role of top management, and their interacted impact on the firm's environmental outcomes in the healthcare firms.

CONCEPTUAL MODEL

Conceptual Model



Hypothesis 1: Sustainability Management has a direct and positive impact on the level at which environmental sustainability is adopted within the organization.

Hypothesis 2: The level of environmental sustainability adopted by the organization mediates the relationship between sustainability management and firm environmental performance.

Hypothesis 3: Top management beliefs moderates the relationship between sustainability management and level of environmental sustainability adoption, such that high levels of top management beliefs strengthens the relationship and low levels weaken the relationship.

Hypothesis 4: Top management support moderates the relationship between sustainability management and Level of environmental sustainability adoption, such that high levels of top management beliefs strengthens the relationship and low levels weaken the relationship.

Hypothesis 5: Level of environmental sustainability adoption has a direct and positive impact on firm environmental performance.

REFERENCES

- Hart, S. L. (1995). A natural-resource based view of the firm. *Academy of Management Review*, 20(4), 986-1014.
- Hart, S. L., & Dowell, G. (2011). A natural-resource-based view of the firm: Fifteen years after. *Journal of Management*, 37 (5), 1464-1479.