



Barriers to implementing corporate environmental responsibility in Thailand

Environmental
responsibility
in Thailand

A qualitative approach

169

Watchaneeporn Setthasakko

Thammasat Business School, Thammasat University, Bangkok, Thailand

Abstract

Purpose – The purpose of this paper is to gain an understanding of the primary barriers to the implementation of environmental responsibility in organizations.

Design/methodology/approach – The paper employs semi-structured interviews with key informants and site observations. Key informants include top and senior managers of three frozen seafood processing companies in Thailand.

Findings – The paper identifies three primary barriers: the lack of a system perspective on seafood sustainability, absence of top management commitment and cultural diversity.

Research limitations/implications – As an exploratory case study, findings cannot necessarily be extrapolated to broader populations. To improve generalization of the findings, future research should broaden the sample. It would also be beneficial to pursue comparative research between industries, countries and regions.

Practical implications – Implementing corporate environmental responsibility requires raising “green culture” ideology throughout an organization. A system perspective on seafood sustainability, top management commitment and proper management of cultural diversity plays a significant role in affecting organizational change towards sustainability.

Originality/value – This paper contributes to a greater understanding of the role of humans and culture in greening the seafood supply chain.

Keywords Corporate social responsibility, Sustainable development, Supply chain management, Senior management, Culture, Thailand

Paper type Research paper

Introduction

Interest in sustainable production and consumption has grown in recent years. Sustainable development is a concept that involves meeting the needs of the present generation without compromising the ability of future generation to meet their own needs (World Commission on Environment and Development, 1987). Because each action of suppliers, manufacturers and traders has the potential to generate a negative impact on ecological and social systems (Handfield *et al.*, 2004), companies should contribute to sustainable development by creating environmental initiatives along the entire length of the supply chain, encompassing all activities from the acquisition of raw materials to the delivery of finished products to the ultimate consumer. The environmental effects of modern production processes spill over geographical lines and have consequences that extend far distant from both place and time of origination. Companies need to take on a holistic perspective and not a departmental time-static worldview when evaluating environmental consideration. The narrow focus of

