

Mediation Effect of Employee Training on Implementation of Hotel Environmental Management Practices for Hotel Business Sustainability in Tanzania

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The study assessed the mediation effect of employee training on implementation of hotel management practices for hotel business sustainability in Tanzania. Study was conducted in two cities Arusha and Dar es Salaam whereby a structured questionnaire with Likert scale range from one to five was used to collect information from the sample of 400 hotels' managers. The findings of the hypothesis indicate that two hypotheses were significant at significant at $p < 0.001$ and one was not significant. The first hypothesis found that environmental management practice has positive effect on business sustainability highly significant at $p < 0.001$. The second hypothesis was that there was positive relationship between environmental management practices and employee training at highly significant of $p < 0.001$ and was accepted. Third hypothesis was that employee training has no mediation effect on the hotel business sustainability whereby $p > 0.05$ hence rejected. It was also found the direct effect was significance at $p < 0.01$ while indirect effect was not significance at $p > 0.05$ and total effect was significance at $p < 0.01$. It was concluded that, employees' training does not mediate the implementation of hotel environmental management practices for sustainability of hotel business in Tanzania.

Keywords: mediation, employee training, sustainability, hotel business

Introduction

Employees' training on implementation of hotel environmental management practices (EMPs) is vital as they are executed in daily hotel operations (Kim, 2009). EMPs cannot be separated from the daily activities and thus its implementation goes along with normal operations of the hotel business (Mbasera, Du Plessis, Saayman, & Kruger, 2016). A good example is switching off the hot plate after use, which is one way of conserving energy; the practice occurs while the cook is preparing the meal for a guest. Hotel managers believe that success of environmental management practices can be achieved by the entire employees' effort (Y. C. Chen & Y. T. Chen, 2012). That means, employees need to be trained and educated to be eco-friendly (Fukey & Isaac, 2014) as it increases awareness on green practices among hotel staff insist (N. Zengali, D. M. F. Zengeni, & Muzambi, 2013). Hays and Ozretic-Došen (2014) noted three impacts when employees are trained on EMPs, which are: Firstly, health, productive, and environmentally educated employees support the greening and contribute to enriching

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customer experience. Secondly, hotel can increase benefit if strategic orientation and implementation involve all stakeholders (employees included). Lastly, greening provides possible long-term marketing expansion. The impacts mentioned earlier were supported by argument of Dhankar and Raheja (2015) whereby employee' retention rate exits amongst corporations where the green ethics are prominent and adhered to. It means that, implementing the EMPs benefits operations, saves resources, provides competitive edge in market, and meets the need of future generation (Ambardar & Gupta, 2015). In addition, I. Mensah and D. R. Mensah (2013) reinforced that, guests would like to stay and pay for more in the hotel, which is environmentally responsible; and also, guests are ready to play active roles in the implementation of environmental management practices (Han, Hsu, Lee, & Sheu, 2011). From that it is evidently that, hotel business sustainability needs a strong work relationship between employees and their supervisors. Ramus and Steger (2000) conducted a study in the European company to assess the relationships of environmental policy and supervisory support behaviors to employee environmental initiatives in leading-edge companies. A total of 353 mid- and low-level employees were used to assess their supervisors' daily behaviors. It was found that employees who perceived strong signals of organizational and supervisory encouragement were more likely to develop and implement creative ideas that positively affected the natural environment than employees who did not perceive such signals. The findings revealed that success of implementing green practices is largely achieved through employees training. Similarly, Dief and Font (2010) in their study conducted in Egypt suggested that hotel management should consider staff empowerment to allow personal environmental values in the workplace. The staff empowerment in the hotel can be achieved through staff training on the environmental awareness. The hotel needs to have environmental policy, which has been translated into action plan and incorporated into daily operations of particular hotels, with purpose that employees implement environmental management practices while executing the hotel routine operations. Chance of success on implementation of environmental management practices can be improved when employees are involved. The involvement should include teamwork and individual employee initiatives and involvement can only happen when employees understand what to implement (Eldermerdash & Mustapha, 2013). Training and creating of awareness need a support from top management and through motivation; employees will realize that management values their initiatives. Kim (2009) in the study aimed at examining how employees of the hotel industry perceived green practices, which involved 220 employees working in eight green certified hotels in Orlando reported that for training to improve green practices, it should be versatile and job-specific with strategies developed to motivate the employees to engage in green practices. The motivation can take in various, importantly to inform them about benefits of green practices so as to encourage them. The Marriott hotels chain, as an example, shares its weekly cost savings on energy bills with every employee through a special Energy Action Notice Board. Also, the Head Housekeeper and the Financial Controller are jointly responsible to remind coworkers to switch off electrical equipment when not in use, which has resulted in annual 30% energy costs savings (Schwab, 2008).

Sharing of information is crucial, since it is perceived that application of green practices in the hotels increases workload to employees and makes them spend more time in doing one task compared to normal procedures which results into an extension of working hours (Zengani et al., 2013). If employees will not be aware of the benefits of the initiatives, it will be challenging for an organization to implement the green practices. That means, management of the hotel should state clearly to employees on how profits from practicing green practices will be shared between employees and shareholders. Though there are other studies with differing

findings, Alcorn and Curtis (2016) in their study conducted in Midwest America to examine restaurant employees' attitude and behavior towards sustainability practices, whereby 29 restaurant employees were involved, which came with result that employees are satisfied in implementing the green practices because they feel that they are giving back to the community. Thus, it increases their external work motivation and job satisfaction. To achieve better results in the training of EMPs in the hotels, managers should consider hiring someone with extra knowledge of environmental stewardship as one of the requirements in position advertised (Iurkevych et al., 2014). Deale (2013) reported that educators have also realized that sustainability education is important for the students learning hospitality and tourism careers which enable hotel managers to set the concept of environmental sustainability knowledge as one of the recruitment criteria.

In summary, review of previous studies shaded green light on how important it is to train employees so that they participate fully in the implementation of EMP. However, most of them were either qualitative or case studies. Thus, the current study was quantitative one and made use of SEM as an analysis method to come up with empirical evidence. The conceptual framework of the study is as follow.

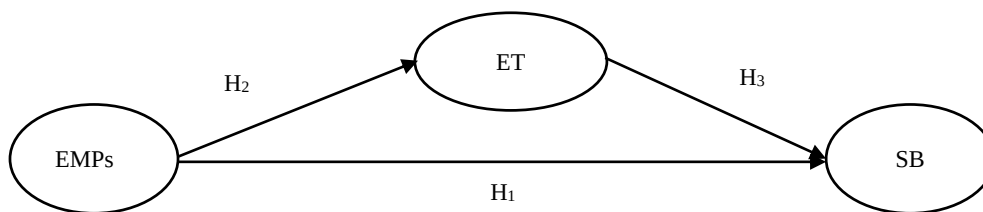


Figure 1. Conceptual framework of the study.

EMPs = Environmental management practices

ET = Employee training

SB = Sustainable business

From the conceptual framework the following hypotheses were developed:

H₁: Environmental management practices has positive effect on hotel business sustainability.

H₂: There is positive relationship between environmental management practices and employee training.

H₃: Employee training has mediation effect on the hotel business sustainability.

The Stakeholder Theory

Stakeholder theory is of corporate management and business ethics that address moral and values in managing an organization (Donaldson & Preston, 1995). It identifies and models groups or persons with legitimate interest in the corporate activity; and also describes, evaluates, and recommend methods by which managers can safeguard to the interests of those groups (Donaldson & Preston, 1995). Branco and Rodrigues (2007) narrated that stakeholders are groups and individuals who benefit from it or are harmed by and whose rights are violated or respected by the corporate actions. In this case anyone who is affected by the company operations is the stakeholder. According to Fontaine, Haarman, and Schmidt (2016), stakeholder theory took consideration environment factors as on major external changes, which affected the business environment of the organization in 1960s'. That means it recognizes the issue of environmental management in business operations. Employees are key internal stakeholder in any business operations, meaning that training them on environmental management issues, as means of ensuring sustainability of the organization business, is key. Hotel companies

need to ensure resources available today are converted into profit and wealth maximization of its shareholders while considering environments. Donaldson and Preston (1995) emphasized that, a firm should not ignore claims of the stakeholders simply because honoring them does not serve its strategic interests. Instead, the firm should build principles on how the company should operate and build contracts with stakeholders. Thus, empowering of employees will easier the work of implementing EMPs during the daily operations and adhere to their stakeholder interest of caring environment.

Material and Methodology

This study adopted a descriptive research design to obtain information concerning the current status of the phenomena and to describe what exists in regard to conditions in a situation. Basically, this study follows positivism philosophy and deductive approach whereby the researchers relay mainly on statistical and quantitative estimation to arrive at conclusion, and hold natural assumption that natural phenomenon follows some universal pattern (Ryan, 2018). The study is based on scientific approach to research in the selection of sample and it is quantitative in extensive use of mathematical modeling in data analysis.

The study was conducted in three to five stars hotel category in two cities Dar es Salaam and Arusha because these cities are considered as hubs for tourism in Tanzania. Arusha because of its geographical position makes it a gateway to the top tourist attractions such as the Serengeti National Park, Ngorongoro Conservation Area, Olduvai Gorge and Manyara National Park. From Arusha, tourists can connect to the Mount Kilimanjaro, thus a starting point for many safaris. According to US travel website, Trip Advisor Arusha voted the fifth best tourist destination in Africa and first in East Africa region for 2017 (Qorro, 2017). Dar es Salaam has been influenced by a multitude of sultans, the Germans and the British. With its great atmosphere, mix of African, Muslim, and South Asian influences harbour, beaches, chaotic markets, and historic buildings which makes Dar es Salaam be ideal for tourists' destination and also important hub for tourists visiting Zanzibar and southern circuit such as Selous Game reserve, Ruaha, Kitulo, Mikumi and Udzungwa National Parks (URT, 2004).

The study used structured questionnaire to collect information from the respondents who were hotel managers and supervisors. The questionnaire consisted of constructs that were operationalized by closed ended questions. Questions were developed based on the literature review of similar studies conducted over the world. The studies were questions adopted from: Cespedes-Lorente, Burgos-Jiménez, and Maria Jos é (2003), Erdogan and Baries (2007), Saenyanupap (2011), and Kamar (2013), with some modification to suit the research context.

The list of hotels was obtained from the Ministry of Natural Resource and Tourism Registration book (2015). Census method was used to obtain 30 and 20 hotels' samples from Dar es Salaam and Arusha respectively. From the sampled hotels, eight respondents were purposively sampled from each hotel thus totaling up 400 respondents. Self-administration method was used in collecting information from the respondents.

Findings Presentation

Findings of the data analysis were presented through tables, figures charts, and intensive scripts. In this study 266 questionnaires were returned out of the 400 questionnaires that equates to 66.5%, which is quite acceptable for inference (Fincham, 2008; Baruch & Holton, 2008). In the 266 of returned questionnaires 11 (4.2%) had missing value; a Listwise deletions method was used remove the missing data (Tha, 2014). The mean method was used to clear outlier (Tabachnick & Fidell, 2007), data normality was checked, and kurtosis ranged from 1 < to 3 and skewness ranged from -1 < to -2 which were acceptable (Brown, 2006).

Table 1

Descriptive Statistics on Measurement of Skewness and Kurtosis for Mediation Effect of Employee Training on Implementation of Environmental Management Practices for Sustainability of Business

		N	Mean	Std. deviation	Skewness	Kurtosis		
	Variables	Statistic	Statistic	Statistic	Statistic	Std. error	Statistic	Std. error
ET4	Includes environmental management concept in the recruitment criteria	255	3.85	0.934	-0.875	0.153	0.769	0.304
ET5	Incentive to outstanding employee's inn green practices	255	3.91	0.860	-0.867	0.153	1.094	0.304
ET6	Brief employees daily on environmental management issues	255	3.87	0.922	-0.932	0.153	1.107	0.304
ET7	Train environmental managements culture to new employees	255	3.82	0.981	-0.834	0.153	0.452	0.304
ET8	Benefit employees with profit of success of green practices	255	3.71	1.017	-0.740	0.153	0.348	0.304
WM1	Educate customers and staff on how to conserve	255	4.21	0.856	-1.135	0.153	1.455	0.304
WM2	Implement water-efficient gardening programs	255	4.01	0.945	-0.954	0.153	0.642	0.304
WM3	Install low-flow showerheads	255	4.00	0.916	-0.938	0.153	0.953	0.304
WM4	Install water-efficient appliances	255	4.17	0.808	-0.994	0.153	1.107	0.304
WM5	Implement linen re-use policy	255	3.86	0.966	-1.008	0.153	0.969	0.304
WM6	Educate quests on water conservation	255	4.18	0.780	-0.938	0.153	1.395	0.304
WM7	In place water conservation program policy	255	4.05	0.956	-1.381	0.153	2.127	0.304
SW4	Use recycled paper	255	4.02	0.960	-1.001	0.153	0.878	0.304
SW5	Recycle newspaper	255	3.97	0.939	-0.830	0.153	0.439	0.304
SW6	Recycle toner cartridges	255	3.84	1.090	-0.843	0.153	0.069	0.304
SW7	Uses of two-sided copying standard practice in business	255	3.85	1.059	-0.932	0.153	0.370	0.304
SW8	Uses of two-sided printing standard practice in business	255	4.06	0.986	-1.144	0.153	1.106	0.304
ES2	Uses of energy-efficient appliances	255	3.90	1.064	-0.962	0.153	0.357	0.304
ES3	Reviews of utility bills to monitor energy consumption	255	4.30	0.851	-1.357	0.153	1.852	0.304
ES5	Uses of energy-saving light bulbs	255	4.14	0.889	-1.127	0.153	1.260	0.304
ES6	Uses of solar energy	255	4.21	0.800	-1.005	0.153	1.094	0.304
GP3	Preference is given to purchase recyclable packaging	255	3.49	1.153	-0.599	0.153	-0.301	0.304
GP4	Donate used equipment	255	3.35	1.245	-0.346	0.153	-0.782	0.304
GP8	Purchase of recycled products	255	3.78	1.043	-0.969	0.153	0.665	0.304
SIE1	Participate in environmental conservation local events	255	4.07	0.846	-0.835	0.153	0.708	0.304
SIE2	Train customers on environmental conservation through media	255	4.02	0.862	-0.855	0.153	0.866	0.304
SIE3	Inform customers on policies implemented by hotel	255	4.06	0.883	-1.118	0.153	1.659	0.304
SIE4	Use social media to spread of environmental conservation issues customers	255	3.84	0.980	-0.820	0.153	0.466	0.304
SIE5	Hotel websites content contains information on environmental conservation;	255	4.10	0.838	-1.035	0.153	1.492	0.304
SB2	Improver relationship with local community	255	4.39	0.684	-1.056	0.153	1.312	0.304
SB3	Gain in market share	255	4.12	0.824	-0.903	0.153	0.999	0.304
SB4	Improve financial gain	255	4.21	0.832	-1.190	0.153	1.875	0.304
SB5	Improve brandy images	255	4.23	0.845	-1.092	0.153	1.153	0.304
SB6	Enhance employee satisfaction	255	4.19	0.812	-0.988	0.153	0.984	0.304
SB7	Increase guest satisfaction	255	4.33	0.775	-1.168	0.153	1.460	0.304
SB8	Gain stakeholders' confidence	255	4.19	0.661	-0.720	0.153	1.347	0.304
Valid N (listwise)		255						

To reduce the number of variables into smaller manageable ones, the exploratory factor analysis (EFA) was performed. The Principal Factor Analysis (PFA) was chosen instead of Principal Component Analysis (PCA) (Field, 2000). To produce a better estimate of factors among correlated latent variables oblique rotation was used as opposed to orthogonal rotations (Fabrigar, Wegener, MacCallum, & Strachan, 1999). The KMO was 0.894, which is meritorious, which means that inter-items correlations were explained by attained communalities factors (Pallant, 2005). Tables were produced which includes KMO, measure of sampling adequacy and Bartlett's Test of Sphericity, Factor Loading Table, Total Variance Explained with Eigenvalue, Patterns Matrix, and Factor Correlations Matrix.

The Bartlett's Test of Sphericity (Table 3) for this study was significant at $p < 0.001$ which indicates suitable for factor analysis. The communalities in Table 2 showed that most variables had good factor loading value of more five; only two items had factor loading below five of which had values of 0.494 and 0.483. The variables which had loading < 4 and those variables which loaded to more than one factor were remove and extraction was performed again of which seven factors were produced nice Pattern Matrix as it shown in Table 4.

Table 2

Communalities for Mediation Effect of Employee Training on Implementation of Environmental Management Practices for Sustainability of Business

Factor		Initial
ET4	Include environmental management concept in the recruitment criteria	0.625
ET5	Incentive to outstanding employee's inn green practices	0.620
ET6	Brief employees daily on environmental management issues	0.590
ET7	Train environmental managements culture to new employees	0.627
ET8	Benefit employees with profit of success of green practices	0.667
WM1	Educate customers and staff on how to conserve	0.570
WM2	Implement water-efficient gardening programs	0.643
WM3	Install low-flow showerheads	0.557
WM4	Install water-efficient appliances	0.623
WM5	Implement linen re-use policy	0.483
WM6	Educate quests on water conservation	0.559
WM7	In place water conservation program policy	0.575
SW4	Use recycled paper	0.747
SW5	Recycle newspaper	0.710
SW6	Recycle toner cartridges	0.639
SW7	Uses of two-sided copying standard practice in business	0.623
SW8	Uses of two-sided printing standard practice in business	0.547
ES2	Uses of energy-efficient appliances	0.507
ES3	Reviews of utility bills to monitor energy consumption	0.494
ES5	Uses of energy-saving light bulbs	0.558
ES6	Uses of solar energy	0.628
GP3	Preference is given to purchase recyclable packaging	0.514
GP4	Donate used equipment	0.552
GP8	Purchase of recycled products	0.552
SIE1	Participate in environmental conservation local events	0.545
SIE2	Train customers on environmental conservation through media	0.606
SIE3	Inform customers on policies implemented by hotel	0.669
SIE4	Use social media to spread of environmental conservation issues customers	0.671

Table 2 to be continued

SIE5	Hotel websites content contains information on environmental conservation	0.535
SB2	Improver relationship with local community	0.512
SB3	Gain in market share	0.597
SB4	Improve financial gain	0.619
SB5	Improve brandy images	0.623
SB6	Enhance employee satisfaction	0.551
SB7	Increase guest satisfaction	0.629
SB8	Gain stakeholders' confidence	0.544
Extraction method: Principal Axis Factoring		

Table 3

KMO and Bartlett's Test for Mediation Effect of Employee Training on Implementation of Environmental Management Practices for Sustainability of Business

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.893
Approx. Chi-Square		5,206.782
Bartlett's Test of Sphericity	df	630
	Sig.	0.000

Table 4

Pattern Matrix for Mediation Effect of Employee Training on Implementation of Environmental Management Practices for Sustainability of Business

		Factor						
		Water management	Employees' training	Sustainability of business	Green purchasing	Energy saving	Sharing information on environmental	Solid waste management
ET4	Include environmental management concept in the recruitment criteria		-0.826					
ET5	Incentive to outstanding employee's inn green practices		-0.664					
ET6	Brief employees daily on environmental management issues		-0.714					
ET7	Train environmental managements culture to new employees		-0.746					
ET8	Benefit employees with profit of success of green practices		-0.696					
WM1	Educate customers and staff on how to conserve	0.557						
WM2	Implement water-efficient gardening programs	0.547						
WM3	Install low-flow showerheads	0.662						
WM4	Install water-efficient appliances	0.491						
WM5	Implement linen re-use policy	0.568						
WM6	Educate quests on water conservation	0.625						
WM7	In place water conservation program policy	0.696						
SW4	Use recycled paper							-0.779
SW5	Recycle newspaper							-0.788
SW6	Recycle toner cartridges							-0.402
SW7	Uses of two-sided copying standard practice in business							-0.430
SW8	Uses of two-sided printing standard practice in business							
ES2	Uses of energy-efficient appliances.					0.477		
ES3	Reviews of utility bills to monitor energy consumption;					0.618		
ES5	Uses of energy-saving light bulbs					0.599		

Table 4 to be continued

ES6	Uses of solar energy		0.597
GP3	Preference is given to purchase recyclable packaging	0.675	
GP4	Donate used equipment	0.714	
GP8	Purchase of recycled products	0.665	
SIE1	Participate in environmental conservation local events		0.471
SIE2	Train customers on environmental conservation through media		0.703
SIE3	Inform customers on policies implemented by hotel		0.603
SIE4	Use social media to spread of environmental conservation issues customers		0.649
SIE5	Hotel websites content contains information on environmental conservation		0.448
SB2	Improver relationship with local community	-0.569	
SB3	Gain in market share	-0.609	
SB4	Improve financial gain	-0.737	
SB5	Improve brandy images	-0.792	
SB6	Enhance employee satisfaction	-0.723	
SB7	Increase guest satisfaction	-0.746	
SB8	Gain stakeholders' confidence	-0.639	
Extraction method: Principal Axis Factoring			
Rotation method: Oblimin with Kaiser Normalization ^a			
a. Rotation converged in 15 iterations.			

The extraction produced Total Average Variance Explain (AVE); seven factors were extracted which amounted total variance of 64.580% (Table 5), and the scree plot in Figure 1 confirmed that (Field, 2000). From the Total Variance Explained the Guttman-Kaiser Rule was adhered as all eigenvalues were larger than one and total variances accounted for more 62% (Rietveld & Van Hout, 1993). The analysis also indicated that discriminatory validity was attained as Correlation Matrix in Table 6 indicated absence of variables correlation and multicollinearity.

Table 5

Total Variance Explained for Mediation Effect of Employee Training on Implementation of Environmental Management Practices for Sustainability of Business

Factor	Initial eigenvalues			Rotation sums of squared loadings
	Total	% of variance	Cumulative %	Total
1 Water management	11.676	32.432	32.432	6.063
2 Employees' training	2.702	7.505	39.937	6.713
3 Sustainability of business	2.578	7.162	47.099	6.805
4 Green purchasing	1.877	5.213	52.312	4.247
5 Energy saving	1.641	4.559	56.871	5.040
6 Sharing information on environmental conservation	1.453	4.037	60.908	4.565
7 Solid waste management	1.322	3.672	64.580	4.099

Extraction method: Principal Axis Factoring

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

Table 6

Factor Correlation Matrix for Mediation Effect of Employee Training on Implementation of Environmental Management Practices for Sustainability of Business

Factors		Water management	Employees' training	Sustainability of business	Green purchasing	Energy saving	Sharing information on environmental conservation	Solid waste management
1	Water management	1.000	-0.337	-0.363	0.217	0.352	0.244	-0.329
2	Employees' training	-0.337	1.000	0.386	-0.414	-0.328	-0.395	0.181
3	Sustainability of business	-0.363	0.386	1.000	-0.206	-0.361	-0.345	0.248
4	Green purchasing	0.217	-0.414	-0.206	1.000	0.201	0.231	-0.295
5	Energy saving	0.352	-0.328	-0.361	0.201	1.000	0.238	-0.264
6	Sharing information on environmental conservation	0.244	-0.395	-0.345	0.231	0.238	1.000	-0.106
7	Solid waste management	-0.329	0.181	0.248	-0.295	-0.264	-0.106	1.000

Extraction method: Principal Axis Factoring

Rotation method: Oblimin with Kaiser Normalization

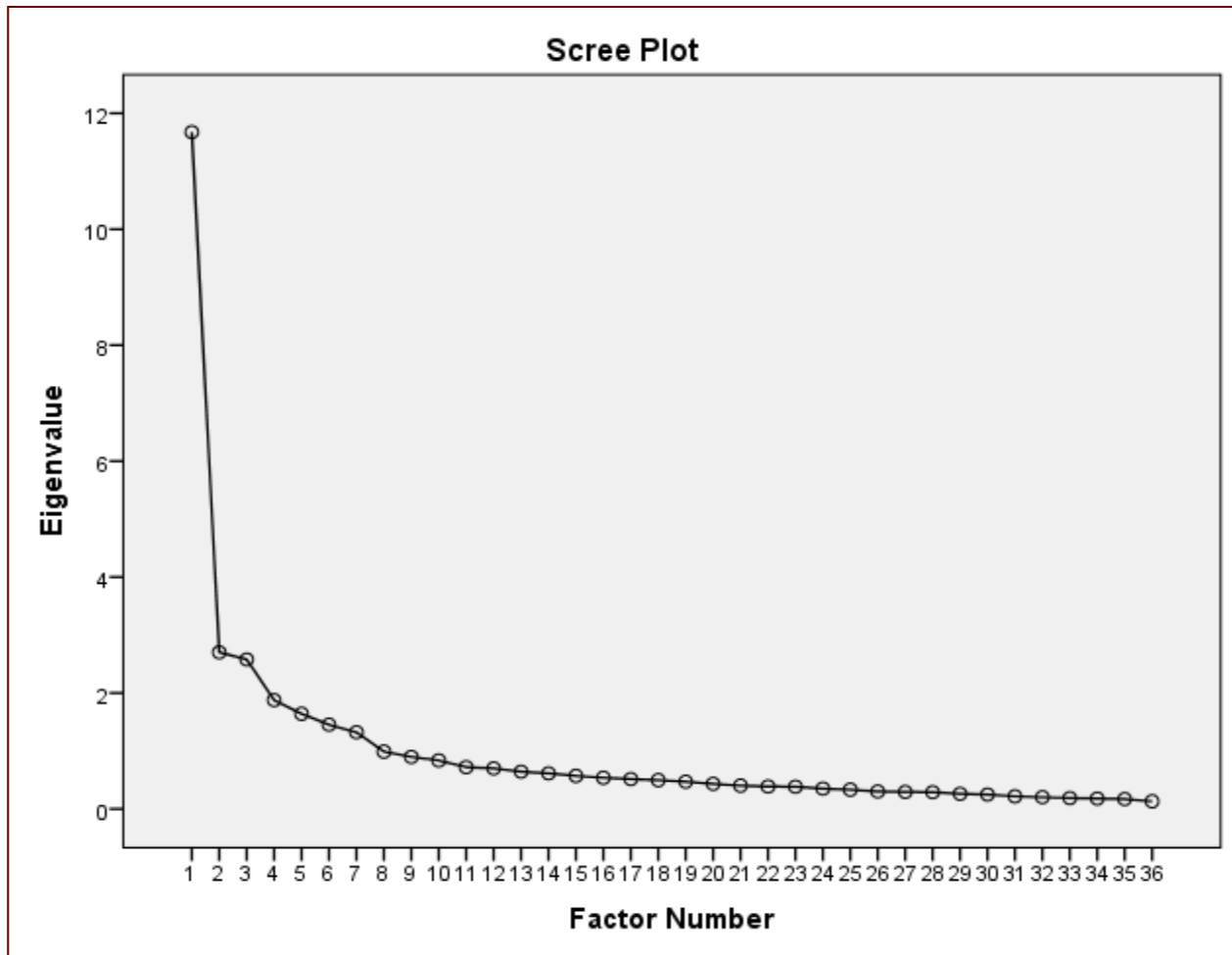
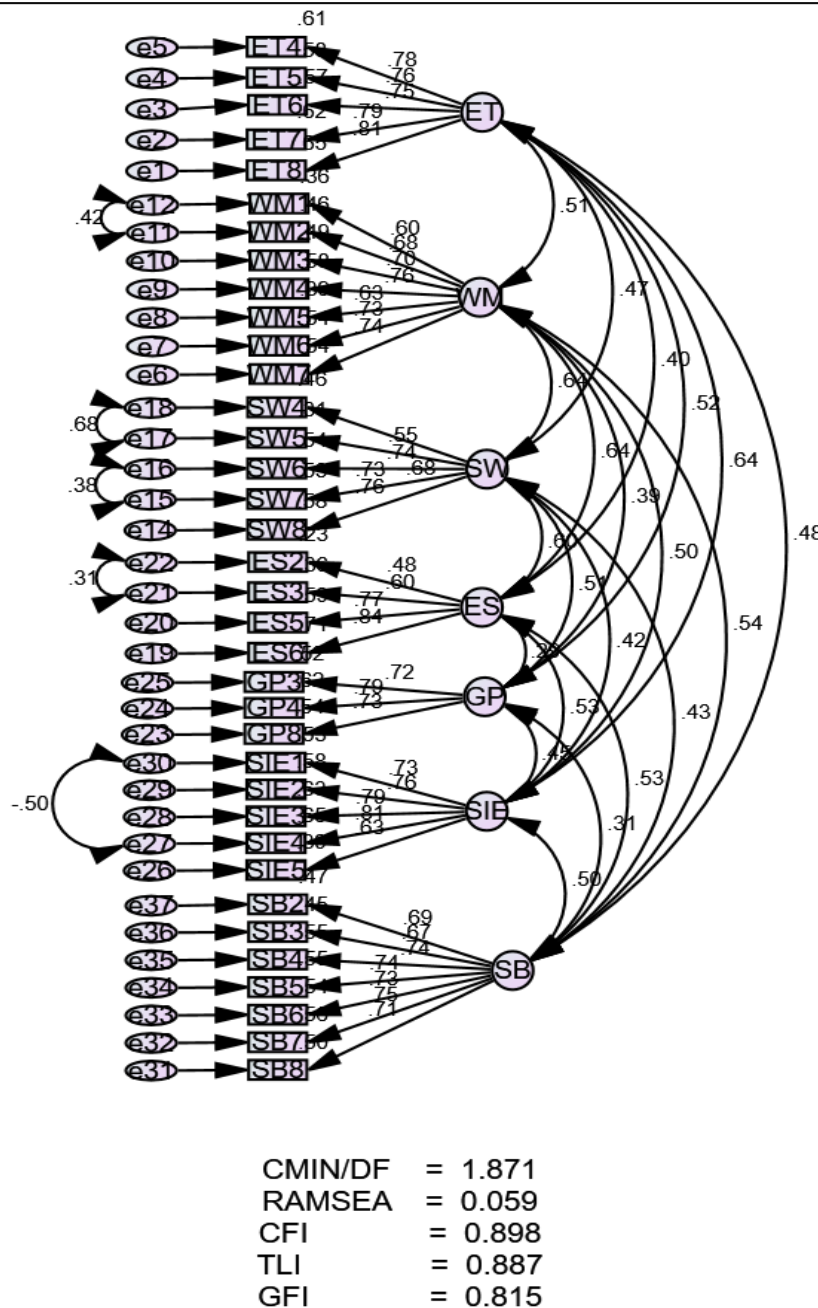


Figure 1. Scree plot for mediation effect of employee training on implementation of environmental management practices for sustainability of business.

After Exploratory Factor Analysis (EFA), the Confirmatory Factor Analysis (CFA) was performed and produced measurement CFA model (Figure 2) with chi-square X^2 1,062.576 at df 568, p-value 0.001, CMID/DF = 1.871; other indices of GFL, TLI, CFI, and RMSEA value were 0.815, 0.887, 0.898, and 0.059 with significant of $p < 0.001$ indicating that model was fit (Smith, 2000). The analysis showed that most all variable had loading of 0.7 and above (Table 6).



CFA Measurement Model on Mediation Effect of Employee Training on Implementation of Environmental Management Practices for Business Sustainability

Figure 2. CFA measurement model on mediation effect of employees' training in the implementation of environmental management for sustainability of business (Chi-square = 1,062.576, Degrees of freedom = 568, Probability level = 0.000).

Table 7

Regression Weights for CFA Measurement Model on Mediation Effect of Employee Training on Implementation of Environmental Management Practices for Sustainability of Business

	Variable	Regression line	Factor	Unstandardized estimate	S.E.	C.R.	P value	Standardized estimate
ET8	Include environmental management concept in the recruitment criteria	<--- Employees' training		1.000				0.807
ET7	Incentive to outstanding employee's inn green practices	<--- Employees' training		0.939	0.068	13.793	***	0.786
ET6	Brief employees daily on environmental management issues	<--- Employees' training		0.848	0.066	12.762	***	0.755
ET5	Train environmental managements culture to new employees	<--- Employees' training		0.800	0.063	12.777	***	0.764
ET4	Benefit employees with profit of success of green practices	<--- Employees' training		0.888	0.067	13.305	***	0.780
WM7	Educate customers and staff on how to conserve	<--- Water management		1.000				0.735
WM6	Implement water-efficient gardening programs	<--- Water management		0.814	0.073	11.204	***	0.734
WM5	Install low-flow showerheads	<--- Water management		0.860	0.089	9.705	***	0.627
WM4	Install water-efficient appliances	<--- Water management		0.874	0.079	11.102	***	0.761
WM3	Implement linen re-use policy	<--- Water management		0.915	0.085	10.785	***	0.703
WM2	Educate quests on water conservation	<--- Water management		0.913	0.091	10.061	***	0.679
WM1	In place water conservation program policy	<--- Water management		0.731	0.082	8.873	***	0.600
SW8	Use recycled paper	<--- Solid waste management		1.158	0.120	9.615	***	0.762
SW7	Recycle newspaper	<--- Solid waste management		1.185	0.130	9.103	***	0.726
SW6	Recycle toner cartridges	<--- Solid waste management		1.238	0.133	9.330	***	0.737
SW5	Uses of two-sided copying standard practice in business	<--- Solid waste management		0.800	0.062	12.873	***	0.553
SW4	Uses of two-sided printing standard practice in business	<--- Solid waste management		1.000				0.676
ES6	Uses of energy-efficient appliances	<--- Energy saving		1.000				0.842
ES5	Reviews of utility bills to monitor energy consumption	<--- Energy saving		1.014	0.082	12.326	***	0.768
ES3	Uses of energy-saving light bulbs	<--- Energy saving		0.760	0.082	9.241	***	0.602
ES2	Uses of solar energy	<--- Energy saving		0.754	0.107	7.066	***	0.478
GP8	Preference is given to purchase recyclable packaging	<--- Green purchasing		1.000				0.734
GP4	Donate used equipment	<--- Green purchasing		1.283	0.124	10.360	***	0.789
GP3	Purchase of recycled products	<--- Green purchasing		1.084	0.112	9.639	***	0.720
SIE5	Participate in environmental conservation local events	<--- Share information environmental conservation		1.000				0.627
SIE4	Train customers on environmental conservation through media	<--- Share information environmental conservation		1.507	0.146	10.289	***	0.809
SIE3	Inform customers on policies implemented by hotel	<--- Share information environmental conservation		1.331	0.130	10.206	***	0.792
SIE2	Use social media to spread of environmental conservation issues customers	<--- Share information environmental conservation		1.250	0.125	9.985	***	0.762
SIE1	Hotel websites content contains information on environmental conservation	<--- Share information environmental conservation		1.172	0.126	9.333	***	0.728

Table 7 to be continued

SB8	Gain stakeholders' confidence	<--- Sustainability of business	1.000					0.706
SB7	Increase guest satisfaction	<--- Sustainability of business	1.243	0.111	11.178	***		0.748
SB6	Enhance employee satisfaction	<--- Sustainability of business	1.275	0.118	10.813	***		0.733
SB5	Improve brandy images	<--- Sustainability of business	1.347	0.124	10.892	***		0.744
SB4	Improve financial gain	<--- Sustainability of business	1.325	0.124	10.720	***		0.743
SB3	Gain in market share	<--- Sustainability of business	1.182	0.121	9.768	***		0.669
SB2	Improver relationship with local community	<--- Sustainability of business	1.009	0.099	10.148	***		0.688

Table 8

Average Variance Extracted (AVE) for the CFA Measurement Model on Mediation Effect of Employee Training on Implementation of Environmental Management Practices for Sustainability of Business

Construct	Variable	Λ	λ	$\Sigma\lambda^2$	N	$(\Sigma\lambda^2)/n$
Employee training	ET8 Include environmental management concept in the recruitment criteria	0.807	0.651249			
	ET7 Incentive to outstanding employee's inn green practices	0.786	0.617796			
	ET6 Brief employees daily on environmental management issues	0.755	0.570025			
	ET5 Train environmental managements culture to new employees	0.764	0.583696			
	ET4 Benefit employees with profit of success of green practices	0.78	0.6084	3.032	5	0.61
Water management	WM7 Educate customers and staff on how to conserve	0.735	0.540225			
	WM6 Implement water-efficient gardening programs	0.734	0.538756			
	WM5 Install low-flow showerheads	0.627	0.393129			
	WM4 Install water-efficient appliances	0.761	0.579121			
	WM3 Implement linen re-use policy	0.703	0.494209			
Solid waste management	WM2 Educate quests on water conservation	0.679	0.461041			
	WM1 In place water conservation program policy	0.6	0.36	3.36648	7	0.48
	SW8 Use recycled paper	0.762	0.580644			
	SW7 Recycle newspaper	0.726	0.527076			
	SW6 Recycle toner cartridges	0.737	0.543169			
Energy saving management	SW5 Uses of two-sided copying standard practice in business	0.553	0.305809			
	SW4 Uses of two-sided printing standard practice in business	0.676	0.456976	2.413671	5	0.48
	ES6 Uses of energy-efficient appliances	0.842	0.708964			
	ES5 Reviews of utility bills to monitor energy consumption	0.768	0.589824			
	ES3 Uses of energy-saving light bulbs	0.602	0.362404			
Green purchasing	ES2 Uses of solar energy	0.478	0.228484	1.88967	4	0.47
	GP8 Preference is given to purchase recyclable packaging	0.734	0.538756			
	GP4 Donate used equipment	0.789	0.622521			
	GP3 Purchase of recycled products	0.72	0.5184	1.679677	3	0.56
	SIE5 Participate in environmental conservation local events	0.627	0.393129			
Sharing information on environmental conservation	SIE4 Train customers on environmental conservation through media	0.809	0.654481			
	SIE3 Inform customers on policies implemented by hotel	0.792	0.627264			
	SIE2 Use social media to spread of environmental conservation issues customers	0.762	0.580644			
	SIE1 Hotel websites content contains information on environmental conservation	0.728	0.529984	2.7855	5	0.56

Table 8 to be continued

Sustainability of business	SB8	Gain stakeholders' confidence	0.706	0.498436				
	SB7	Increase guest satisfaction	0.748	0.559504				
	SB6	Enhance employee satisfaction	0.733	0.537289				
	SB5	Improve brandy images	0.744	0.553536				
	SB4	Improve financial gain	0.743	0.552049				
	SB3	Gain in market share	0.669	0.447561				
	SB2	Improver relationship with local community	0.688	0.473344	3.3.621719	7	0.52	

Before moving to the next step of analysis the Data Normality was assessed again the result indicated that kurtosis ranged from $1 <$ to 3 and skewness ranged from $-1 <$ to -2 which were acceptable (Brown, 2006).

The test of construct validity was done by calculating AVE; the result showed that four constructs attain required of $AVE > 0.5$ which was very acceptable (Awang, 2011). However, three, Water Management, Solid Waste Management, and Energy Saving Management, had value below 0.5 (Table 9). This was also accepted according to Huang, Y. M. Wang, Wu, and P. A. Wang (2013) as long as composite reliability (CR) is above 0.6 (Table 10). The construct validity test was achieved as all model fit indices were at required level. The correlation between all constructs was lower than 0.9, hence discriminant validity achieved (Tharenous, Donohue, & Cooper, 2007). The composite reliability was achieved, as value was 0.6 and above (Table 10) (Hair, Black, Babin, & Anderson, 2010).

Table 9

Composite Reliability for the CFA Measurement Model on Mediation Effect of Employee Training on Implementation of Environmental Management Practices for Sustainability of Business

Construct		Variable	Λ	λ	$\Sigma\lambda^2$	$(\Sigma\lambda)^2$	$\Sigma 1 - \lambda^2$	$(\Sigma\lambda)^2 + (\Sigma 1 - \lambda^2)$	$\Sigma\lambda^2 \div [(\Sigma\lambda)^2 + (\Sigma 1 - \lambda^2)]$
Employee training	ET8	Include environmental management concept in the recruitment criteria	0.807	0.651					
	ET7	Incentive to outstanding employee's inn green practices	0.786	0.618					
	ET6	Brief employees daily on environmental management issues	0.755	0.570					
	ET5	Train environmental managements culture to new employees	0.764	0.584					
	ET4	Benefit employees with profit of success of green practices	0.78	0.608	3.032	9.193	1.969	11.162	0.8
Water management	WM7	Educate customers and staff on how to conserve	0.735	0.540					
	WM6	Implement water-efficient gardening programs	0.734	0.539					
	WM5	Install low-flow showerheads	0.627	0.393					
	WM4	Install water-efficient appliances	0.761	0.579					
	WM3	Implement linen re-use policy	0.703	0.494					
	WM2	Educate quests on water conservation	0.679	0.461					
	WM1	In place water conservation program policy	0.6	0.360	3.366	11.333	3.634	14.967	0.8
Solid waste management	SW8	Use recycled paper	0.762	0.581					
	SW7	Recycle newspaper	0.726	0.527					
	SW6	Recycle toner cartridges	0.737	0.543					
	SW5	Uses of two-sided copying standard practice in business	0.553	0.306					
	SW4	Uses of two-sided printing standard practice in business	0.676	0.457	2.414	5.826	2.583	8.409	0.7

Table 9 to be continued

Energy saving management	ES6	Uses of energy-efficient appliances.	0.842	0.709					
	ES5	Reviews of utility bills to monitor energy consumption	0.768	0.590					
	ES3	Uses of energy-saving light bulbs	0.602	0.362					
	ES2	Uses of solar energy	0.478	0.228	1.890	3.571	2.111	5.682	0.6
Green purchasing	GP8	Preference is given to purchase recyclable packaging	0.734	0.539					
	GP4	Donate used equipment	0.789	0.623					
	GP3	Purchase of recycled products	0.72	0.518	1.680	2.821	1.320	4.142	0.7
Sharing information on environmental conservation	SIE5	Participate in environmental conservation local events	0.627	0.393					
	SIE4	Train customers on environmental conservation through media	0.809	0.654					
	SIE3	Inform customers on policies implemented by hotel	0.792	0.627					
	SIE2	Use social media to spread of environmental conservation issues customers	0.762	0.581					
	SIE1	Hotel websites content contains information on environmental conservation	0.728	0.530	2.786	7.759	2.214	9.974	0.8
Sustainability of business	SB8	Gain stakeholders' confidence	0.706	0.498					
	SB7	Increase guest satisfaction	0.748	0.560					
	SB6	Enhance employee satisfaction	0.733	0.537					
	SB5	Improve brandy images	0.744	0.554					
	SB4	Improve financial gain	0.743	0.552					
	SB3	Gain in market share	0.669	0.448					
	SB2	Improve relationship with local community	0.688	0.473	3.622	13.117	3.378	16.495	0.8

Table 10

Regression Weights for the Structural Equation Model on Mediation Effect of Employee Training on Implementation of Environmental Management Practices for Business Sustainability

Variable		Regression line	Factors	Unstandardized estimate	S.E.	C.R.	P value	Standardized estimate
ET	Employee training	<---	Environmental management practices	1.348	0.195	6.923	***	0.706
GP	Green purchasing	<---	Environmental management practices	1.452	0.244	5.953	***	0.567
SIE	Share information environmental conservation	<---	Environmental management practices	1.000				0.722
ES	Energy saving	<---	Environmental management practices	1.282	0.178	7.183	***	0.753
SW	Solid waste management	<---	Environmental management practices	1.432	0.210	6.822	***	0.726
WM	Water management	<---	Environmental management practices	1.399	0.200	7.003	***	0.797
SB	Sustainability of business	<---	Employee training	0.008	0.063	0.129	0.897	0.013
SB	Sustainability of business	<---	Environmental management practices	0.811	0.162	5.015	***	0.661
ET4	Include environmental management concept in the recruitment criteria	<---	Employees' training	1.000				0.782
ET5	Incentive to outstanding employee's inn green practices	<---	Employees' training	0.900	0.071	12.619	***	0.764

Table 10 to be continued

ET6	Brief employees daily on environmental management issues	<--- Employees' training	0.959	0.077	12.529	***	0.759
ET7	Train environmental managements culture to new employees	<--- Employees' training	1.060	0.081	13.108	***	0.789
ET8	Benefit employees with profit of success of green practices	<--- Employees' training	1.112	0.084	13.274	***	0.798
WM7	Educate customers and staff on how to conserve	<--- Water management	1.000				0.702
WM6	Implement water-efficient gardening programs	<--- Water management	0.856	0.081	10.555	***	0.736
WM5	Install low-flow showerheads	<--- Water management	0.842	0.083	10.170	***	0.585
WM4	Install water-efficient appliances	<--- Water management	0.919	0.084	10.895	***	0.763
WM3	Implement linen re-use policy	<--- Water management	0.957	0.095	10.094	***	0.701
WM2	Educate quests on water conservation	<--- Water management	0.983	0.098	10.036	***	0.698
WM1	In place water conservation program policy	<--- Water management	0.781	0.088	8.854	***	0.613
SW8	Use recycled paper	<--- Solid waste management	1.000				0.765
SW7	Recycle newspaper	<--- Solid waste management	1.018	0.102	10.016	***	0.725
SW6	Recycle toner cartridges	<--- Solid waste management	1.069	0.105	10.225	***	0.740
SW5	Uses of two-sided copying standard practice in business	<--- Solid waste management	0.694	0.087	8.014	***	0.558
SW4	Uses of two-sided printing standard practice in business	<--- Solid waste management	0.854	0.088	9.701	***	0.671
ES6	Uses of energy-efficient appliances	<--- Energy saving	1.000				0.814
ES5	Reviews of utility bills to monitor energy consumption	<--- Energy saving	1.026	0.089	11.522	***	0.751
ES3	Uses of energy-saving light bulbs	<--- Energy saving	0.839	0.085	9.845	***	0.642
ES2	Uses of solar energy	<--- Energy saving	0.895	0.108	8.313	***	0.548
GP4	Preference is given to purchase recyclable packaging	<--- Green purchasing	1.000				0.787
GP8	Donate used equipment	<--- Green purchasing	0.786	0.077	10.160	***	0.738
GP3	Purchase of recycled products	<--- Green purchasing	0.844	0.085	9.989	***	0.717
SIE5	Participate in environmental conservation local events	<--- Share information environmental conservation	1.000				0.632
SIE4	Train customers on environmental conservation through media	<--- Share information environmental conservation	1.495	0.146	10.232	***	0.808
SIE3	Inform customers on policies implemented by hotel	<--- Share information environmental conservation	1.314	0.127	10.366	***	0.788
SIE2	Use social media to spread of environmental conservation issues customers	<--- Share information environmental conservation	1.238	0.123	10.093	***	0.760
SIE1	Hotel websites content contains information on environmental conservation	<--- Share information environmental conservation	1.174	0.124	9.488	***	0.734
SB2	Improver relationship with local community	<--- Sustainability of business	1.000				0.686
SB3	Gain in market share	<--- Sustainability of business	1.180	0.122	9.704	***	0.672
SB5	Improve brandy images	<--- Sustainability of business	1.339	0.126	10.638	***	0.744
SB6	Enhance employee satisfaction	<--- Sustainability of business	1.267	0.121	10.490	***	0.732
SB7	Increase guest satisfaction	<--- Sustainability of business	1.236	0.116	10.692	***	0.748
SB8	Gain stakeholders' confidence	<--- Sustainability of business	0.996	0.098	10.164	***	0.707
SB4	Improve financial gain	<--- Sustainability of business	1.316	0.124	10.615	***	0.742

The SEM model for the study (Figure 3) was constructed and hypotheses were tested after rearranging the overall measurement CFA model. After running the system, the results that were obtained were: Chi-squares (X^2)

112.647, degree of freedom (df) 581, probability level (p-value) 0.000, CMIN/DF 1.932, GFI 0.804, TLI 0.879, CFI 0.888, and RMSEA 0.061. The values of indices obtained indicated strong model fitness.

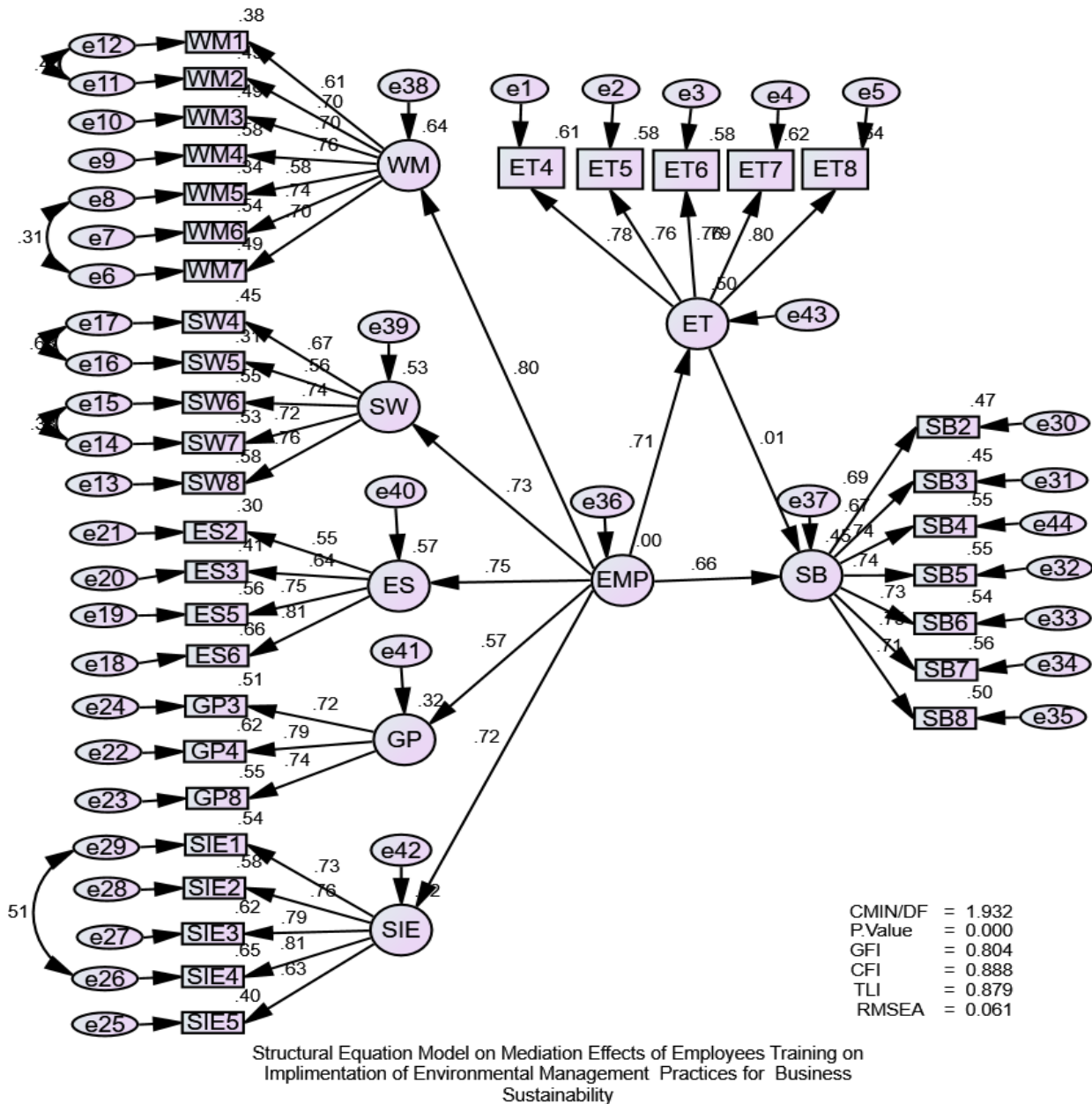


Figure 3. Structural equation model on mediation effects of employees training on implementation of environmental management practices for business sustainability (Chi-square = 1,122.647; Degrees of freedom = 581; Probability level = 0.000).

Table 11 showed the findings of the hypothesis testing, indicating that two hypotheses were significant at significant at $p < 0.001$ and one was not significant. The results have been illustrated as follow:

H₁: Environmental management practices has positive effect on business sustainability.

Environmental management practice has positive effect on business sustainability at highly significant of $p < 0.001$ hence accepted.

H₂: There is positive relationship between environmental management practices and employee training.

There is positive relationship between environmental management practices and employee training at highly significant of $p < 0.001$ hence accepted.

H₃: Employee training has mediation effect on the hotel business sustainability.

Employee training has no mediation effect on the hotel business sustainability whereby $p > 0.05$ hence rejected.

The next stage after testing of hypothesis was to check for direct, indirect effects, and total effect; thus, the bootstrap analysis was performed. The finding indicated the following:

Direct effect between environmental management practices and sustainability of business had regression loading of 0.661 (Table 11) and was sig. at $p = 0.007$ (Table 13) which translated that direct effect was significance at $p < 0.01$. Meanwhile:

Indirect effect between environmental management practices and sustainability of business had regression loading of 0.009 (Table 12) and was sig. at $p = 0.878$ (Table 14) which translated that indirect effect was not significance at $p > 0.05$. Furthermore:

Total effect between environmental management practices and sustainability of business had regression loading of 0.670 (Table 15) and was sig. at $p = 0.004$ (Table 16) which translated that total effect was significance at $p < 0.01$. Thus:

Looking on the total effect and direct effect, it showed that, there was very small decrease in regression loading when the effect was subjected to the indirect path which showed the absence of mediating effect of employee training on implementation of environmental management practices for sustainability of business. Hence, it is concluded that, employees' training does not mediate the implementation of environmental management practices for sustainability of business in Tanzania.

Table 11

Standardized Direct Effects for Employees Mediation in the Implementation of Environmental Management Practices for Sustainability of Business

	Variable /factor	Environmental management practices	Employees training	Sustainability of business	Share information environmental	Green purchasing	Energy saving management	Solid waste management	Water management
ET	Employee training	0.706	0.000	0.000	0.000	0.000	0.000	0.000	0.000
SB	Sustainability of business	0.661	0.013	0.000	0.000	0.000	0.000	0.000	0.000
SIE	Share information environmental conservation	0.722	0.000	0.000	0.000	0.000	0.000	0.000	0.000
GP	Green purchasing	0.567	0.000	0.000	0.000	0.000	0.000	0.000	0.000
ES	Energy saving management	0.753	0.000	0.000	0.000	0.000	0.000	0.000	0.000
SW	Solid waste management	0.726	0.000	0.000	0.000	0.000	0.000	0.000	0.000
WM	Water management	0.797	0.000	0.000	0.000	0.000	0.000	0.000	0.000
SB4	Improve financial gain	0.000	0.000	0.742	0.000	0.000	0.000	0.000	0.000
SB8	Gain stakeholders' confidence	0.000	0.000	0.707	0.000	0.000	0.000	0.000	0.000
SB7	Increase guest satisfaction	0.000	0.000	0.748	0.000	0.000	0.000	0.000	0.000
SB6	Enhance employee satisfaction	0.000	0.000	0.732	0.000	0.000	0.000	0.000	0.000
SB5	Improve brandy images	0.000	0.000	0.744	0.000	0.000	0.000	0.000	0.000
SB3	Gain in market share	0.000	0.000	0.672	0.000	0.000	0.000	0.000	0.000
SB2	Improve relationship with local community	0.000	0.000	0.686	0.000	0.000	0.000	0.000	0.000

SIE1	Participate in environmental conservation local events	0.000	0.000	0.000	0.734	0.000	0.000	0.000	0.000
SIE2	Train customers on environmental conservation through media	0.000	0.000	0.000	0.760	0.000	0.000	0.000	0.000
SIE3	Inform customers on policies implemented by hotel	0.000	0.000	0.000	0.788	0.000	0.000	0.000	0.000
SIE4	Use social media to spread of environmental conservation issues customers	0.000	0.000	0.000	0.808	0.000	0.000	0.000	0.000
SIE5	Hotel websites content contains information on environmental conservation	0.000	0.000	0.000	0.632	0.000	0.000	0.000	0.000
GP3	Preference is given to purchase recyclable packaging	0.000	0.000	0.000	0.000	0.717	0.000	0.000	0.000
GP8	Donate used equipment	0.000	0.000	0.000	0.000	0.738	0.000	0.000	0.000
GP4	Purchase of recycled products	0.000	0.000	0.000	0.000	0.787	0.000	0.000	0.000
ES2	Uses of energy-efficient appliances	0.000	0.000	0.000	0.000	0.000	0.548	0.000	0.000
ES3	Reviews of utility bills to monitor energy consumption	0.000	0.000	0.000	0.000	0.000	0.642	0.000	0.000
ES5	Uses of energy-saving light bulbs	0.000	0.000	0.000	0.000	0.000	0.751	0.000	0.000
ES6	Uses of solar energy	0.000	0.000	0.000	0.000	0.000	0.814	0.000	0.000
SW4	Use recycled paper	0.000	0.000	0.000	0.000	0.000	0.000	0.671	0.000
SW5	Recycle newspaper	0.000	0.000	0.000	0.000	0.000	0.000	0.558	0.000
SW6	Recycle toner cartridges	0.000	0.000	0.000	0.000	0.000	0.000	0.740	0.000
SW7	Uses of two-sided copying standard practice in business	0.000	0.000	0.000	0.000	0.000	0.000	0.725	0.000
SW8	Uses of two-sided printing standard practice in business	0.000	0.000	0.000	0.000	0.000	0.000	0.765	0.000
WM1	Educate customers and staff on how to conserve	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.613
WM2	Implement water-efficient gardening programs	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.698
WM3	Install low-flow showerheads	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.701
WM4	Install water-efficient appliances	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.763
WM5	Implement linen re-use policy	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.585
WM6	Educate quests on water conservation	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.736
WM7	In place water conservation program policy	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.702
ET8	Include environmental management concept in the recruitment criteria	0.000	0.798	0.000	0.000	0.000	0.000	0.000	0.000
ET7	Incentive to outstanding employee's inn green practices	0.000	0.789	0.000	0.000	0.000	0.000	0.000	0.000
ET6	Brief employees daily on environmental management issues	0.000	0.759	0.000	0.000	0.000	0.000	0.000	0.000
ET5	Train environmental managements culture to new employees	0.000	0.764	0.000	0.000	0.000	0.000	0.000	0.000
ET4	Benefit employees with profit of success of green practices	0.000	0.782	0.000	0.000	0.000	0.000	0.000	0.000

Standardized Indirect Effects for Employees Mediation in the Implementation of Environmental Management Practices for Sustainability of Business

[illegible]

Direct Effects—Two Tailed Significance for Employees Mediation in the Implementation of Environmental Management Practices for Sustainability of Business

[illegible]

Table 13 to be continued

WM6	Educate quests on water conservation	...	...	...	...	...	...	...	0.020
WM7	In place water conservation program policy	...	...	...	...	...	...	...	...
ET8	Include environmental management concept in the recruitment criteria	...	0.004	...	...	...	...	...	...
ET7	Incentive to outstanding employee's inn green practices	...	0.011	...	...	...	...	...	...
ET6	Brief employees daily on environmental management issues	...	0.014	...	...	...	...	...	...
ET5	Train environmental managements culture to new employees	...	0.014	...	...	...	...	...	...
ET4	Benefit employees with profit of success of green practices	...	...	...	...	...	...	...	...

Table 14

Indirect Effects—Two Tailed Significance for Employees Mediation in the Implementation of Environmental Management Practices for Sustainability of Business

Variable/factor		Environmental management practices	Employees training	Sustainability of business	Share information	Green purchasing	Energy saving management	Solid waste management	Water management
ET	Employee training	...	...	...	...	...	...	...	...
SB	Sustainability of business	0.877	...	...	...	...	...	...	...
SIE	Share information environmental conservation	...	...	...	...	...	...	...	...
GP	Green purchasing	...	...	...	...	...	...	...	...
ES	Energy saving management	...	...	...	...	...	...	...	...
SW	Solid waste management	...	...	...	...	...	...	...	...
WM	Water management	...	...	...	...	...	...	...	...
SB4	Improve financial gain	0.016	0.878	...	...	...	...	...	...
SB8	Gain stakeholders' confidence	0.007	0.878	...	...	...	...	...	...
SB7	Increase guest satisfaction	0.012	0.877	...	...	...	...	...	...
SB6	Enhance employee satisfaction	0.014	0.877	...	...	...	...	...	...
SB5	Improve brandy images	0.012	0.877	...	...	...	...	...	...
SB3	Gain in market share	0.025	0.878	...	...	...	...	...	...
SB2	Improver relationship with local community	0.012	0.878	...	...	...	...	...	...
SIE1	Participate in environmental conservation local events	0.009	...	...	...	...	...	...	...
SIE2	Train customers on environmental conservation through media	0.019	...	...	...	...	...	...	...
SIE3	Inform customers on policies implemented by hotel	0.019	...	...	...	...	...	...	...
SIE4	Use social media to spread of environmental conservation issues customers	0.021	...	...	...	...	...	...	...
SIE5	Hotel websites content contains information on environmental conservation	...	...	...	...	...	...	...	...
GP3	Preference is given to purchase recyclable packaging	0.032	...	...	...	...	...	...	...
GP8	Donate used equipment	0.009	...	...	...	...	...	...	...
GP4	Purchase of recycled products	0.014	...	...	...	...	...	...	...
ES2	Uses of energy-efficient appliances	0.012	...	...	...	...	...	...	...
ES3	Reviews of utility bills to monitor energy consumption	0.012	...	...	...	...	...	...	...
ES5	Uses of energy-saving light bulbs	0.019	...	...	...	...	...	...	...
ES6	Uses of solar energy	0.030	...	...	...	...	...	...	...
SW4	Use recycled paper	0.019	...	...	...	...	...	...	...
SW5	Recycle newspaper	0.026	...	...	...	...	...	...	...

Table 14 to be continued

SW6	Recycle toner cartridges	0.016	...	...	...	...	...	...	...
SW7	Uses of two-sided copying standard practice in business	0.020	...	...	...	...	...	...	...
SW8	Uses of two-sided printing standard practice in business	0.013	...	...	...	...	...	...	...
WM1	Educate customers and staff on how to conserve	0.015	...	...	...	...	...	...	...
WM2	Implement water-efficient gardening programs	0.023	...	...	...	...	...	...	...
WM3	Install low-flow showerheads	0.020	...	...	...	...	...	...	...
WM4	Install water-efficient appliances	0.020	...	...	...	...	...	...	...
WM5	Implement linen re-use policy	0.023	...	...	...	...	...	...	...
WM6	Educate guests on water conservation	0.026	...	...	...	...	...	...	...
WM7	In place water conservation program policy	0.014	...	...	...	...	...	...	...
ET8	Include environmental management concept in the recruitment criteria	0.012	...	...	...	...	...	...	...
ET7	Incentive to outstanding employee's inn green practices	0.015	...	...	...	...	...	...	...
ET6	Brief employees daily on environmental management issues	0.014	...	...	...	...	...	...	...
ET5	Train environmental managements culture to new employees	0.028	...	...	...	...	...	...	...
ET4	Benefit employees with profit of success of green practices	0.025	...	...	...	...	...	...	...

Table 15

Standardized Total Effects for Employees Mediation in the Implementation of Environmental Management Practices for Sustainability of Business

Variable /factor		Environmental management practices	Employees training	Sustainability of business	Share information environmental	Green purchasing	Energy saving management	Solid waste management	Water management
ET	Employee training	0.706	0.000	0.000	0.000	0.000	0.000	0.000	0.000
SB	Sustainability of business	0.670	0.013	0.000	0.000	0.000	0.000	0.000	0.000
SIE	Share information environmental conservation	0.722	0.000	0.000	0.000	0.000	0.000	0.000	0.000
GP	Green purchasing	0.567	0.000	0.000	0.000	0.000	0.000	0.000	0.000
ES	Energy saving management	0.753	0.000	0.000	0.000	0.000	0.000	0.000	0.000
SW	Solid waste management	0.726	0.000	0.000	0.000	0.000	0.000	0.000	0.000
WM	Water management	0.797	0.000	0.000	0.000	0.000	0.000	0.000	0.000
SB4	Improve financial gain	0.497	0.009	0.742	0.000	0.000	0.000	0.000	0.000
SB8	Gain stakeholders' confidence	0.474	0.009	0.707	0.000	0.000	0.000	0.000	0.000
SB7	Increase guest satisfaction	0.501	0.009	0.748	0.000	0.000	0.000	0.000	0.000
SB6	Enhance employee satisfaction	0.491	0.009	0.732	0.000	0.000	0.000	0.000	0.000
SB5	Improve brandy images	0.498	0.009	0.744	0.000	0.000	0.000	0.000	0.000
SB3	Gain in market share	0.450	0.009	0.672	0.000	0.000	0.000	0.000	0.000
SB2	Improve relationship with local community	0.460	0.009	0.686	0.000	0.000	0.000	0.000	0.000
SIE1	Participate in environmental conservation local events	0.530	0.000	0.000	0.734	0.000	0.000	0.000	0.000
SIE2	Train customers on environmental conservation through media	0.549	0.000	0.000	0.760	0.000	0.000	0.000	0.000
SIE3	Inform customers on policies implemented by hotel	0.569	0.000	0.000	0.788	0.000	0.000	0.000	0.000
SIE4	Use social media to spread of environmental conservation issues customers	0.583	0.000	0.000	0.808	0.000	0.000	0.000	0.000
SIE5	Hotel websites content contains information on environmental conservation	0.456	0.000	0.000	0.632	0.000	0.000	0.000	0.000

Table 15 to be continued

GP3	Preference is given to purchase recyclable packaging	0.406	0.000	0.000	0.000	0.717	0.000	0.000	0.000
GP8	Donate used equipment	0.419	0.000	0.000	0.000	0.738	0.000	0.000	0.000
GP4	Purchase of recycled products	0.446	0.000	0.000	0.000	0.787	0.000	0.000	0.000
ES2	Uses of energy-efficient appliances	0.412	0.000	0.000	0.000	0.000	0.548	0.000	0.000
ES3	Reviews of utility bills to monitor energy consumption;	0.483	0.000	0.000	0.000	0.000	0.642	0.000	0.000
ES5	Uses of energy-saving light bulbs	0.566	0.000	0.000	0.000	0.000	0.751	0.000	0.000
ES6	Uses of solar energy	0.613	0.000	0.000	0.000	0.000	0.814	0.000	0.000
SW4	Use recycled paper	0.487	0.000	0.000	0.000	0.000	0.000	0.671	0.000
SW5	Recycle newspaper	0.405	0.000	0.000	0.000	0.000	0.000	0.558	0.000
SW6	Recycle toner cartridges	0.537	0.000	0.000	0.000	0.000	0.000	0.740	0.000
SW7	Uses of two-sided copying standard practice in business	0.526	0.000	0.000	0.000	0.000	0.000	0.725	0.000
SW8	Uses of two-sided printing standard practice in business	0.555	0.000	0.000	0.000	0.000	0.000	0.765	0.000
WM1	Educate customers and staff on how to conserve	0.488	0.000	0.000	0.000	0.000	0.000	0.000	0.613
WM2	Implement water-efficient gardening programs	0.556	0.000	0.000	0.000	0.000	0.000	0.000	0.698
WM3	Install low-flow showerheads	0.559	0.000	0.000	0.000	0.000	0.000	0.000	0.701
WM4	Install water-efficient appliances	0.609	0.000	0.000	0.000	0.000	0.000	0.000	0.763
WM5	Implement linen re-use policy	0.466	0.000	0.000	0.000	0.000	0.000	0.000	0.585
WM6	Educate guests on water conservation	0.587	0.000	0.000	0.000	0.000	0.000	0.000	0.736
WM7	In place water conservation program policy	0.559	0.000	0.000	0.000	0.000	0.000	0.000	0.702
ET8	Include environmental management concept in the recruitment criteria	0.563	0.798	0.000	0.000	0.000	0.000	0.000	0.000
ET7	Incentive to outstanding employee's inn green practices	0.557	0.789	0.000	0.000	0.000	0.000	0.000	0.000
ET6	Brief employees daily on environmental management issues	0.536	0.759	0.000	0.000	0.000	0.000	0.000	0.000
ET5	Train environmental managements culture to new employees	0.539	0.764	0.000	0.000	0.000	0.000	0.000	0.000
ET4	Benefit employees with profit of success of green practices	0.552	0.782	0.000	0.000	0.000	0.000	0.000	0.000

Table 16

Standardized Total Effects—Two Tailed Significance for Employees Mediation in the Implementation of Environmental Management Practices for Sustainability of Business

	Variable /factor	Environmental management practices	Employees training	Sustainability of business	Share information environmental	Green purchasing	Energy saving management	Solid waste management	Water management
ET	Employee training	0.002	...	...	...	...	...	...	...
SB	Sustainability of business	0.004	0.878	...	...	...	...	...	...
SIE	Share information environmental conservation	0.002	...	...	...	...	...	...	...
GP	Green purchasing	0.003	...	...	...	...	...	...	...
ES	Energy saving management	0.005	...	...	...	...	...	...	...
SW	Solid waste management	0.007	...	...	...	...	...	...	...
WM	Water management	0.008	...	...	...	...	...	...	...
SB4	Improve financial gain	0.004	0.878	0.036	...	...	...	...	...
SB8	Gain stakeholders' confidence	0.003	0.878	0.005	...	...	...	...	...
SB7	Increase guest satisfaction	0.003	0.898	0.007	...	...	...	...	...
SB6	Enhance employee satisfaction	0.003	0.878	0.012	...	...	...	...	...
SB5	Improve brandy images	0.003	0.878	0.012	...	...	...	...	...

Table 16 to be continued

SB3	Gain in market share	0.003	0.878	0.012	...	...	...	...	...
SB2	Improver relationship with local community	0.004	0.878	0.006	...	...	...	...	...
SIE1	Participate in environmental conservation local events	0.002	...	...	0.005	...	...	...	...
SIE2	Train customers on environmental conservation through media	0.002	...	...	0.005	...	...	...	...
SIE3	Inform customers on policies implemented by hotel	0.002	...	...	0.012	...	...	...	...
SIE4	Use social media to spread of environmental conservation issues customers	0.004	...	...	0.026	...	...	...	...
SIE5	Hotel websites content contains information on environmental conservation	0.002	...	...	0.005	...	...	...	...
GP3	Preference is given to purchase recyclable packaging	0.002	...	...	...	0.013	...	...	...
GP8	Donate used equipment	0.003	...	...	...	0.005	...	...	...
GP4	Purchase of recycled products	0.002	...	...	...	0.014	...	...	...
ES2	Uses of energy-efficient appliances	0.002	...	...	...	...	0.004	...	...
ES3	Reviews of utility bills to monitor energy consumption;	0.007	...	...	...	...	0.005	...	...
ES5	Uses of energy-saving light bulbs	0.005	...	...	...	...	0.014	...	...
ES6	Uses of solar energy	0.009	...	...	...	...	0.026	...	...
SW4	Use recycled paper	0.009	...	...	...	...	...	0.023	...
SW5	Recycle newspaper	0.007	...	...	...	...	...	0.019	...
SW6	Recycle toner cartridges	0.010	...	...	...	...	...	0.005	...
SW7	Uses of two-sided copying standard practice in business	0.004	...	...	...	...	...	0.006	...
SW8	Uses of two-sided printing standard practice in business	0.003	...	...	...	...	...	0.005	...
WM1	Educate customers and staff on how to conserve	0.005	...	...	...	...	...	...	0.012
WM2	Implement water-efficient gardening programs	0.006	...	...	...	...	...	...	0.010
WM3	Install low-flow showerheads	0.002	...	...	...	...	...	...	0.010
WM4	Install water-efficient appliances	0.005	...	...	...	...	...	...	0.008
WM5	Implement linen re-use policy	0.009	...	...	...	...	...	...	0.026
WM6	Educate quests on water conservation	0.013	...	...	...	...	...	...	0.012
WM7	In place water conservation program policy	0.009	...	...	...	...	...	...	0.015
ET8	Include environmental management concept in the recruitment criteria	0.002	0.005	...	...	...	...	...	...
ET7	Incentive to outstanding employee's inn green practices	0.003	0.004	...	...	...	...	...	...
ET6	Brief employees daily on environmental management issues	0.002	0.012	...	...	...	...	...	...
ET5	Train environmental managements culture to new employees	0.008	0.019	...	...	...	...	...	...
ET4	Benefit employees with profit of success of green practices	0.005	0.013	...	...	...	...	...	...

Discussion of the Findings and Implications

Training of employees on certain skills and knowledge has great impacts on the daily performance which results on improved outputs and contributes to the overall performance of the organizations such as hotel, tour company, and catering establishments. The organizational performance could be through improved financial gain, improved brand image, gain in market share, customer satisfaction, and shareholders satisfaction.

This study postulated that, when the employees get training on skills and knowledge, it improves the implementation environmental management practices (EMPs) which then contributes to the sustainability of business through improving of financial gain, increasing of marketing share, improved brand image, and shareholder and customer satisfactions. Therefore, the hypotheses were developed and tested.

The first hypothesis was that environmental management practices has positive effect on business sustainability and the findings showed that there is positive effect on the sustainability of business when the environmental management practice implemented the effects. Amongst five constructs that defined EMPs, water management loaded well (0.797) compared other such as solid waste management, energy saving, and sharing of information on environmental conservation and green purchasing was least by 0.567. This is definitely true in daily hotel operations; most of tasks use water for cleaning, washing, cooking, and swimming pools. These activities cause the water bill to rise up and affect the income of the hotel; when the hotel improves water management, it also improves financial position which becomes easy for hotel management to reward the employees which makes to be satisfied with implementations of environmental management practices (EMPs). If employees are satisfied, it increases retention rate and improves relations within the staff themselves (Dhankar & Raheja, 2015). Thus, the observed direct effect informed us that EMPs has significantly impact on the sustainability of business operations in the hospitality industry.

The second hypothesis was that there is positive relationship between environmental management practices and employee training. The finding indicated high significant relationship between environmental management practices and employees training. The existence of relationship between these two constructs expected because EMPs implementation required knowledge and skills to be successful. Bearing in mind that, EMPs is defined by actions that are part of daily operational activities (Mbasera et al., 2016). Therefore, hotel management needs to set a program on how to train employees in all three level of learning that is cognitive, psychomotor, and affective domains. The assurance of implementation of EMPs requires employee to understand, internalize, and practice. Several studies have confirmed that training plays major role in the implementation of EMPs (Eldermerdash & Mustapha, 2013) reported that involvement of employees in the implementation of EMPs can only happen when employees understand what to implement, meaning that training is paramount for the successful implementation.

The third hypothesis sought to understand the mediation effects of employees training in the implementation of environmental management practices for sustainable business. After analysis the finding revealed that training of employees does not mediate sustainability of business when implementing environmental management practices, and the relationship has very low regression weight loading (0.013). The revealed findings provide the message that while training of employees is important when implementing environment management practices (EMPs) but it is not determining factor for the sustainable business in the hotel industry. The previous studies of Alcorn and Curtis (2016) reported that restaurant employees are satisfied in implementing the green practices because they feel that they are giving back to the community. Thus, the main issue in the implementation of green practices (EMPs) may not rely on the training of employees only but attitudes and behavior towards the sustainability practices.

The result for direct, indirect, and total effects from the analysis has proved that, the deviation from of direct from total effects is insignificant which translated that implementation of green practices (EMPs) for sustainable business is not facilitated with training of employee.

Recommendation and Conclusion

This study contributes to body of knowledge by showing that attaining of hotels business sustainability is not mediated by employees' training. The study has enlightened that, hotel managers should not consider training as sole way of attaining the business sustainability.

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