UNIVERSITY OF CAPE COAST

EFFECTS OF EMPLOYEES' ENVIRONMENTAL ATTITUDES ON GREEN PRACTICES IN HOTELS IN KWARA STATE, NIGERIA

ELIZABETH BABAGBALE

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BY

ELIZABETH BABAGBALE

Thesis submitted to the Department of Hospitality and Tourism Management, Faculty of Social Sciences, University of Cape Coast in partial fulfilment of the requirements for the award of Doctor of Philosophy Degree in Hospitality Management

DECEMBER 2022

DECLARATION

Candidate's Declaration

I hereby declare that this is the result of my own original research and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature: …… Date: ……

Name: Elizabeth Babagbale

Supervisors' Declaration

We hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast.

Principal Supervisor's Signature: …… Date: ……

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Name: Dr Stephen Hiamey

ABSTRACT

Previous studies have indicated that green practices have been adopted in first-world countries, but their relevance in third-world countries remains largely unsubstantiated. This study examines the effects of employees' environmental attitudes on green practices in hotels in Ilorin, Kwara State, Nigeria. Six research questions and three hypotheses were formulated and Concurrent Triangulation design employed. Copies of questionnaire were distributed to 290 employees and interview was conducted for 10 managers of hotels in Kwara State, Nigeria. Quantitative data was analysed using t-tests, p-values and structural equation modelling and regression model while thematic analysis SPSS 26 was used for qualitative data. Results showed that the hotels generally adopt green practices, with air pollution control being the most popular (M=3.70, SD=1.09). Additionally, green practice was found to be affected by employee knowledge levels, and socio-demographic characteristics. The predominant environmental attitude of respondents was their intention to introduce green practices to the colleagues. Managers reported that the main hurdles to implementing eco- friendly practices included high costs of materials and lack of government support. Conclusively, this study demonstrates that green practices are widespread in hotels in Kwara State and suggests further investigation into variables such as eco-friendly practices, environmental knowledge and behavioural intentions in Kwara State and other parts of Nigeria.

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KEYWORDS

Attitudes

Employees

Environment

Green Practice

Hotel

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DEDICATION

To my family particularly: Elder Adekunle Babagbale, Elder Olakunle Aluko, Pastor and Mrs. Adeyinka Oladoyin Aderombi, Pastor and Mrs. Samson Oyeyinka, Sister Folashade Nehemiah and Catherine Matthew.

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CHP	Combined Heat and Power
$CO_{2:}$	Carbon dioxide
CO	Carbon monoxide
ECM	Energy Conservation Matrix
EMP	Environmental Management Practics
EMS	Environmental Management Services
ERB	Environmentally Responsible Behaviour
GAR	Greater Accra Region
GIT	Green Information Technology
HACCP	Hazard Analysis Critical Control Point
KWASEPA	Kwara State Environmental Protection Agency
IEA	International Energy Agency
LEDs	Light Emitting Diodes
LEED	Leadership in Energy and Environmental Design
LPG	Liquified Petroleum Gas
NGO	Non-Governmental Organisation
PEB	Pro Environmental Behaviour
PHCN	Power Holding Company of Nigeria
SHBM	Sustainable Hotel Building Model
TRA	Theory of Reasoned Action
UNESCO	United Nations Educational Scientific and Cultural Organisation
WHO	World Health Organisation

CHAPTER ONE

INTRODUCTION

Background to the Study

According to reports, the hotel sector is one of the biggest users of electricity, water, and other commodities. This leads to more waste, which raises the rate of environmental degradation (Mensah, 2019). Coincidentally, the majority of the environmental effects of the hotel industry have been in the areas of energy consumption (Ali et al., 2007; Chang, 2010; Chan & Lam, 2003; Khemiri & Hassairi, 2005; Solarin, Shuabaz, & Shahzad, 2016), water consumption (Bohanowicz, 2006; Deng & Burnett, 2002; Eleonore, 2010), solid and liquid waste generation and disposal (Chan, Briguglio & Briguglio, 1996; Chan & Lam, 2002; Walker, 2022).

Over the past few decades, environmental issues have garnered constant attention from a wide range of global interest groups. The use of fossil fuels and deforestation has a detrimental effect on the physical environment, leading to groundwater contamination, poor air quality, global warming, and soil degradation (Prana, Hart, Curl, Dionisio, & Gomez, 2019; Single, 2001). In addition, smog and noise pollution are additional detrimental impacts of climate change that frequently lead to health risks such impaired vision and deafness (Meo, 2016). Environmental changes are also strongly influenced by biological and natural processes, such as land usage, aerosol pollution, ozone depletion, greenhouse gas emissions, and others (Greenpeace, 2019; Hestres & Hopke, 2019; Gannon, Roper, & Doherty, 2016; Sloan, Legrand, & Chen, 2013).

The World Health Organisation (WHO, 2019) states that degradation which includes the loss of flora and fauna and the depletion of freshwater

supplies contributes to global warming, an environmental risk to human health that occurs worldwide (Kumarasinghe & Pallewaththa, 2019). To prevent environmental abuse, industries worldwide are transitioning from activities that harm the environment to more ecologically friendly procedures (Iqbal, 2018). As indicated by Aloisi de Larderel (2001), local Agenda 21 procedures also required a collaborative approach and strategies to determine environmental objectives, with a focus on safeguarding natural resources under strong control and an effective procedure that involved all stakeholders, including local private sectors, non-governmental organisations (NGOs), residents, and others, in order to ensure that tourism growth followed a sustainable course (Aloisi de Larderel, 2001). However, implementing or supporting green practises might help solve this issue by promoting the wise use of resources, which would reduce the amount of air, water, and other minerals used (Iqbal, 2018).

Green practices are ecologically friendly management concepts (Gupta & Sharma, 2016). They are sometimes referred to as ecologically friendly practises (Shrum, McCarty, & Lowrey, 2015). They consist of protocols that hotel operators have implemented to guarantee that all of their initiatives and operations are focused on reducing their negative environmental effects and turning trash into better goods (Gupta & Sharma, 2016; Yusof, Awang, Jusoff, & Ibrahim, 2017). According to Abdou, Hassan, and El-Dief (2020), "green practices" refers to an environmentally friendly, short-term rental home furnished with amenities that have a good effect on the surrounding area. In recent years, green hotel practises have spread around the world (Gambler, 2018).

Typical eco-friendly actions in hotels include recycling and disposing of solid waste, washing and controlling bedding, and conserving water and electricity. For example, green hotels reduce water consumption by using warm water via automation for washing up instead of running water, shortening long showers, fixing leaks right away, irrigating plants with hoses and sprinklers, and providing guests with drinkable water to prevent the utilisation of bottled water (Culligan, 2018).

The actions of the world's many economic sectors, including the hotel business, are responsible for the negative environmental challenges that they have caused (Ibnou-Laaroussi, Rjoub, & Wong, 2020; Molimer, Monferrer, Estrada, & Rodriguez, 2019). For instance, extant studies reveal that hotels account for nearly 1% of global greenhouse gas emissions (Bruns-Smith, Choy, Chong, & Verma, 2015; Caulfield, 2019).

Bohdanowicz and Zientara (2009) found that overnight visitors to hotels in Europe use as much as 440 litres (roughly 117 gallons) of water and produce 1 kilogramme (about 2.2 pounds) of garbage. The typical hotel room in the United States consumes 209 gallons of water per day, whereas the average dwelling in the same nation uses 243 gallons (Mensah, 2019). Furthermore, according to Alexander (2012), the quantity of water used in a single basic hotel room in the Philippines is equivalent to the amount of water needed to assist at least ten local residents. In a similar vein, visitors use two to three times as much water as citizens of rich nations and up to fifteen times as much as citizens of underdeveloped nations (Bartolome, Celso, Williams & Dolores, 2019).

Since they are the main individuals in charge of the operation and management of the hotel, staff members are important participants. Therefore,

the effectiveness of green initiatives is influenced by hotel staff members' attitudes towards environmental protection and their involvement in environmental management operations (Strandberg, 2009; Thevanes & Arulrajah, 2016). Hotel operators are trained by the Global Green Initiative, a global environmental education initiative, to preserve natural resources for future generations and safeguard public health (Jong, Huluba, & Beldad, 2019). The atmosphere in which hotels function is often affected by the attitudes of its employees (Giacomo & Roberto, 2014; Sloan, 2016; Uwadiegwu & Iyi, 2015).

The mindset of the employee is crucial to hotels becoming ecologically friendly (Culligan, 2018). In order to comply with the company's environmental management policy, employees' attitudes towards the environment are defined as their goals, sentiments, and readiness to engage in green practises (Abdou, Hassan, & El-Dief, 2020; Thevanes & Arulrajah, 2016). These environmental attitudes leave a noticeable mark on the natural resources in the area they touch (Sloan et al., 2016). The enhanced environmental performance of hotels is contingent upon the good attitudes of its employees towards the environment (Opatha & Arulrajah, 2014).

Many authors believe that employees' cooperative attitudes and their involvement in green practices will promote effective environmental performance and help to achieve organisational goals ((Florida, 1996; Ramus, 2002; Strandberg, 2009; Kai-Jofu, 2018). Hotels that adopt a positive attitude towards green practices train their employees to reduce, reuse, and recycle resources in a bid to minimise their impact on the environment (Kim, Kim, & Lee, 2017).

Hotels in Kwara State of Nigeria have not been reported to follow green practices. It has, therefore, become necessary to carry out such research in Kwara State, Nigeria. This study is, therefore, focused on the green practices in hotels in Ilorin, Kwara State, Nigeria.

Statement of the Problem

Worldwide, hotels' contributions to ecosystem deterioration and pollution have been rising in recent years (Ahmad, 2018; Mikayilov, 2019; Rosa, 2017). The increasing trend in electricity usage is a major issue in the hotel business, which accounts for tons of carbon dioxide (CO_2) emissions from all greenhouses (The Climate Group, 2008). The industry will be unable to progress since pollution will ruin the foundation for future industrial development. The industry may need to incorporate sustainable resource conservation into its operations.

Given that the hotel sector is labour-intensive (Agyei-Ohemeng & Sedegah, 2018; Butler, 2008), attitudes of employees are regarded as crucial to achieving the hotel's eventual green goals (Daily & Steiner, 2011; Perron, Côte, & Duffy, 2016). For example, in boosting ecological performance programmes, the most difficult problem is convincing employees to adjust their behaviour in order to assist the initiatives being implemented (Chan, Hon, Chan, & Okumus, 2014).

Environmental concerns remain in their infancy in Nigeria (Odey, Abo, Zhou, & Giwa, 2018). The practice of green policies is insufficient since some hotels are apathetic to ecological initiatives; therefore, sufficient funds could not be provided for the project (Babagbale, 2020). Furthermore, the government has made little progress in developing appropriate policies to guide hotel

businesses, notably, in the field of environmentalism (Urhie, Afolabi, Afolabi, Oluwatoyin, Romanus, & Olabanji, 2020). In Nigeria, just a little research on hotel employees' views toward green practices has been undertaken (Adesina & Ngozi, 2013). The ideas behind research on green practices were developed in first-world countries, with no regard for their relevance in the third-world setting.

Green practice, on the other hand, is an important topic in hotels, particularly, in terms of electricity consumption, liquid and trash pollution. The majority of pertinent researches focus on environmental issues, but this study brings into the context the role of hotel employees' attitudes in hotels in Hotels in Kwara State. Nigeria.

Research Objectives

The main objective of this study is to examine the effect of employees' environmental attitude on green practices in hotels in Kwara State, Nigeria. The specific objectives are to:

1. Identify the forms of basic green practices undertaken by employees of hotels in Ilorin, Kwara State;
2. Explore employees' environmental knowledge of green practices in hotels;
3. Examine employees' behavioural intentions towards green practices in hotels;
4. Examine employees' environmental attitudes when performing green practices in the hotels;
5. Examine the environmental policies of the hotels; and

6. Analyse the challenges to the implementation of green practices in hotels.

Research Questions

The study sought to answer the following research questions:

1. What are the forms of green practices undertaken by hotel employees in Kwara State?
2. What knowledge do hotel employees have about green practices?
3. What are the behavioural intentions of employees with regard to green practices in hotels?
4. What is the attitude of hotel employees towards performing green practices?
5. What are the environmental policies of the hotels?
6. What are the challenges to the implementation of green practices in hotels?

Research Hypotheses

Three hypotheses guided this study. The basis of each is provided in the literature review.

1. H_1: Hotel employees' environmental attitudes have no significant effect on green practices.
2. H_2: Hotel employees' knowledge of green practices has no significant effect on green practices.
3. H_3: Hotel employees' socio-demographic characteristics have no significant effect on green practices.

Justification for the Study

This study focuses on examining the effect of employees' environmental attitude on their green practices in hotels in Kwara State, Nigeria. International organisations, including the World Health Organisation (WHO) and the Green Hotel Association (GHA), have emphasised the importance of implementing green practices in the hotel industry in order to alleviate public concerns about environmental issues. This study will, therefore, contribute to the theory, knowledge, and practice in Nigeria and the world in general.

For hotel managers, the adoption of appropriate environmental policies and practices would help reduce the rising cost of water, energy, and waste disposal. This could be in terms of retraining their employees in recycling and reusing recycled materials. Additionally, the hotels could install water-saving devices, low-energy light bulbs and solar panels with inverters to generate electricity for the water heating systems and other devices such as television, refrigerators. These initiatives focus exclusively on the environmental dimension of green practices.

Also, the study should help hotel managers adopt green practices in order to reap the benefits of positive public relations and improve the company's image. The benefits can give competitive advantage to the hotel and bring about new market opportunities. Hotels that ensure green practices and employees that display the right environmental attitudes would have a competitive edge over their counterparts in the industry. This study would showcase hotel employees that use environmental friendly practices with regards to customers. The conducive nature of the environment would encourage customers to keep coming back and tell others, Customers can be sensitive and a good majority

are well- travelled, they would expect hotels in Nigeria changing with the times. It is, therefore, considered a step in the right direction to focus on green practices in Nigeria as these could be useful for goodwill, customer satisfaction, and retention.

The world is moving unstoppably towards carbon neutrality and this was aptly emphasised at the United Nations Climate Change Conference held in Glasgow, Scotland in the autumn of 2021, (COP 26) and more recently in Egypt (COP 27). The purpose of the Conference was to formally commit all nations to drastically reduce greenhouse gas emissions and, thus, prevent climate catastrophe.

The hospitality and tourism industry cannot afford to be left behind. Concerted efforts need to be made by the hotel industry to adapt to the imminent new normal by progressively reducing its carbon footprint.

Chapter Summary

This chapter discussed generally the introduction of the thesis. The sub-headings comprise the background of the study, statement of the problem, research objectives, research questions, research hypothesis and justification for the study.

CHAPTER TWO

THEORETICAL REVIEW

Introduction

This chapter presents a review of concepts and theories that are of critical significance to the subject matter of this study. It, specifically, discusses the concepts and theoretical literature related to green practices and hotel employees' attitudes.

Green Practices

One of the measures to protect the environment is known as "green practices". By installing water-efficient fixtures and equipment, reusing linens and towels, saving energy-efficient equipment, and instituting a renewal energy plan, hotels work to reduce their negative environmental effects. They also manage waste by implementing recycling programs and using durable items rather than disposable ones (Abdou, Hassan, & El Dief, 2020; Plessis, Saayan, & Kruger, 2016).

Additionally, hotels that run sustainably, with consideration for the environment, or with an ecological mindset may be referred to as "green" hotels (Han, Hsu, & Lee, 2009; Pizam, 2009). Socioeconomic factors were taken into account while describing green hotels, which Kasim (2004) defined as enterprises that act responsibly towards their personnel, local culture, the local community, and the environment. Erdogan and Baris (2007) described a "green hotel" as one that assesses the local environment prior to to construction and then works to minimise any adverse effects on the environment.

To get hotels interested in environmental concerns, the GHA developed a strategy in 1993 (Bohdanowicz & Martinac, 2003). In order to inform hotels

about the value of environmental preservation, initiatives like Green Seal in the US, Environmental Choice in Canada, and Green Management in Practise (GMIP) in Norway were introduced after that (Bohdanowicz & Martinac, 2003).

The concept of a "green hotel," according to Honey (2003), is to provide visitors natural lodging in a friendly environment. Organisations should go green for three primary reasons, according to Bansal and Roth (2000): ecological responsibility, competitiveness, and legality. Hotels adopt green practices for several reasons, including increased employee involvement with the company, financial benefits, improved connections with investors, the general welfare of society, and exposure to public scrutiny (Juholin, 2004; Rahman, Reynolds, & Svaren, 2012).

As to the GHA (2014), green hotels are businesses that prioritise environmental conservation and their management consistently assess their usage of solid waste, water, and electricity. Their attempts to use eco-friendly methods save expenses and protect the environment. As defined by Iwanowski and Rushmore (1994), a green hotel is one that has modernised its equipment, procedures, and guidelines to lessen its impact on the environment. In this regard, the hotel closely examines the most successful methods and existing frameworks pertaining to solid waste management, water conservation, energy conservation, and air quality. Green hotels aim to educate personnel, suppliers, and facility management in addition to increasing public awareness of environmental conservation as well as waste management, which will ultimately lead to cost savings (Manaktola & Jauhari, 2007; Wolfe & Shanklin, 2001).

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Sustainability

Sustainability is a broad concept that encompasses more than merely acting sustainably and raising awareness of environmental issues. It has several other meanings. According to Grant (2020), sustainability is defined as satisfying current demands without compromising the capacity of generations to come to satisfy their own needs. Stated differently, sustainability is the study of how natural systems function and the requirements for an equilibrium ecosystem. Sustainability is the practise of assisting people to live in harmony with the natural world without causing damage to it. Although the goal of sustainability is to assist people in coexisting with the environment, there are other factors that go into making sustainability work in addition to switching to all electric vehicles and using fossil fuels.

The amount of energy and product consumed in urban areas is significantly higher than in rural ones. As a result, the focus is mostly on developing a more sustainable method of living there. Every year, the amount of resources used increases by around 40% above what humans could replenish. Even if the urban region uses resources more than the rural area, the latter is never completely ignored. Rural areas might support the sustainable cause in a number of ways. (Mason, 2020). As was previously mentioned, sustainability is not only about focusing on one issue; it is also about creating more sustainable practises. In this large realm, everything is interconnected and has a significant influence on everything else. They can affect our health, economy, failure in improving their technology through not concentrating in necessary fields and in worse case scenarios even inflation. Maintaining the balance between the natural world and human habitation is made possible by concentrating on and

developing sustainability. It also helps to make the earth a more livable place for future generations. These are the explanations on why it's critical to recognise sustainability. (Mason, 2020).

Environmental Attitudes

An attitude is a behaviour pattern or way of thinking that is directed towards a certain situation and can sometimes specify the way things ought to be done. An attitude might consist of three components: cognitive, emotional, and behavioural. It might also be used to describe a belief, attitude, or behavioural inclination towards a notion. An attitude is a basic frame of mind, viewpoint, and set of beliefs. Nelson (1995) described an attitude as an interior feeling that shows up as an outward action that is apparent even when no words are spoken.

Emotions may be either happy or sad. Yashasvi (2019) divides attitudes into four categories: positive, negative, neutral, and dubious. One gains energy, enthusiasm, confidence, and resolution when they are positive. A gloomy outlook is similar to trying to avoid or get out of a difficult situation. Anger, uncertainty, or aggravation can all contribute to an attitude of dissatisfaction that impairs one's ability to concentrate and, eventually, kills ambition. A person with a bad attitude thinks narrowly and has a negative view about life. A neutral party is likely to ignore the issue, which might make it seem hopeless. Stated differently, it may be described as a casual attitude. A team with a pessimistic outlook may not succeed. It is a gloomier perspective, which can be harmful. An individual’s attitude can be an inspiration to others in the team if it is a good one and it can kill the morale of team members if it is a bad one. An attitude can, therefore, make or mar an individual or a team.

Thevanes and Arulrajah (2016) assert that organisations' environmental planning, thinking, and direction are essential components for companies trying to minimise adverse environmental effects. When interacting with the environment, one may observe three moral guidelines: the conservation, preservation, and construction ethic (Boncu & Crumpei, 2014). Environmental attitudes can influence actions that either enhance or degrade the quality of the surrounding environment. Nevertheless, environmental education can improve attitudes towards the environment.

Environmental Knowledge

Knowledge, in simple terms, is being aware of or having an understanding of something. Knowledge is the condition of knowing or being familiar with something. This can be through experience, association, or with the understanding of science. The study of the form, sources, and boundaries of human understanding is known as epistemology (Perkins, 2018). Knowledge can be descriptive, declarative, conceptual, or procedural, whereas skills require procedural knowledge.

In his model of environmental attitude and behaviour, Grob (1995) posited that environmental knowledge can mean a recognition of environmental problems, which may be referred to as environmental awareness. Environmental information can have a good or detrimental impact on humans since it influences human mood and behaviour. Pro-environmental behavior can be an intentional choice to lessen harmful environmental effects (Kolimuss & Agyeman, 2002).

On the other hand, lack of adequate knowledge can result in careless interventions in the environment with the use of excess power and excess

consumption, which can lead to environmental degradation and resource depletion, and this can cause fundamental problems of unrest and conflicts (Waters, 2013). This knowledge needs to be pondered through formal or informal environmental education for both management and other employees. The environment as a whole is the natural and social system in which man and other organisms live and from which they draw sustenance. Human beings need to become aware, conscious, and knowledgeable about their environment (UNESCO, 1997).

Environmental Policies

To safeguard the environment and maintain natural resources for present and future generations, being green means learning about and practising ecological responsibility and being friendlier to the environment (Hannula, 2012). Environmental policy includes methods for assessing and enhancing environmental performance, including standards for minimising energy usage, fuel consumption, emissions, and pollutants, greenhouse gas emissions, as well as reducing the waste of drinking water. Environmental policy refers to a government's or an organization's dedication to laws and regulations that address issues such as smog, safe drinking water, wildlife preservation, land conservation, and management, as well as air and water pollution. According to Mallick (2013), it lessens the negative consequences of a bad environment.

Adopting eco-friendly techniques like recycling, reusing, or reducing can also be considered an environmental strategy as a means of cutting waste. An environmental policy's goal of minimising hazardous waste can be enhanced by raising environmental awareness through training. According to Meadowcroft (2017), three green concepts—green process, green product, and green life—can serve as a framework for an organisational environmental policy. This will assist companies in meeting their goals while abiding by the law and regulations.

Theoretical Framework

According to Akintunde (2017), theories are created to clarify, predict, and improve our understanding of occurrences. Though theories differ in how they were developed based on the concepts and technique employed in addition to the empirical testing conducted, they always push the boundaries of knowledge within the bounds of significant border premises. This study looks into pertinent behavioural and environmental theories that help describe the ecological attitudes of workers. The model of behavioural attitudes was considered.

There are several ideas that attempt to explain human conduct. Important ones in psychology and social sciences include Hines' Theory of Environmentally Responsible Behaviour, Stern's Value-Belief-Norm Theory of Environmentalism, and Martin Fishbein and Icek Ajzen's Theory of Reasoned Action (Ajzen & Fishbein, 1980; Fishbein, 1963, 1967, 1980; Fishbein & Ajzen, 1975). These three hypotheses form the foundation of the current investigation.

The Theory of Reasoned Action (TRA) by Fishbein and Ajzen (1967)

Fishbein (1967) stated that the Theory of Reasoned Action (TRA) was developed to elucidate the relationship between attitudes, intentions, and behaviours. This theory states that asking someone if they plan to act in a certain way is the simplest approach to predict their conduct (Ajzen, 1988). The four basic concepts that comprise the theory are behaviour, attitude, subjective standards, and behavioural intentions. The notion of behaviour adopts a positivist stance in which the tasks or things that need to be completed are predetermined. Thus, as specified, the TRA aims to forecast and elucidate an individual's intention to carry out the specified tasks within the parameters of the predetermined goal (Kasprzyk et al., 1998).

As indicated by Ajzen and Albarracn (2007), attitude may also be defined as a person's feelings on a specific behaviour that is required of them. As such, behavioural beliefs about the likelihood of a result and an assessment of the outcome's positivity also impact people's feelings towards a particular behaviour (Fishbein & Ajzen, 1975). Accordingly, attitudes are divided into three categories: neutral, negative, and positive (Fishbein, 1967). The theory's component on behavioural intention examines whether or not people will carry out the expected behaviour (Glanz et al., 2015). This concept comes before the actual act of conduct. Coleman and Andrew (2015) claim that because attitudes and subjective norms determine intents, the idea of intention in behaviour is relevant to the theory.

Moral expectations imply actual societal expectations about whether or not to carry out a responsibility (Ajzen & Albaraccin, 2007). This is often carried out in accordance with whether the individual's socioeconomic

background and the greater surroundings anticipate him to behave in a certain way or not. The normative component also takes into account the act's surrounding social norms. In this instance, the organisational norm that the person works under may influence the construction of a subjective standard. It is possible to impose incentives and penalties on this. Consequently, the idea states that the behavioural aim, which is often determined by the mentality and societal norms motivating the activity, is the most significant predictor of actions. By extension, the manner in which managers towards green practices in hotels will be dependent on the expectations they intend to raise.

Decision-makers' views and personal judgements on the current management difficulties also have an impact on their behaviour. While the link between intentions and actions is well-established, Fishbein (1967) acknowledges the mounting evidence that certain behaviours are outside the individual staff member's and, occasionally, manager's control. Thus, Fishbein added the concept of perceived control over behaviour to the theory and expanded it to include the theory of planned behaviour (TPB), which counts situations in which will alone is not sufficient to fully govern a behaviour (Glanz et al., 2015).

Figure 1 is the diagrammatic representation of the TRA.

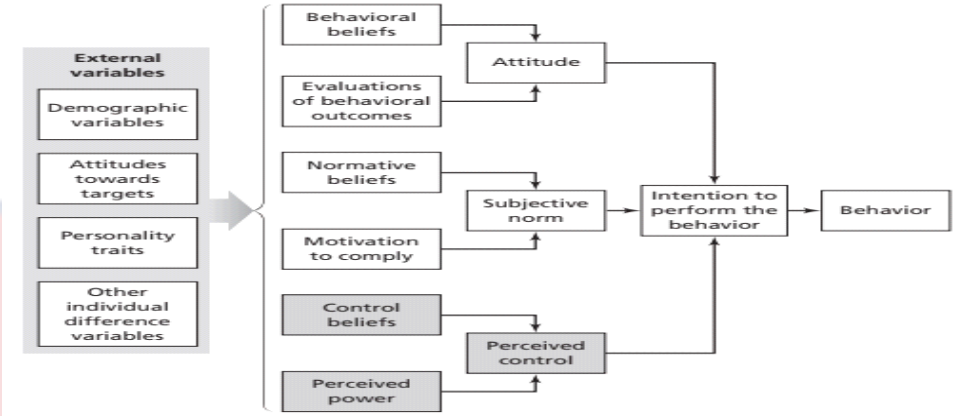

Figure 1: The Theory of Reasoned Action
Source: Fishbein and Ajzen (1975)

In contrast to constructs, an individual's attitudes are shaped by their "behavioural assumptions," or their presumptions about the features or effects of the action they have performed. These behavioural qualities are measured by taking into account the attributes or impacts of the item. Thus, the action should be carried out by a hotel staff member who firmly believes that carrying such an action (and who also want to carry out such conduct) may lead to a highly esteemed outcome. Acknowledging this claim, it is necessary to point out that views about these behaviours may be impacted by a number of things, such as performance expectations, external performance incentive, performance information, and the organization's capacity to correct the problem.

For all of its merits, this theory has drawn criticism. TRA assumes that an individual has possession of the possibilities and assets required to effectively engage in the desired behaviour, regardless of the individual's intention. This might not always be the case, though. This is due to the possibility that even with the best of intentions, one may lack the necessary

resources. For instance, a lot of workers may choose to quit hotels due to job discontent. They might not have any more chances to fulfil that goal, though.

An additional critique levelled with TRA is its disregard for additional variables that impact behavioural intentions and motivation, such as fear, risk, emotion, and past experiences. It's not always the case, though, that someone has a deliberate desire to accomplish anything. Someone will react quickly if they see a dangerous scenario when they are out and about. When the individual had not originally intended to carry out any intention, he or she may fight or be forced to flee.

To understand how workers' environmental perspectives influence their adoption of green practises in hotels in Kwara State, Nigeria, one must take into account the green hotel practises. As to certain research (Kim & Choi, 2013; Arshad, Abid, Ahmad, Anum, & Khan, 2021), hotels that have made a commitment to green measures like water management, energy conservation, and garbage reduction do not have consistently committed and content staff members. Another research by Mensah and Ampofo (2020) revealed that because of green hotel practises, managers now have the mindset for appropriate trash management. Therefore, when sensible sustainable practises are implemented, the theory will aid in understanding the conscious purpose to conduct in a particular way.

Environmentally Responsible Behaviour Theory (ERB)

The ERB hypothesis was developed by Hines, Hungerford, and Tomera (1987). According to the notion, having the drive to act is one essential component determining ERB. According to the ERB, an individual's likelihood to participate in an activity is influenced by their knowledge, attitudes, locus of

control (an internalised feeling of personal control over one's own life's events), purpose to act, and sense of accountability. This model accounts for the significant variables that affect each person's choice to buy an ERB.

The model demonstrates that the desire to act is highly influenced by an individual's internal control centre, which has a significant impact on their ERB. This paradigm also emphasises the connection between the control centre, people's attitudes, and their intention to act. The authors claim that a person's attitudes are directly impacted by their control centre, and that this can result in better intentions and behaviours. Therefore, rather than emphasising the unique impact of a single element, the theory concentrates more on the connections which already exist among the variables that influence an individual's behaviour. The principle of ecologically responsible behaviour is depicted in Figure 2.

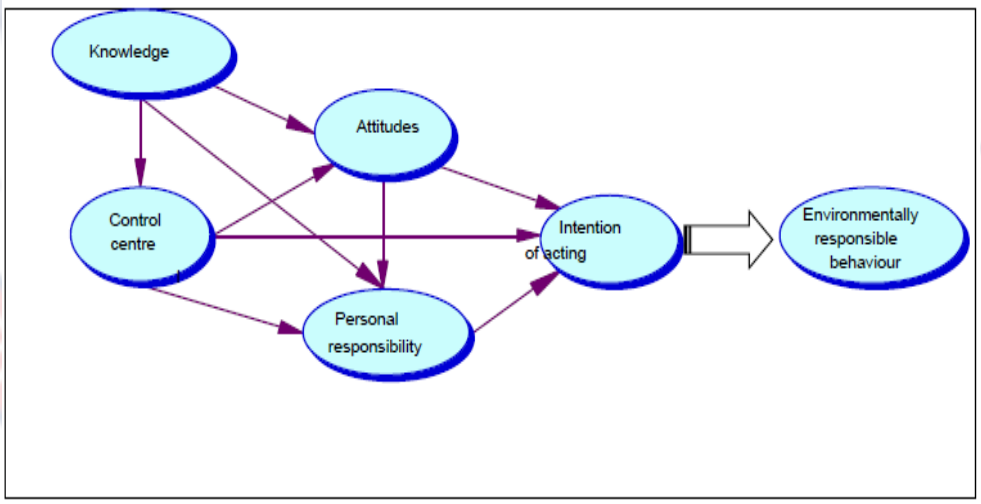

Figure 2: Theory of Responsible Environmental Behaviour
Source: Hines, Hungerford and Tomera (1987)

Figure 2 illustrates how information alone is glaringly inadequate for acting in an environmentally responsible manner. Some individual's understanding of the environment and its laws may inspire them to act with good

intentions, while others may be impacted by both internal and external factors, such as actions taken by others or strongly hanging onto the belief that one should act morally in spite of other people's actions towards the environment. To provide the foundation for the formation of pro-environmental behavioural predispositions, the several constructions of attitudes, control centres, and intention of acting—which might not be adequate to produce an intention to act—are combined under one overarching idea.

This theory will help understand that in green hotel practices, current behaviours or changes in behaviours are not influenced by only a single factor. For example, for employees to display certain behaviours at the work place, the theory explains that it may be as a result of different factors that come into play to create an intention to act. For employees to be committed and content within an organisation, the hotel may have participated in green practices such as water conservation, waste conservation, and energy conservation.

The Environment Value-Belief-Norm Theory

In 2000, Paul C. Stern proposed a value-belief-norm (VBN) model to explain non-invasive environmentalist behaviour. This takes a more psychological look at explaining human behaviour (Timmins, 2018). His model (Figure 3) integrates many of the concepts presented by linking meaning, rule activation, and insights from the theories of reasoned action and environmentally-friendly behaviour.

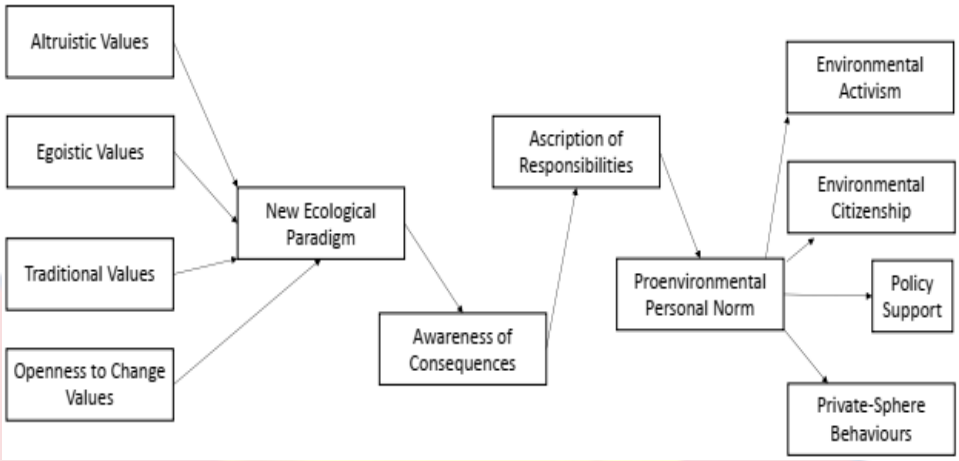

Figure 3: Theory of Value-Belief-Norm

Source: Stern (2000)

As can be seen from Figure 3, the causal chain of employees' behaviour starts with their personal values (altruistic, egoistic, traditional, and openness to change values). Their ecological perceptions, repercussions of inaction beliefs, ideologies concerning responsibilities, and pro-environmental personal expectations are also influenced by these values.

Altruistic values are a group of values relating to other people and living things that encourage people to act in a pro-environmental manner (Kiatkawsin & Han, 2017). The biospheric value emphasises the biosphere, the environment, and the ecosystem, while the egoistic value relates to one's own interests in relation to society and includes riches, power, and influence (Kiatkawsin & Han, 2017; Stern, Dietz, Abel, Guagnano, & Kalof, 1999).

Last but not least, the concept of openness to change is defined as a stimulation and self-direction founded on the desire of personal thought and deed, which contrasts with the incentive of meeting the expectations of others (Stern et al., 1999). PEB motivation within a culture is segmented by the complex and frequently multi-factor structure of values (Stern, 2000).

The application of this theory to the current study will help us understand that all individuals have values that influence their behaviour. For example, if the employees at a workplace have different indoctrinations, values, and cultures, each employee will act differently in his or her environment.

A person who is an employee may have been brought up to live in a clean environment. Such an individual, when found in an environment that is contrary to how he or she was brought up, may definitely do something about it. On the other hand, a person for whom the value of cleanliness has not been instilled may not have the intention of cleaning when he or she is in an environment that is dirty.

Chapter Summary

The chapter reviewed literature related to employees' environmental attitudes and green practices in hotels. The review was conducted under two themes: conceptual and theoretical. The conceptual review covered areas such as green practices, environmental attitudes, environmental knowledge, and environmental policies. Green practices have been explained as initiatives for getting rid of negative impacts on our environment. Environmental attitudes are consistent ways of thinking or feeling about something. Environmental knowledge refers to the information or data one has about the environment. Environmental policies have been defined as laws and regulations governing environmental issues.

The chapter reviewed theories applied to the current study. These theories were the theory of reasoned action (TRA), the environmentally responsible behaviour theory (ERB), and the environmental value-belief-norm theory. The theory of reasoned action (TRA) explains the relationship between

attitudes and behaviours within human action. Environmentally responsible behaviour theory (ERB) considers different variables in explaining a behaviour. The environment value-belief-norm theory explains that a person values what influences him or her to behave in a particular way.

CHAPTER THREE

EMPIRICAL REVIEW

Introduction

The study's history, sources of inspiration, goals, and research objectives were all covered in the first chapter. It also emphasised the importance of the study. This provided context for the research. The second chapter also provided the conceptual and theoretical basis of the study. It evaluates the empirical literature that is pertinent to the study and is divided into three main areas in accordance with the study's objectives.

Environmental Sustainable Policies of Hotels Adopting Green Practices

Nicholls and Kang (2012) conducted a study in Michigan on the advantages of green concerns and related green activities and the actual levels of implementation of different green policies. It was revealed that less than half of these practices were correlated with greater levels of implementation of green policies than expected. Similarly, Rubin, Dave, White, Woojin and George (2016) assessed the pertinence of a behavioural theory that seeks to record the values, beliefs, personal norms, and environmental management practices of managers in a hospitality system. It was revealed that the value-belief standard theory was effective in comprehending environmental management practices in the tourism industry's accommodation sector.

Also, Gonder-Frederick (2017) undertook an exploratory case study in a luxury hotel on planning for an environmental management program (EMP) and its effect on workers. This study, which involved hotel employees, revealed that an excellently-designed and executed programme will improve the level of work satisfaction and workplace involvement of hotel workers by illustrating

the motivations for and highlighting the advantages of initiatives in the areas of environmental management, reward participation, regular assessment and appropriate training.

In another study, Hsieh (2012) sought to examine the policies and practices of environmental protection of the top 50 hotel firms as revealed on their company websites. The findings showed that only 46% of the chosen hotel firms have adopted a policy of using web pages to share information about environmental issues. It was also revealed that environmental information was shared by other firms, showing their dedication and contribution to the environment. In a similar vein, Yuan (2019) carried out a study investigating environmental policies in the hotel industry in Taiwan. It was found that the managers "with policy" view the hotel's stakeholders (including themselves) as more environmentally-oriented than their counterparts of "no policy". The degree of understanding, however, is frustrating. The "with policy" manager considers the environmental issue's strategic significance more strongly than the "no policy" manager.

Relationship between Employees Knowledge and Green Practice

This research indicates that green practices require employee awareness.

Boo (2013) discovered that prior awareness of and educational experience with these activities have a beneficial impact on the intention to implement green meeting practices. The literature that is now available demonstrates that staff awareness affects green behaviors. For instance, Mtembu (2019) studied how awareness of green human resource management practices affects how these practices are implemented in organizations. Sixty employees of organisations were surveyed about the role of human resources in

"greening" efforts within their organisations. The study discovered a connection between understanding of green HRM practices and their application within organisations, as well as a significant link between the adoption of green HRM practices and policies.

Harahap, Zuhriyah, and Rahmayanti (2018) looked at the connections between consumer understanding of green products, social effect, perceived value, and green buying habits. These authors used 100 students, aged 13–15, from one junior high school in Jakarta, Indonesia. The authors found that knowledge about green products, social impact, and perceived value are all related to green purchasing behaviour. Furthermore, Zhang (2021) discovered that employee green behavior is influenced by environmental knowledge practices (knowledge exchange and deployment). Nagarajan (2022) found that people were more likely to have strong intents to become environmentally conscientious consumers if they had a high level of environmental education and peer influence. Wei, Ang, and Jancenelle, (2018) discovered that even when consumers lack sustainability-oriented motivation (care for the environment), participation from the customer might increase their readiness to pay extra for green items (eco-literacy).

According to Tong (2020), the desire to pay for green practices is significantly influenced by both subjective environmental knowledge and pollution-related worries. This study makes the argument that employing green practices calls for staff awareness. However, Bashirun (2020) discovered that there is no connection between employee green behavior and environmental attitude or knowledge. Khan (2015) discovered that while perceived environmental responsibility has no effect on willingness to pay, environmental

concerns and attitudes toward green items do. According to Indriani (2019), customers' intentions to make green purchases are not much impacted by their environmental awareness. This illustrates that there are conflicting findings regarding how knowledge and green practice relate to one another. Therefore, it is crucial to investigate the connection between knowledge and green practice further.

Relationship between Attitudes and Green Practice

Due to growing environmental damages, such as those caused by ozone depletion, global warming, and environmental degradation, environmental issues frequently receive attention on a worldwide scale. Employees may be more responsible in tackling environmental issues if pro-environmental or "green" behavior is encouraged at work. Thus, management academics have been interested in the idea of "employee green behavior" (EGB). Tian, Zhang, and Li (2020) investigated the link between employees' pro-environmental sentiments and green behavior. It was discovered that both mandated and elective employee green activity are favorably predicted by a pro-environment attitude. Flagstad, Johnsen, and Rydstedt (2021) discovered that environmentally friendly environments are linked to environmentally conscious behavior, although it is still unclear how a community's common green focus emerges. Another author discovered in their investigations that a person's milieu determines their behavior and attitudes (Sibian & Ispas, 2021). To benefit both the organization and the environment, businesses and people are increasingly pursuing green behaviour (Zhang, Yang, Cheng, & Chen, 2021).

Employee behavior encourages consumers to change their behavior by emphasizing environmental protection, resource conservation, and energy

efficiency to achieve ecological consumption, paying attention to waste disposal and recycling throughout the consumption process, and choosing green products that contribute to public well-being while consuming (Khan and Khan 2021; Tian et al. 2020; Zhao et al. 2020). Arshad, Abid, Ahmad, Anum, and Khan (2021) conducted a study with 508 managerial and support workers from the hotel business in Pakistan who had at least one year of experience. They discovered that employee green behavior and satisfaction with the company are related to the direct effects of environmental views on ecological behaviour. However, very few authors have discovered that employee attitudes have no bearing on green practices (Bashirun et al. 2020). It was discovered that people's behavior and performance in favor of environmentally friendly practices may be influenced by additional social, cultural, and economic hurdles (Abdullah, Yaacob, Ab Samat, & Ismail, 2022). Only a few scholars have found that there is no correlation between attitudes and green practices, despite the fact that there are conflicting results in this area.

Relationship between Behavioural Intentions and Green Practice

The green concept has become indispensable in buildings, environments, and hotels. This section reviews research related to behavioural intentions and green practices.

Research demonstrates that behavioral intentions do influence environmentally friendly practices. Mate (2013) found that because this knowledge is widely available and comes from reliable sources such friends, family, networks of like-minded individuals, workshops, associations, online content, and printed materials, it influences people's behavioural intentions and encourages green behaviour. Once more, a study by Paço, Alves, Shiel, and

Filho (2013) seeks to investigate the relationship between environmental values, attitudes, and behaviors as well as to design and test a model that would be appropriate and applicable to a group of customers that reside in various nations. An 1175-person sample of consumers from England, Germany, Portugal, and Spain is used in the study to assess consumer views. The study found that there is a relationship between attitudes, behaviors, and intentions and that conserving behaviour influences buying behaviour.

Additionally, Fachrudin and Fachrudin (2021) examine green behavior indicators that may be necessary to develop a green campus. According to the author, awareness, attitude, subjective norms, behavior control, and intention are the key components of green behavior. To find out more about the connections between individual accountability, environmental sensitivity, perceived behavioral control, and green consumers' intents, Effendi (2020) carried out a second study. A convenience sample of 200 students was used. Personal accountability, environmental awareness, and perceived behavioral control were found to be correlated with the goals of green customers. However, because it only focuses at students and neglects to look at other elements that can have an impact on green buyers' intents, this study has a narrow scope.

Zarei and Maleki (2018) completed a similar work. They looked at how customer intentions, information seeking, and actual green purchase behavior are impacted by company capability, environmental attitude, and environmental knowledge. Green skepticism was also looked at as a moderator of these interactions. Tehran uses a sample of a Gokarn organic product. The results indicate that, while environmental awareness is not a significant predictor,

corporate capacity and environmental attitude are the main drivers of green purchasing intentions and information seeking.

Arachchi (2019) conducted a study in Sri Lanka to determine the impact of eco-friendly practices on travelers' behavior intentions. The study's findings indicate that hoteliers' environmental practices have a significant impact on the intentions of tourists to behave in a certain way. Mancha (2015) observed that independent and interdependent self-construals have an effect on behavioral intentions, while Gao (2016) revealed that both internalized perceptions and perceptions of the firm had a high positive connection with behavioral intentions. The association between green behavioral intentions and the following day's employee green behavior is moderated, according to Norton's (2017) research on the subject. As a result, it is probably true that behavioral intention influences green practice. To confirm this connection, more study is required.

The Influence of Green Hotel Practices

Robinot and Giannelloni (2015) investigated how "green" features relate to the general satisfaction of hotel customers in France, involving 35 participants and 120 respondents. The results show a positive correlation between green practice and overall satisfaction in the study area.

Edmund, Muskat and Tsai (2017) conducted a study among students at the Hotel Management School in Australia on the relationship between sustainability practices in hotels and future generations with 12 participants. The findings showed optimistic attitudes towards working in a clean and green hotel atmosphere. This indicates that there is a positive relationship between green hotel practices and people's optimistic behaviour.

In their 2014 study, Fukey and Issac (2014) examined the benefits of implementing sustainable green practices in the hotel sector in the UK. The results demonstrated a direct relationship between hotel management commitment and the adoption of green initiatives. The results demonstrated the importance of establishing an environmental strategy as well as the need for a deeper comprehension of green practices to promote engagement.

Yen, Chen, and Teng (2013) looked at the relationship between employee work attitudes and views of environmental management among 20 international tourist hotel employees. The findings showed that factors that positively affect employees' job satisfaction include green procurement, organizational system/control, energy management, and external relationships. Energy management, organisational system control, and external interactions are all positively correlated with organisational commitment.

In 2010, Jeong and Jang (2010) conducted a study to address the question of whether green practices have a positive influence on the reputation of a business and the behavioural intentions of customers in the United States hospitality industry. The findings of the study suggested that the perception of green practices by consumers had a positive impact on the restaurant's green image and the behavioural intentions of customers towards the restaurant. The finding also suggested that the restaurant's perceived ecological image of customers positively influenced the ecological behavioural intention of customers towards the restaurant.

According to Kapera's (2018) research, the Polish hotel business faces both opportunities and challenges when implementing the principles of sustainable development. According to the report, there is a dearth of laws that

would expressly address tourism and oblige business owners to care more about the environment, their employees, and local communities.

A study by Baker, Davis, and Weaver (2014) focused on American hotel guests. According to the study, tourists' perceptions of the value of being environmentally friendly have the most influence on whether or not they choose to stay in a green hotel. The survey also showed that customers are more likely to consider staying in a hotel when procedures are convenient, perceived as cost-cutting, and offer less elegance.

Dodds and Holmes (2016) investigated the advantages of promoting sustainability among hotels in North America. According to the results, it is possible to estimate the extent to which hotels believe they have benefited from publicizing sustainability practices through visitor visits, visitor satisfaction, visitor length of stay, profit, revenue, and average daily rate by analyzing the extent to which a hotel assumes that green marketing has been integrated into a green marketing strategy.

Aboramadana, Crawford, Turkmenogluc, and Farao (2022) looked at how green inclusive leadership affected employees' green behaviors, particularly their willingness to share information and take innovative risks at work. The study collected information from 436 hotel direct supervisor and employee dyads in order to take into account perceived green organizational support as a mediating variable. It was discovered that green inclusive leadership was linked to innovative work practices, effective service recovery, and green knowledge-sharing practices. Additionally, it was discovered that the suggested correlations were mediated by perceived green organizational support.

In Poland, Filimonau et al. (2022) looked into the factors that influence travelers' inclinations to stay at "green" hotels. Environmental awareness and pro-environmental views were found to be significant predictors of patronage intentions in the study, which gathered data from 376 respondents. Additionally, it was discovered that while awareness of "green" hotels has no effect on patronage, it has a significant impact on pro-environmental sentiments. The study also discovered that environmental awareness has a considerable impact on environmental knowledge, but only a minor influence on awareness of "green" hotels.

Umrani et al. (2022) studied the connection between green human resource management and organizational allure for current employees using data from 322 employees working in the hospitality industry. The study discovered a connection between an organisation's attractiveness and environmentally friendly human resource management practices. Additionally, the study found that environmental performance and organizational reputation have statistically significant mediation effects.

Tosuna, Parvezb, Bilimc, and Yua (2022) examined restaurant management in North Cyprus to ascertain how corporate social responsibility affected the link between green transformational leadership and green performance. The link between the study variables was evaluated using structural equation modeling, which included a sample of 292 North Cyprus restaurant employees. The study found that although there was no connection between green transformational leadership and green performance, corporate social responsibility had a mediating effect on the link.

Kariuki and Stephen (2017) looked into the relationship between green operations practices and the administrative effectiveness of hotels in Kenya's coastal region. In addition to determining the association between green operational management techniques and hotel operational performance, the study intended to discover the extent to which hotels in the coastal region of Kenya have adopted green operational practices. According to the report, hotels apply a variety of green practices and provide employee education and awareness development in the areas of energy consumption, water use, waste creation, reduction, and recycling. The investigation also revealed a high correlation between green operations practices and organizational success.

Research was done by Rashid and Zainol (2014) to determine whether hotels in Nigeria follow pro-active environmental management. The study found a correlation between the adoption of green practices in the hotel industry and the three green practice constructs (energy, water, and waste management). The investigation also revealed that the hotels' most prevalent practice for environmental management is energy management, which involves the deployment of energy-saving technology.

Environmental Sustainability Practices in Hotels

Investigating environmental sustainability practices, Aljaffa (2017) conducted a study among Middle Eastern ethnic restaurants in Sydney. The study found that Middle Eastern ethnic restaurants adopt certain techniques to reduce energy consumption, such as turning off un-used equipment and using energy-efficient lights. However, the interviews showed a lack of knowledge about the use of energy-efficient kitchen utensils and the limited use of renewable energy resources, like solar panels. The study found that the

environmental sustainability practices that Middle Eastern restaurants followed to reduce their water consumption included using dual-flush toilets to save water per flush and encouraging the staff to use water wisely in cleaning.

Choia, Kima, Kim and Agmapisarnb (2018) conducted an analysis of the Hotel Environmental Protection Initiative's scale development. The results of this analysis showed that hotels' environmental management initiatives are multi-dimensional comprehensive frameworks containing three pillars: efforts to preserve environmental resources, public environmental relations efforts, and environmental policy and training.

Khatter, Mcgrath, Pyke and Whiteand Lockstone-Binney (2019) made an attempt to analyse the policies and practices of hotels' environmental sustainability. The results showed that the management of hazardous substances produced during hotel activities, water management (water conservation), energy management, solid waste management, green procurement, and environmental education for staff and guests were the key focal areas of environmental sustainability.

A study on the creation of a sustainable hotel building model (SHBM) by Mousavi, Hoskara, and Woosnam (2017) was done in order to enable sustainability measurement to ascertain the optimal circumstances for Northern Cyprus hotels. The results of this study demonstrated that, in order to achieve a better result for the sustainability of both large-scale and small-scale hotels, hotels of various sizes (based on number of beds and designation) must be assessed in order to create a more sustainable hotel in the targeted setting by using the SHBM model. In addition to the effects that have been observed, there

can be additional variables that should be taken into account when evaluating how sustainable a hotel is.

An empirical approach was taken by Bagur-Femenias, Celma and Patau (2016) to examine the implementation of sustainable practices in small hotels, whether voluntary or obligatory. The results proved that the introduction of environmental practices in small hotels creates internal changes that boost performance and lead to better use of services with consequent cost savings. It cannot be forgotten that workers and their performance, productivity and willingness to satisfy the demands of an increasingly demanding customer have a positive impact.

Deraman, Ismail, Izzat, Arifin, Izzuan and Mostafa (2017) researched factors impacting the introduction of green practices in the hotel industry in Malaysia. The research aimed to identify the factors affecting the adoption of green practices in hotels and to identify the most prominent amongst all variables. The findings identified three factors: cost, customer support, and employee support. As a result, customer support was defined as the most prominent factor in the adoption of green hotel practices.

Zhang, Wu, and Zhang (2017) conducted a study to examine the significance of becoming green in the hotel business by fusing the traditional hedonic pricing model with the cutting-edge content analysis of online reviews. However, the results showed that there are about 19% fewer complaints about interior air sustainability in green hotels than in non-green hotels. According to historical regression analysis, green hotels benefit from a significant 6.5% room rate advantage without seeing a drop in occupancy rates. The improved indoor environmental quality is largely to blame for this. It is feasible that knowing that

these co-benefits exist will encourage hotel operators to use green methods. Moreover, while this paper emphasised the value of green hotels' indoor environmental quality, it found no substantial effects on the environmental responsibility of customers.

In Zimbabwe and South Africa, Mbasera, Saayman and Kruger (2016) conducted a research on environmentally-friendly activities in hotels. The key finding of this study was that there are no green management policies at present, though some hotels participate in certain environmentally-friendly activities.

In order to assess how hotels in a developing sub-Saharan African city like Accra respond to calls for sustainable practices by pointing to their ecological management initiatives and ecological management outcomes, Mensah (2013) conducted a study to look at how green hotels in Accra are focusing on environmental management practices and tourist accommodation measures. The study's conclusions showed that while the hotels did well in the area of environmental protection, they had less promising results in the area of voluntary environmental management measures, such as eco-labelling and certification. Comparatively speaking, only 34% of hotels have made voluntary improvements to their environmental sustainability.

Chan (2013) did a study in China to look into the differences in perceptions of the value of practices connected to green marketing between hotel management and guests. The results showed that green hotels would raise the profile and credibility of industry players to attract green travelers who need green lodging, and that the internet is an effective channel through which specific green hotel efforts are promoted to clients. The three least pertinent statements were "consumers are willing to pay a premium green price if a

percentage of the fee charged is donated to green initiatives," "hotel consumers are willing to pay an extra price for eco-facilities," and "environmental arguments in advertising are frequently met with skepticism from rivals and consumer organisations."

Mensah (2007) used Greater Accra Region hotels in Ghana as a case to research ecological management and tourism development sustainability. The use of energy-efficient light bulbs (94.2%), recycling of linens and towels (74%), staff training in environmentally friendly practices (72%), the use of environmentally friendly cleaning products (72%), and local community support (70%), were found to be the most prevalent eco-friendly practices in the region.

Ng, Kuar, Choong, Chen and Teoh (2018) attempted to evaluate the role of the environmental commitment of management as a mediator in the relationships among environmental awareness, perceived benefits, subjective values and green practices in the Malaysian hotel industry. The findings of the study revealed that green practices undertaken by the hotels led hotels to achieve economic savings in terms of decreased costs of energy, lowered costs of operation, decreased waste disposal costs, improved efficiency, as well as advantages in collaborating with local communities, local organisations and governments. In this highly competitive environment, green practices can help hotels enhance their image and reputation, which will ultimately, in turn, facilitate their building a sustainable competitive edge.

Environmental Management Practices in Hotels

Mensah (2013) investigated the various shades of green environmental management practices in hotels in Accra. The findings revealed substantial variations in the level of hotel environmental management, meaning that the higher the quality of a hotel, the higher the performance of environmental management.

Within the institutional theory context, Joseph, Nichol, Chan, Lin, Abdullah and Jussem (2016) undertook a study on sustainability practices in hotel environments. The results showed that the application of environmental sustainability practices in Hotel A is clarified by several aspects of coercive, normative and mimetic isomorphism. The ASEAN Green Hotel Award logo revealed on the hotel's website reflects this result. In terms of mimetic isomorphism, Hotel A emulated the best methods of its colleagues in the same organisational area. In order to increase the disclosure of environmental sustainability practices information, Hotel A should connect to the mimetic isomorphism websites of other hotels. Finally, a proof of normative isomorphism was confirmed through technical networking by participating in the presentation of the environmental award.

In 2013, Conrad et al. investigated how energy, water, and garbage were managed in the hotel industry in Ghana's Tamale Metropolis. Only 8% of the states have ecological policies in place, according to the research. Almost 97% of facilities didn't follow through on their social pledges. About 60% of the lodging facilities employed low-flow shower heads, and 97% irrigated gardens and lawns with filtered water. Both the reuse of towels and napkins as well as the adoption of energy-efficient bulbs have been mentioned as common

practices. Mensah (2006) examined hotel environmental management methods in the Greater Accra Region of Ghana. According to the survey, these activities aim to create safe, hygienic, and healthy settings for hotels that have environmental policies. In the hospitality industry, Mohanty and Sadual (2019), using Odisha as a case study, explored green practices. The study revealed that the realisation of green practices in hotel operations has already been generated among the proprietors as well as the hotel managers. Research has also shown that, for marketing purposes, green management would be embraced by some of the standard hotels in order to attract and retain customers and achieve a comparative edge.

Ivanov, Ivanova and Iankova (2014) conducted a study on the sustainable tourism activities of lodging establishments in Bulgaria. The results of the Kruskal-Wallis tests demonstrated that all three variables (category, location and size) are causing statistically meaningful differences in terms of the implementation of sustainable tourism practices among accommodation establishments in Bulgaria.

In order to investigate the adoption of green practices in the hospitality and tourism industries, Fadhil (2015) conducted a study in Lamu County, Kenya. The findings showed that a number of hotels in Lamu County were commonly frequented by European tourists, many of them were adults. According to the study, more than 75% of Lamu hotels have fewer than 30 beds, making them tiny hotels, and majority of them are older than 15 years. Eco-friendly structures and designs were the first to embrace green practices, which were subsequently followed by solid waste management, water and liquid waste

management, green consumption, and air efficiency as the least changeable factors.

Gaspari (2015) conducted a research on hotels and sustainable tourism practices in Albania. The study found that, while the participants in hotels demonstrate their adherence to different activities that promote the environment, their degree of engagement differs to some degree, and some of the practices are controversial with them. Sustainable tourism investment activity is a significant capital expenditure, specifically in the short term and especially for small hotels; it is above and beyond the financial capacity of hotels. The results showed that the hotels ensure a promising future for the tourism sector by implementing different measures of sustainable tourism practices.

Alzboun (2014) looked into how sustainable practices affected money leakage in the Jordanian hotel sector. The findings demonstrated that sustainable practices had a positive impact on money leakage. In fact, it was discovered that high-end and chain hotels had more financially leaky procedures and more sustainable practices than low-end and independent hotels. Previous studies backed up this result. Education levels of hotel managers have no discernible impact on financial leakage and sustainable procedures.

Ng, Kuar, Choong, Chen and Teoh (2018) attempted to evaluate the role of the environmental commitment of management as a mediator in the relationships among environmental awareness, perceived benefits, subjective values and green practices in the Malaysian hotel industry. The findings of the study revealed that green practices undertaken by the hotels led hotels to achieve economic savings in terms of decreased costs of energy, lowered costs of

operation, decreased waste disposal costs, improved efficiency, as well as advantages in collaborating with local communities, local organisations and governments. In this highly competitive environment, green practices can help hotels enhance their image and reputation, which will ultimately, in turn, facilitate their building a sustainable competitive edge.

Da Rose and Silva (2017) made a theoretical and methodological contribution to environmental sustainability in hotels in Brazil. The findings of the review of the articles revealed that environmental protection, sustainability, performance evaluation and environmental disclosure are the most recurrent issues. It is, therefore, inferred that the issue of environmental sustainability in hotels is important and that it is closely related to global issues about the preservation of the earth. The study further indicated that the theme of environmental protection is significant and current. Therefore, it is possible to observe environmental sustainability within the organisational scope and even in political as well as economic contexts.

Mbasera, Plessis, Saayma, and Kruger (2016) conducted a study to identify ecologically sustainable practices in hotels in South Africa and Zimbabwe and to evaluate how much they contribute to reducing negative environmental effects. Regarding the existence of sustainability management policies, the study found that while generally speaking the hotels in this study lacked such policies, some green initiatives had been adopted by them. In order to retain guests and gain a competitive advantage, research has also revealed that some hotels have adopted green management for marketing purposes.

Factors Influencing the Implementation of Green Practices

Londoo and Hernandez-Maskivker (2016) conducted a study in Boston, Chicago, Berlin, Copenhagen, Paris and Toronto. The research was about eco-friendly activities established by hotels. These hotels catered to the general public. It was concluded that the key forms upon which green practices depend are knowledge, innovation and path dependency.

Gitobu and Njoroge (2015) conducted a research in Mombasa County, Kenya, to examine the implementation of green marketing practices by hotels. The key factor for the implementation of green marketing by hotels in Mombasa County was found to be environmental conservation. The introduction of green marketing by hotels in Mombasa County was not influenced by government regulations.

Using Phu Quoc Island, Vietnam as a case, Hieu and Raovská (2017) analysed the effect of green practices on tourism businesses and their efficiency. A model was designed to provide guidelines for researchers to empirically analyse the relationships between demographic variables, level of performance, innovation features, conditions and level of action facilitation, social effects, availability of funding, and environmental and business performance. From the study, demographic characteristics connect and influence the other variables: characteristics of progress, expectations of performance, expectations of effort, social (influence) factors, and facilitating conditions that lead to the intention of behaviour. In addition, the funding availability variable has an effect on social (influence) variables.

In order to offer empirical support for the relationship between green human resource management methods and the environmental performance of

the Malaysian hotel business, Yusoff, Nejati, Hung Kee, and Amran (2018) conducted an analysis. According to the study, environmental performance is positively correlated with green hiring and selection, green compensation, and green training and development, but not significantly with green performance appraisal.

Klepsch and Schneider (2012) conducted a research on hotel sustainable practices and their effects on the buying behaviour of customers. The result showed that the reduction in operational costs is the key force behind sustainable development, and the joint analysis explicitly indicated that the price has, by far, the most substantial impact on a customer's decision to book a hotel. In addition, the study showed that, in terms of influencing booking decisions, eco-certificates often outperformed star scores.

The effect of hospitality practices as sustainable development on hotel patron satisfaction was the subject of empirical research by Pozo, Moretti, and Tachizawa (2017). Customer satisfaction was discovered to be significantly impacted by hotels' adoption of sustainable hospitality practices, and the level of customer happiness varied depending on the size of the hotel.

In their study, Hashim, Satchapappichit, and Hussin (2016) looked at internal factors and how they affected the adoption of green practices by small- and medium-sized Thai hotels. The investigation revealed that the size of the hotel, employee attitudes, staff concern for the environment, and environmental awareness all had a significant positive influence on the decision to adopt green practices. Additionally, it was discovered that the relationship between environmental awareness and the implementation of green activities is moderated by the availability of cash.

In the Ilaro town of Ogun State, Nwokorie and Obiora (2018) undertook a study to evaluate the consequences of sustainable development practices for Nigeria's hotel industry. The research showed a big divergence by the hotels in the Ilaro community from the United Nations Sustainable Development Goals (SDGs) agenda and corporate social responsibility. Furthermore, the results showed insufficient green energy use for hotels. The supply of energy from the national grid of the Power Holding Company of Nigeria (PHCN) is undeniably poor in the country, while energy supply from solar power systems is limited. As a result, establishments have turned to the use of power generators for their daily supply of energy. Therefore, it was affirmed by the study that hotels do not follow sustainable development practices.

Idoko and Kasim (2019) investigated how Nigerian transnational hotels in Lagos State preserved biodiversity through environmentally friendly methods. According to the research, transnational hotels in Lagos take part in numerous eco-friendly programs to ensure the preservation of biodiversity. The outcome made it quite evident that, despite their limited scale, environmentally friendly practices do exist in select Nigerian transnational hotels. They basically achieve this by preventing the destruction of the flora and animals. Their dedication to the afforestation program, their ban on the use of harmful chemicals and herbicides, and their ban on the trade of endangered animal species all contributed to this.

Muazu, Rashid, and Zainol (2017) made an effort to look into the viability of implementing green practices in hotels using Abuja and Lagos as their study locations. The findings demonstrated a favorable correlation between all of the perceived determinants (organizational qualities, innovation

characteristics, stakeholder impact, and environmental characteristics) and the chance of implementing green practices in the hotels. According to Rashid and Zainol (2014), the application of green practices in the Nigerian hotel business is positively correlated with each of the three green practice constructs (energy, water, and waste management).

Energy Efficiency and Conservation

Scherbaum, Popovich and Finlinson (2008) conducted a research among workers occupying diverse clerical, maintenance and residence-life posts within the City University of New York. The correlation of environmental worldviews with self-reported energy-conservation activities and behavioural intentions was influenced by environmental personal norms.

Legrand, Kirsche, Sloan and Simons-Kaufmann (2012) undertook a study focused on cross-sectional analysis among German general managers from both privately-owned and chain-operated hotels to examine their views on obstacles and motivators to investments in green technologies and their impressions of online self-help resources. The findings showed that the key motivators are the prospects for cost savings and energy efficiency improvements, in respect of motivators. The report offered comparable evidence on challenges to previous studies, with a significant majority of respondents claiming that the scarcity of financial resources is a prevailing obstacle to sustainable investments. The study offered a strong indication that, through measurements and recommendations, online tools have the ability to help reduce environmental effects, but there is a significant need for information and knowledge on both the technicalities and opportunities provided by such online tools.

Water Conservation

In a survey undertaken by Kim and Choi (2013) on the adoption of green practices in hotel firms from the point of view of hotel personnel, the findings showed that there was a statistically significant link between green practices and organisational commitment. From the variables, there was a strong association between the significance of water conservation and organisational commitment, trailed by recycling. Clean air performance was highly associated with organisational commitment; recycling, meanwhile, demonstrated the lowest but nevertheless significant association with organisational commitment. Furthermore, the results indicated that the understanding of green practices by workers has not been determined by their demographic features. It was revealed by the findings that gender, ethnicity and department were important for the essential variables and age, generation and classification of hotels were also important.

Kapera (2018) conducted a qualitative research aimed at examining the implementation capacities and obstacles of the principles of sustainable development in the Polish hotel industry. The research found that there is a lack of legislation that would specifically address tourism and that would require company owners to take better care of the natural environment, their workers and local communities to a greater degree. The focus of the industry on energy consumption, water use and waste generation is closely related to the financial gains associated with hotels' efficient functioning.

Khatter, Mcgrath, Pyke, White and Lockstone-Binney (2019) analysed the policies and practices of hotels' environmental sustainability. The goal of the study was to assess the dedication of hotels to environmentally-sustainable

policies and practices and to provide a preliminary proof of their dedication to fulfilling the needs of stakeholders who are environmentally conscious. The results showed that the management of hazardous substances produced during hotel activities, water management (water conservation), energy management, solid waste management, green procurement and environmental education for staff and guests were the key focal areas of environmental sustainability.

Ispas, Nicoleta and Candrea (2019) investigated managers' environmental management activities inside agro-tourism boarding houses in Romania. The outcome of the data analysis showed that the owner-managers interviewed realised the value of conservation of natural resources in tourism destinations but were not able or have scarce financial, time, organisational etc. resources to participate in meaningful efforts to conserve water and energy. In addition, most of the managers interviewed suggested that guests were reluctant to make a substantial contribution to the conservation of natural resources in accommodation units and that they considered water and energy resources more effective than the environmental education of tourists to their facilities.

Mensah (2007) used hotels in Ghana as a case to research ecological management and tourism development sustainability. It was indicated that the most common eco-friendly activities in Ghana were the usage of energy-efficient light bulbs (94.2%), the recycling of linen and towels (74%), eco-friendly training of staff (72%), the use of eco-friendly cleaning materials (72%) and local community support (70%). The two most common cost-cutting measures were the use of energy-efficient light bulbs and the re-use of linens and towels. Two strategies to reduce costs in a hotel were to save energy costs as a result of using energy-efficient light bulbs and equipment and to reduce the

regular change of linen and towels. The use of alternative sources of energy, such as the use of LPG gas for cooking, has been widespread to a degree in the visited hotels. Another form of environmental protection that was common among hotels as a cost-saving measure was the conservation of water. Low-flow shower heads and sink aerators were used in 67% of hotels.

Air Quality and Pollution Prevention

Environmental contamination has always been a cause for worry. The first comprehensive scientific research on smoke abatement was funded by the Mellon Institute in Pittsburgh, Pennsylvania, USA, and led to laws intended to lessen the impacts of smoke. Environmental pollution has an effect on health, as evidenced by the World Health Organization's estimate that 2.4 million people worldwide die from air pollution-related causes each year. It is becoming more widely acknowledged that implementing pollution reduction techniques can have significant positive effects on health. For instance, the Environmental Protection Agency suggested that the adoption of steps to cut pollution from diesel engines might result in 12,000 fewer deaths, 15,000 fewer heart attacks, and 8900 fewer hospital admissions, hotels, companies in the United States per year. The purpose of this study is to address measures for decreasing air pollution that have been suggested in a number of clinical publications, as well as information on the effects of pollution on respiratory health. The community is particularly concerned about pollution from particulate matter (PM) and ozone (O3) (Sierra-Vagas and Teran, 2015).

Barnes-Dabban and Karlsson-Vinkhuyze (2018) attempted to understand the Regional Coordinating Unit’s effects on the application of the Abidjan Convention on shipping emissions in both Central and West Africa.

Three theoretical viewpoints for the research were included in the study: transnational governance, the role of multinational environmental bureaucracies and national regulatory policy. From the study, it was observed that, while impact cannot be directly measured, the effect of the Regional Coordinating Unit through its independence-centered activities is lik\ely to be low yet negatively limited by conventional state-centered responsibility for the enforcement of foreign law instruments where there is an inadequate political and collaboration with non-state players for domestic regulatory policies.

Environmental Attitude and Pro-environmental Behaviour

In an analysis published in 2014, Park, Kim, and McCleary sought to understand how hotel senior managers' environmental attitudes influenced their organizations' use of environmental management methods. The projected advantages of environmental management in hotels in the USA were also used to explain the connection between top hotel managers' environmental attitudes and their involvement in organizational environmental management. The study's conclusions showed that the association stated is made possible by the top managers' expected profits from environmental management. Or, to put it another way, the perceived benefits of the environmental program have an impact on the environmental management practices of hotels depending on the environmental attitudes of top managers.

Borisenko (2018) conducted a similar study to determine whether there is a link between travelers' environmental concerns and their readiness to pay more for green hotels in Portugal. The study's findings demonstrated a strong correlation between environmental concern and willingness to pay.

Zientara and Zamojska (2016) investigated green organizational climates and pro-environmental employee behavior in Poland's four- and five-star hotels. The findings showed that a green organizational climate had a direct impact on how an organization behaved in terms of its environmental citizenship, and that it had a significant direct impact on the relationships between an organization's environmental citizenship and its affective organizational commitment. Additionally, it seemed that employee engagement and values were closely related to the organization's environmental citizenship behavior, and that factors at the individual and hotel levels clarified employees' involvement in extra-role green actions.

Vlad, Vasile, Macovei and Tuclea (2016) published a report on the factors that determine the adoption of green marketing in the hospitality industry in Romania. The research aimed to suggest an econometric model that describes how the application of green marketing in hotel organisations is shaped by three determinant internal factors: the adoption of green strategies as an indication of the organisation’s pro-environmental behaviour, the hotel staff’s pro-environmental behaviour and the readiness of workers for change. The findings indicated that pro-environmental actions, current green practices and readiness, which are the three predictors for change, have a major effect on green marketing adoption.

By using the New Ecological Model Scale (NEP), Kang, Stein, and Yoonjoung-Heo (2012) investigated the relationship between hotel guests' level of environmental awareness and their readiness to pay more for the green activities of hotels. The study found that US hotel guests were more likely to pay more for green hotel initiatives when they had higher degrees of

environmental concerns. The study also found that compared to commercial hotel customers, luxury and mid-priced hotel visitors were more willing to pay more for green hotel practices.

Mishra, Akman and Mishra (2014) studied behaviour using the conceptual model known as the Theory of Reasoned Action (TRA) for the implementation of Green Information Technology (GIT). A survey of IT experts from the main public and private sector institutions was undertaken. The findings demonstrated that behavioural intentions positively affect actual behaviour. The GIT was actually conducted by IT practitioners with good intentions regarding GIT problems in their jobs. The results also showed that external influences such as individual-related beliefs, the respondents' establishment sector, and the level of awareness have a substantial effect on the attitude towards GIT adoption. In addition, the study discussed the relationships between IT experts' perceptions and behaviours towards GIT.

Dolnicar, Cvelbar and Grün (2019) carried out a research on a sharing-based measure to entice visitors to act more environmentally-friendly, the main aim of which was to make tourists behave more environmentally-friendly. The research was constrained by the fact that field studies have only taken place in a single hotel in one country. The research, therefore, would not reflect a controlled trial since it was not possible to randomly allocate the guests to research conditions.

Bamberg (2013) conducted a research on changing environmentally-harmful behaviour that focused on a self-regulated stage model for behaviour change in Germany. The likelihood of stage assignment was strongly correlated, as predicted, with the three types of intention representing the move from one

stage to another. Strong predictors of these three types of intention were the proposed groups of stage-specific social-cognitive variables.

A review of the earliest test of acceptance of an environmental ideology, the New Environmental Paradigm Scale, was given by Dunlap, Kent, Van, Mertig and Jones (2000) in Measuring Endorsement of the Modern Ecological Ideology Scale. The findings showed that the current collection of 15 items developed to calculate the endorsement of an ecological worldview as a single New Ecological Paradigm Scale should be regarded as acceptable.

Generativity was found to be crucial in determining attitudes and environmental behavior in both the workplace and the home through research by Wells, Taheri, Gregory-Smith, and Manika (2016) on the links between environmental behavior in the home and workplace spillover consequences. It has been demonstrated that employees' fundamental attitudes about energy and water conservation at home and at work have a favorable impact on their behavior in such settings.

In their study, Tzschentke, Kirk, and Lynch (2008) examined the factors that influence how small hospitality businesses in Scotland apply environmental initiatives. The study found that choosing to be environmentally conscious was a value-driven decision that was mostly inspired by the rise in environmental consciousness.

Personal, sociocultural, and environmental variables were additional significant influences. Hall, Dayal, Majstorovi, Mills, Paul-Andrews, Wallace and Truong (2019) conducted a comprehensive study of the attitudes, behaviours and practices of housing consumers and providers for sustainability in New Zealand. The findings of the study showed that the empirical research

on the sustainability of behaviours and practices remains in short supply. It was argued that the lack of a rigorous long-term research on behavioural strategies, despite apparent improvements in the future efficiency of housing in terms of technological methods, poses a major challenge to reducing total industry emissions, as well as minimising energy and water consumption and waste production. If observed behavioural shifts are maintained over time, it is not established due to a lack of clinical research.

Jeong, Jang and Day (2014) conducted a study on the effect of eco-friendly practices in the United States on the green brand and consumer perceptions in café environments. The results suggested that the perception of green practices impacts the perceived green picture of a restaurant by consumers, which consequently affects the attitudes of customers towards the restaurant. Secondly, recyclable take-out containers, waste disposal and energy-efficient lighting were recognised by the study as the main sustainability practices that led to the growth of customer perceptions of the sustainability image of a restaurant, but only among ecologically-aware customers.

Price (2018) undertook a survey to determine the values and intentions of visitors towards sustainable hotels and to equate how this conforms with their real behaviour during check-in in USA hotels. Based on the data obtained and analysed, the study showed that environmental practices from the home transfer over while staying at a hotel. Very commonly, such practices are introduced, such as recycling and turning off lights before exiting the room.

Young, McNeill, Malhotra, Russell, Unsworth and Clegg (2015) conducted a research on the workplace's environmental programme success. The research performed an interdisciplinary literature analysis of studies that

explored the effect of initiatives to improve behaviour depending on organisations. Environmental awareness, performance feedback, financial incentives for environmental infrastructure, management support and training were revealed as the most powerful determinants. A central conclusion of this analysis was that a change in attitude is not fundamentally a requirement for changing behaviour in the workplace.

Renwick, Jabbour, Muller-Camen, Redman and Wilkinson (2015) examined the current research literature on contemporary developments in green (environmental) human resource management scholarship. The study found that the papers addressed green recruitment, employee engagement, contextual concerns, competencies and financial/environmental performance ties using national culture, paradox and theories of stakeholders as a package.

In the United States, Nag (2012) undertook a research on the relationship in the organisational context between environmental attitudes and pro-environmental practices. The results showed that psychological climate perceptions for pre-engineered buildings (PEBs), home climate perceptions for PEBs and personal environmental norms were more closely linked to the degree to which individuals in the workplace participated in both forms of PEBs. Lastly, the relationship between the environmental attitudes of individuals and PEBs at work was negatively influenced by psychological perceptions of the climate for PEBs and role overload.

Similarly, González-Rodrguez, Daz-Fernández and Font (2020) analysed variables impacting the readiness of environmentally-conscious hotel consumers to pay a price premium. The results suggested that the environmental concerns of consumers have a higher expounding value for their willingness to

pay a price premium than their perceptions of the environmental practices of the hotel.

Haddad (2019) examined how green personnel management practices promote employees' pro-environmental behaviour among workers in the New Zealand wine industry. The results of the study stressed that the discrepancies between individual values and organisational cultures and practices define how effective management of human resources is in driving sustainability initiatives and bringing the organisation green human resource management.

Ispas, Nicoleta and Candrea (2019) showed that the owner-managers of agro-tourism boarding houses in Romania realised the value of conservation of natural resources in tourism destinations, but were not able to participate in meaningful efforts to conserve water and energy. In addition, most of the managers interviewed suggested that guests are reluctant to make a substantial contribution to the conservation of natural resources in accommodation units and that they consider water and energy-saving systems more effective than the environmental education of tourists to their facilities.

Mensah and Mensah (2013) aimed to determine the environmental attitudes of international tourists towards hotels in Accra and the consequences of hotels' environmental management. The findings suggested that most of the respondents commonly assumed that hotels do not damage the environment but add to worldwide environmental issues. Therefore, the majority of them (83 %) were ready to pay more to stay in a hotel with a responsible attitude towards the environment. A significant positive relationship was identified between certain socio-demographic features of visitors, such as age and sex, and their environmental behaviour.

Jaid and Misa (2017) undertook an empirical research on the effect of green human resources on environmental performance, using ICICI Bank as a case study. The study revealed that the variables considered – employee compensation & rewards, green HR activity, and employee participation – have a strong positive correlation as compared to others (employee environmental communication, employee environmental procurement and training) with environmental performance.

In Malaysia, Zainuddin, Riazi, Zakiyuddin, Rashid, Nasrun, and Nawi (2018) conducted study on hotel visitors' views toward the environment. It was discovered that consumers see the environment favourably. They also appeared to concur with the value of environmental awareness and the requirement for greater understanding among Malaysians. The participants frequently view buying green items as a good idea that should be supported by all parties. These products, it was said, can reduce carbon emissions and offer one solution to environmental issues.

In particular, Suki and Suki (2015) looked at the relationship between tourists' propensity to stay in green hotels and the resurgence of consumer environmental behavior in Malaysia. According to the study, visitors' perceived behavioral control and attitude had a beneficial impact on their decision to stay at a green hotel. But it was shown that there was no clear correlation between the subjective norm and why repeat visitors chose to stay in eco-friendly accommodations.

Chan and Hawkins (2010) conducted an exploratory case study on the environmental management schemes and attitudes in an international hotel in Hong Kong, China. The results indicated that environmental management

schemes have both negative and positive effects on hotel workers, caused by many factors in human resources, organisational motivations to implement an environmental management scheme, and consequences of implementation. While environmental management schemes could help encourage a bottom-up approach to transition within mostly top-down cultures, because of cultural concerns, a top-down approach to the introduction of environmental management schemes was found to be more suited for a hotel with a primarily Chinese workforce. Furthermore, low employee engagement in the planning phase did not seem to influence employee dedication to an environmental management scheme in as much as workers were informed of the correct organisational motivation for implementing the system.

In Accra, Ghana, Mensah (2014) performed research on the relationship between stakeholder pressure and hotel environmental efficiency. The findings showed that the size of the hotel has less of an impact on stakeholder influence than primary stakeholders, such as consumers and the board of directors, which reduces stakeholder influence on hotel sustainability impact.

A systematic assessment of the literature on the relationships between environmental training, employee environmental attitude, employee environmental behavior, and organizational environmental orientation was conducted by Thevanes and Arulrajah (2016). The results of the study showed that constructive associations exist among the concepts examined. In addition, the connection between training in the environment and the environmental orientation of the organisation is influenced by the employee's environmental attitude. Likewise, the interaction between environmental training and the environmental orientation of an organisation is mediated by employees'

environmental behaviour. In general, both the employee's environmental attitude and the employee's environmental behaviour successively mediate the connection between the organisation's environmental training and environmental orientation.

The consumption of green products was approximated by Paul et al., (2016) using the theories of planned behavior and reasoned action. The findings also demonstrated that theories of planned behavior act as a mediator in the relationship between environmental concern and the desire to purchase green goods.

In three Chinese cities in Jiangsu Province, Banwo and Du (2019) conducted research with employees of small and medium-sized businesses (SMEs). The results demonstrated that the following elements directly influenced employees' pro-environmental behavior at work: environmental attitude, perceived behavior control, sustainable actions, intention to act, and social norms. Employees' pro-environmental behavior in the workplace was indirectly influenced by habit strength and situational factors.

Effect of Employees' Environmental Attitude on Green Practices in Hotels

Okumus, Köseoglu, Chan, Hon, and Avci (2019) looked at the interaction between hotel staff members' intents to adopt green practices and their environmental beliefs. The study's findings demonstrated that three factors related to employees—environmental awareness, environmental concern, and environmental knowledge—and ecological behaviors—have connections that are moderated by employees' intentions to adopt environmentally friendly practices that arise in the workplace.

To find out how hotel employees felt about green efforts, Sun-Hwa (2009) polled those working in eight eco-certified hotels in Orlando. The results demonstrated that hotels embraced green measures to a lesser extent than hotel employees did, despite both considering the same green practices to be significant. The study's results also showed that staff' opinions on green practices in terms of value and effectiveness were consistent with those of hotel owners. Employees rated helpful green activities higher on the importance scale than green practices that required them to alter their behaviour.

Alcorn (2014) conducted a study on the attitudes and behaviour of employees towards environmental sustainability in restaurants. The study, specifically, aimed to investigate the response of restaurant employees to environmental sustainability initiatives. The outcomes of the study involved staff displaying a high degree of awareness of the environment, pride, satisfaction and loyalty to the restaurant due to sustainability measures. The findings revealed that sustainability initiatives inspired workers in their personal lives to exercise environmentalism and enabled employees to support the restaurant beyond their jobs.

Alipour, Safaeimanesh, and Soosan (2019) carried out research on a Mediterranean island to examine sustainable practices from the viewpoint of hotel industry employees. The study demonstrated that workers are a trustworthy and accurate source of knowledge on sustainable practices. Additionally, it was shown that hotels are attempting to implement a true sustainability practice as becoming green becomes a kind of branding. The study also revealed that most workers accepted sustainability efforts as legitimate.

Dumont, Shen, and Deng (2016) conducted research on the psychological roles and values of green employees in terms of managing green personnel. An empirical study was carried out in Australia to look into the connection between workplace green behavior and green human resource management. According to the results, green human resource management directly and indirectly affected in-role green behavior but only indirectly affected extra-role green behavior through modifying the psychological green environment. The study also discovered that eco-friendly organizational culture, eco-friendly reward systems, and eco-friendly training all contributed significantly to employees' adherence to their employers' environmental policies.

Willems (2016) carried out research in Belgium to gather and analyze potential drivers of green behavior among Park Inn by Radisson Leuven staff members. The majority of the Park Inn by Radisson Leuven staff were discovered to be affected by both categories of issues. The most frequent external element was the potential for savings that the employees perceived, whereas the most significant internal factors appeared to be a sincere personal interest in protecting the environment for future generations and the happiness they felt from putting forth the effort.

An empirical study by Chan, Hon, Okumus, and Chan (2017) examined employee ecological behaviors and environmental practices in the Hong Kong hotel sector. The research showed that environmental issues and environmental actions are positively impacted by environmental knowledge. Employee environmental awareness also serves as a mediator in the interaction between environmental knowledge and concern, and both of these factors are frequently

found in the association between environmental knowledge and environmental behaviour.

Weerarathna, Jayarathna and Pintoe (2017) studied the green conduct of employees in Sri Lanka, utilising the manufacturing and service industries. The findings of this study showed that the degree of green behaviour increased with an increase in educational level. This suggests that there is a good connection between educational qualifications and the green behaviour of workers. There was also no major variation in the values of green employee behaviour between male and female workers.

Chuang, Chen and Chen (2016) conducted a research, combining reasoned action theory and the technology acceptance model to determine the variables of the behavioural intention of workers in green building restaurants. The findings indicated that perceived usefulness and perceived ease of use of green building in Taiwanese restaurants had an indirect impact through attitude on intention. Furthermore, enforcement incentives had an indirect impact that successively passes across both subjective standards and attitudes, with subjective norms influencing attitudes. Finally, the desire to conform had an implied impact on intention.

Thevanes and Arulrajah (2017) investigated the mediating influence of environmental attitudes of employees on the relationship between organisational environmental training and environmental orientation in Sri Lanka. The research results indicated that the research variables (employee environmental attitude, organisational environmental orientation and environmental training) have positive and strong relationships. In addition, the results showed that the connection between environmental training and the

organisation's environmental orientation is not mediated by an employee's environmental attitude.

In China, Chan, Hon, Chan and Okumus (2014) investigated the role of awareness, concern, knowledge and ecological action in shaping the intentions of employees to adopt green practices in hotels. It was found that the three green causes (environmental awareness, environmental knowledge and concern for the environment) were positively correlated with ecological behaviour and that the intention to adopt green practices in hotels was positively associated with ecological behaviour. In addition, the link between the three green triggers and the intentions to be adopted was mediated by ecological behaviour.

Chen (2016) looked into the knowledge, abilities, and environmental consciousness of hotel staff in Taiwan. The goal of the study was to determine how employees' levels of environmental consciousness, environmental literacy, and environmental competence affect hotels' capacity for environmental sustainability. The study found that an employee's environmental awareness considerably improves the hotel's ability to be environmentally friendly. The green ability of hotel employees makes up about 22% of the total green ability. That is more than a sixth of the capacity of the green hotel. An employee's environmental consciousness appeared to have a negative effect on the hotel's green credentials.

In Sri Lanka, the benefits of green training and development techniques on employee performance were examined by Kumarasinghe and Pallewaththa (2018).

The findings demonstrated a weak negative correlation between green training and development approaches and employee performance.

Abdulrahman, Wu and Nath (2015) carried out an empirical research on the impact of green competencies on the green practices and performance of organisations in China. The findings suggested that green competencies acquired were more strongly linked to green competencies and green behaviour of individuals. The research showed that it can definitely be beneficial for firms to identify a person's green performance potential by a verification of acquired green competence traits such as green purchasing attitude and intention and environmental knowledge while selecting employees.

Kim, Kim, Han and Ployhart (2015) undertook a research on voluntary green behaviour in the workplace to explore the multidimensional effects of individual variations, leadership behaviour and co-worker advocacy. It was noted that leaders' and individuals' voluntarily green behavior in the workplace was connected with scrupulosity and moral reflection. The analysis also took into account both a direct relationship, mediated by green advocacy within workgroups, between the leader's green behavior and the employees' green behaviour.

In Phuket, Thailand, Kim, Kima, Choi, and Phetvaroon (2018) performed research on the effects of green human resource management on hotel staff members' eco-friendly behavior and the environmental performance of the hotels there. The findings demonstrated that green human resource management improved employees' organizational commitment, their environmental behavior, and the environmental performance of hotels.

Effect of Socio-demographic Characteristics of Employees on Green Practices

Kim and Choi (2013) undertook a survey on the adoption of green practices in hotel firms from the point of view of hotel personnel. From the variables, there was a strong association between the significance of water conservation and organisational commitment, trailed by recycling. Clean air performance was highly associated with organisational commitment; recycling demonstrated the lowest but important association with organisational commitment. The findings also showed that workers' understanding of green activities is not influenced by their demographic characteristics. It was discovered that age, generation, and hotel category were also significant factors, in addition to gender, ethnicity, and department being crucial for the critical variables.

Gender was used as a moderator in a study conducted by Dagher, Itani, and Kassar (2015) on the impact of environmental concerns and attitudes on green purchasing behaviour. According to the study, customers' green purchasing behavior is favorably correlated with their environmental attitudes and worries. Additionally, gender and green shopping behavior had a favorable link.

Using Phu Quoc Island, Vietnam as a case, Hieu and Raovská (2017) analysed the effect of green practices on tourism businesses and their efficiency. A model was designed to provide guidelines for researchers to empirically analyse the relationships between demographic variables, level of performance, innovation features, conditions, and level of action facilitation, social effects, availability of funding, and environmental and business performance. From the

study, demographic characteristics connect and influence the other variables: characteristics of progress, expectations of performance, expectations of effort, social (influence) factors, and facilitating conditions that lead to the intention of behaviour. In addition, the funding availability variable had an effect on social variables.

In India and other developing countries, Meghana and Sreeraman (2019) evaluated the difficulties associated with operating a green business. The study results showed that, relative to developed economies, developing economies contribute less to green practices. In comparison, customers' green practices have greatly impacted company revenues and sales. Furthermore, the study found that older people are more worried about environmental concerns than young people.

In order to assess the impact of ecotourism on the living conditions of the local community residing in the Campo Ma'an National Park, South Cameroon Region, Forje et al. (2020) conducted a study. Data from key informants and observers were gathered as part of a household survey. According to the survey, 65% of the local populace believed that ecotourism activities had no positive impact on their ability to survive (livelihoods). Chi-square analysis and Spearman rank correlation coefficients showed that community, gender, education level, primary and secondary occupation, number of children, and ethnic group were the most important factors that could legitimately influence how ecotourism activities in the area of Campo Ma'an National Park affected the quality of life of the local population.

Employees' Environmental Knowledge of Greenhouse Practices in the Hotels

Bashirun and Noranee (2020) conducted a study on the effects of environmental knowledge and attitude on staff members' green behaviour. The findings revealed no relationship between employee green behavior and environmental knowledge, attitude, or conduct.

Chan, Hon, Okumus, and Chan (2017) conducted an empirical assessment of environmental practices and employee ecological behavior in the hotel industry. This study examined the relationships between staff ecological behavior and environmental knowledge, awareness, and concern in order to implement green practices throughout the hotel industry. The results showed a link between ecological behavior and environmental consciousness. Employee environmental awareness has a role in mediating the link between environmental knowledge and concern, but it also appears to play a role in the link between environmental knowledge and ecological action.

Kusuma and Handayani (2018) examined how customer intentions to make green purchases were influenced by environmental awareness, green marketing, and environmental views. This study aimed to investigate the relationship between environmental views and purchase intentions among Mataram City Starbucks patrons, as well as the effects of environmental awareness and green advertising on these variables. The study's findings showed that environmental knowledge and green marketing significantly and favorably influenced consumers' attitudes toward the environment and their intention to make green purchases. Environmental mentality had a big, beneficial impact on people's intentions to buy environmentally friendly

products. Due to growing public awareness of environmental issues and positive attitudes, Starbucks is now more likely to offer ecologically friendly products.

Indriani, Rahayu, and Hadiwidjojo (2019) conducted a study on the effect of environmental knowledge on the intention to make green purchases and the role of attitude as a mediating variable. The purpose of this study was to examine the relationships among environmental knowledge, green brand perception, attitude toward green products, and green purchase intention in order to better understand why consumers are showing an increasing interest in buying environmentally friendly body care and cosmetic products. According to the study's findings, consumers' intentions to buy environmentally friendly products are not greatly influenced by their environmental consciousness. More importantly, it is found that the link between environmental knowledge and willingness to make green purchases is totally mediated by attitude.

According to certain studies, the desire to make green purchases and environmental knowledge are related (Aman et al., 2012; Joshi & Rahman, 2015). When attitude served as the mediating factor in both experiments, the researchers found a direct association between environmental awareness and the desire to purchase any green products, despite the fact that they did not specify the type of green goods. Studies by Paco et al. (2009) and Tadajewski and Tsukamoto (2006), which assert that environmental knowledge is the predictor with the least impact on green purchase intention, produced different results.

Chauhan and Bhagat (2017) investigated how young consumers' environmental knowledge and opinions affected their purchasing intentions in a 2017 study. The study's objective was to find out how young consumers' environmental attitudes and knowledge affect their inclinations to purchase

environmentally friendly products. The findings showed that customers had a positive attitude toward green products and were quite aware of them. The authors emphasized how important it is for companies to highlight how environmentally friendly their products are.

Qomariah and Prabawani (2020) investigated the effects of environmental knowledge, environmental concern, and green brand image on green purchase intention using perceived product price and quality as moderating variables. The results of the study show that customer intentions to purchase green items are significantly influenced by perceptions of product cost and quality as well as green brand image. Even though environmental awareness and environmental concern do not significantly influence green purchasing intention, the quality of environmental knowledge and the moderation type of perceived product pricing together make up a quasi-moderator.

Environmental knowledge is produced in two ways, according to Gan et al. (quoted by Chen, 2013): (a) the customer must be educated to be able to recognize the influence of a product on the environment, and (b) consumer knowledge about the product itself is produced in an eco-friendly manner. According to Julina (2013), one's attitude can change if they are aware of environmental challenges. According to Barber et al. (2010), maintaining a steadfast environmental position is one of the purposes of environmental knowledge. Noor et al. (2012) discovered that attitudes are favourably impacted by environmental knowledge. Levine and Strube (2012) revealed that attitudes and environmental knowledge were not significantly correlated, contrary to a study by Aman et al. (2012) that dismissed the relationship between the two. According to Aman et al. (2012), environmental knowledge affects consumers'

intentions to buy environmentally friendly goods or services. Similar to this, Mei et al. (2012) found that consumer intentions to purchase eco-friendly goods are influenced by their level of environmental knowledge.

An empirical study on the dynamics of environmental consciousness and green purchasing behavior was carried out by Mishal, Dubey, Gupta, and Luo (2017). The purpose of this study was to investigate the relationships between environmental knowledge, green conduct, green intention, and perceived customer effectiveness. The results demonstrated how environmental awareness impacts green shopping habits and perceived customer efficacy. Furthermore, green buy attitude influences both perceived customer effectiveness and green behavior, but green purchase intention influences only perceived customer effectiveness. Green conduct also has an impact on green consumer behaviour. The environmental benefit is still sixth on the list of the eight variables that go into choosing a product. Cost, lack of variety, lack of brand recognition of green products, and customer budget restrictions can all be blamed for the gap in the translation of ecology into green behavior and green purchasing behavior.

Rahman, Hossain, and Hossain (2019) conducted a study on the factors impacting energy-saving light customers in Bangladesh's environmental knowledge and green purchasing practices. The research showed that peer influence and green advertising had positive and significant benefits on environmental knowledge, which also influenced consumers' green purchase decisions when using energy-saving lights. Additionally, customers' awareness of the environment served as a minor mediating factor in the relationships between peer influence, green advertising, and the green purchasing practices

of those who use energy-saving lighting. The results can therefore assist marketers and policymakers in developing successful strategies to alter customers' traditional consumption patterns and support a sustainable environment.

In a study from the perspective of an undergraduate business student, Osman, Jusoh, Amlus, and Khotob (2014) investigated the relationship between environmental knowledge and environmental attitudes toward pro-environmental behavior. The study found that environmental knowledge had a big impact on pro-environmental behaviour. Zheng, Xu, Kong, Deng, and Lin conducted a study on the relationship between environmental knowledge, environmental attitude, and the behavioral intention of tourists for ecotourism in China (2018). The findings showed a link between environmental knowledge and attitude in favor of the environment. Additionally, it was discovered that environmental behavior and attitude are positively correlated. The relationship between environmental behavior and environmental knowledge was also favorable.

Using Kenting National Park, a tourist destination in Taiwan, as a case study, Liu, Hsueh, and Chen (2018) conducted a study on the links between environmental education, environmental attitudes, and behavioral intentions toward eco-lodging. According to the study, environmental sentiments and environmental education are favorably associated. Additionally, it was discovered that a favorable relationship exists between environmental behavior and environmental attitude. Finally, it was discovered that environmental behavior and education are favorably connected.

Suki and Suki (2015) conducted studies on how guests at green hotels behave environmentally. The study's goal was to investigate the connection between travelers' inclination to stay in eco-friendly hotels and their environmental behavior as repeat customers, particularly in reference to Malaysia. We also looked at the impact of a moderating variable (knowledge of green hotels) on returning visitors' inclination to stay in a green hotel. However, it was discovered that the subjective norm was substantially correlated with repeat visitors' propensity to lodge at a green hotel.

In order to highlight the variations in environmental awareness and behavior in Chinese hotels, Min (2011) performed study on these topics in the country's hospitality sector. According to the study, managers in the hotel sector understand the importance of environmental protection and how it affects many of their decisions and actions. A few facets of hotel managers' behavior and activities were shown to be influenced by the economy and government-initiated environmental initiatives. Two recommendations from the analysis should be taken into account when implementing environmental sustainability in the hospitality sector. While the second emphasizes the need to spur increased client demand for "green" measures, the first entails integrating ethical technical and behavioral principles into the hotels.

Wan, Chan, and Huang (2017) conducted a study on environmental awareness, initiatives, and performance in the Macau hotel industry. It was shown that the majority of hoteliers actively carried out cost-cutting measures. Programs like employing energy-efficient light bulbs, having a system in place to detect and rectify leaky buildings, and installing water-saving fixtures have all seen greater adoption than leftover food recycling, solar lawn lighting, and

wastewater reuse. The main barriers to going green are a lack of government regulations on environmental management (EM), financial limitations, a staffing shortage, and worry that environmental initiatives may negatively affect guests' experiences, particularly VIP and ardent gamblers and customers who expect to enjoy the opulent services. The adoption of green strategies is more challenging for hotels with lower star ratings.

Challenges of Implementing Green Practices in Hotels

According to a research by Hasan and Zhang (2016), there are major challenges and barriers to the adoption of green building in China. The stakeholders in the Chinese construction industry were selected for a questionnaire survey in order to learn more about the challenges associated with implementing green building. The results show that, when it comes to hurdles, the biggest ones are rising costs and a lack of experience with the technology; managerial barriers stand especially.

A research on the challenges of implementing green business practises was carried out by Chan (2008). This study identifies six barriers that hotel operators face while implementing the Environmental Management System (EMS). Lack of experience, lack of professional advice, shortage of certifiers and verifiers, lack of funding, and cost of installation and maintenance were the main challenges. Research was done in 2013 by Kamalul, Ariffin, Khalid, and Wahid on the difficulties the hotel industry has in putting environmental management concepts into practise. This study identifies five factors that hinder change: governmental regulations, consumer demand, level of competitiveness, organisational greenness, and change-averse mindset.

High maintenance and implementation costs, a shortage of green knowledge, a lack of resources (time, manpower, equipment, and money), a shortage of momentum from hotel industry owners, inconsistencies in environmental regulations, a lack of competent verifiers or consultants, inconsistent guidance, a lack of government regulations and enforcement, and difficulties with operations were among the nine barriers to hotel practises identified by Nair and Anantharajah (2012).

Opinions of the surroundings, barriers to involvement, and behavioural shifts in green hotels were all studied by Baker, Davis, and Weaver (2014). According to this study, consumers' perceptions of how important environmental responsibility is determined whether or not they plan to stay in a green hotel. Third, the study found that three factors—annoyance, perceived cost-cutting, and diminished luxury—were obstacles to consumer engagement. When taken as a whole, these barriers have a big impact on whether or not customers choose to stay in or pay extra for green hotels. Third, the findings indicated that although guests thought it was necessary to stay in a hotel that adhered to green standards, they did not think it was that significant.

Research on the factors influencing Tanzanian hotels' adoption of environmental management practises was done by Naiman and Mlozi (2019). A hotel's adoption of Environmental Management Practises (EMPs) was dependent on five factors, including staff training, government legislation, business competitiveness, management commitment, and industry awareness.

A study on the factors that influence the possibility that green practices would be adopted in hotels in Abuja and Lagos, Nigeria, was conducted by Muazu, Rashid, and Zainol (2017). Despite the fact that sustainable practises

are well known and that there is literature on their adoption in businesses, research shows that relatively few studies are conducted in less developed countries like Nigeria. The trend has begun to catch up in the Nigerian hotel industry because of rising resource consumption, environmental concerns, and a sudden public awareness of the need for kinder practises. The hotel is finding it difficult to adopt green practises because of a lack of awareness about green initiatives and their purported benefits, the government's inability to enforce environmental cleaning regulations, and the absence of well-informed marketing of green practises. The purpose of this study was to determine what would motivate hotels in Nigeria to adopt new operating procedures.

Chan (2008) conducted a thorough analysis of the utility expenses incurred by the Hong Kong hotel sector. Information from the hotels was obtained through the use of a questionnaire in order to comprehend the current maintenance plans and practises in hotels. The results of the study demonstrated that because five-star hotels cater to affluent guests who need superior amenities, they often charge more for rooms. Specifically, increased maintenance resource requirements result in elevated maintenance control interface, increased annual room pay, and fewer rooms per employee.

Ghazi (2016) conducted research on the procedures used in hotel maintenance management. The findings showed that the “maintenance management team” and “maintenance management plan” practices had the greatest effects on the effectiveness of their maintenance. The results also showed that “lack of trained employees in maintenance departments” and “insufficient finances for repair jobs” were the key obstacles causing the poor implementation of maintenance management.

Nain (2018) looked at the primary issues that the hotel industry is now dealing with globally. According to the author's research, the hotel industry faced a variety of challenges. The following are a few of them: (a) a lack of workers and the engagement of skilled individuals; (b) an increase in technological demand; (c) ensuring and maintaining the highest standards of cleanliness and hygiene; (d) ensuring and maintaining excellent and exceptional guest service standards; (e) supplying constructive and incredible life experiences; (f) viability; (g) intense rivalry; (I) a lack of the most modern and sophisticated marketing techniques; and (j) challenges.

The hospitality industry's advertising and human capital issues were the subject of Kumar's (2015) research. A sizable set of service sector jobs known as the hospitality business comprises jobs in the hotel and lodging industry as well as jobs in event organizing, amusement parks, transportation, cruise lines, and other jobs related to the travel and tourist industry. A hospitality unit, such as a restaurant, hotel, or even an amusement park, is made up of a number of groups, such as property maintenance and direct operations (servers, housekeepers, porters, kitchen workers, bartenders, management, marketing, and human resources). The three main problems mentioned in Kumar's article were (a) managing knowledge workers, (b) dealing with technological difficulties, and (c) developing leadership.

Zhang and Wu (2004) conducted research on the challenges the Chinese hotel and travel sector has in terms of human resources. According to Zhang and Wu (2004), there are three main issues that the hotel and travel sector in China is facing: (a) a lack of skilled personnel at both the operational and managerial levels; (b) a high rate of staff turnover; and (c) the reluctance of

recent graduates to work in the sector. In order to discover interpretable orthogonal components, Chan (2008) used exploratory factor analysis to conduct a study on the obstacles to environmental management systems (EMS) in the hotel business. The identification and interpretation of six barriers to hotels adopting formal EMS. They were: (a) a lack of information and expertise; (b) a lack of expert counsel; (c) a lack of clarity regarding the conclusion; and (d) certifiers and verifiers; (e) lack of resources; and (f) implementation and maintenance costs.

A study on obstacles to hazard analysis critical control point (HACCP) deployment in Taiwan's hospitality sector was done by Cheng, Tsai, Yeh, and Huang (2015). It was shown that Taiwanese workers in the hospitality sector did not have a positive opinion of the HACCP system. The three factors that were most concerning in terms of implementation difficulties were a lack of resources, a lack of agreement, and a lack of drive. Additionally, it was discovered that participants also thought that a lack of risk knowledge and a lack of encouraging feedback were significant impediments.

In the Hambantota district of Sri Lanka, Fairoz and Chathuranga (2018) investigated obstacles to the adoption of green business practices for small and medium-sized firms in the tourism sector. The results indicated that the biggest obstacles to the adoption of green business practices among SME tourist entrepreneurs were a lack of access to technology and a high cost of financing. A study on the entrepreneurial difficulties the hospitality sector in Kericho County is facing was done by Shikuri and Chepkwony (2013). The most significant obstacle, according to most hoteliers, was financial management, which was followed by problem-solving and interpersonal abilities. The

country's hotel business is primarily challenged by a lack of qualified workers, financial limitations, fierce rivalry, and issues with suppliers.

A study on the problems, difficulties, and trends that the hospitality sector is experiencing was done by Wang and Jing (2009). In the upcoming year, requests for green hospitality, labor prices, intercultural issues, and higher education will be the key factors affecting the world's hospitality business. According to Wang and Jing, the hospitality sector will face challenges related to operations, marketing, technology, and economics.

Socio-Demographic Variables and Green Practices

Gender and Green Practices

For instance, Moise, Gil-Saura, and Ruiz Molina (2021) conducted research on how important green measures are for hotel visitors. Guests in 3 and 4-star hotels in Bogotá, Colombia totaled thirty-two (302) for the survey. Sustainable practices and the factors that were examined appeared to be positively correlated. However, the gender of each visitor affected this association differently.

Wang, Wang, Xue, Wang and Li (2018) investigated the relationship between green hotel image and word-of-mouth. Travel agencies aided in collecting 324 surveys to investigate these links. It was found that green hotel image improves green customer happiness and trust, while green customer contentment affects green trust. Green satisfaction and trust impact the propensity of customers to recommend green hotels. More women choose eco-friendly hotels than men.

The Li, Zhang, Zhang and Ji (2019) investigated whether gender disparity affects the green consumption practices of Chinese households. They

found that homes in which women have a more prominent role in decision-making adopt greener consumption practices. Therefore, if such a woman dines out, she is likely to choose hotels with eco-friendly policies.

Meinzen-Dick, Kovarik and Quisumbing (2014) used 75 men and women in village settings, leaders of MMJSP, staff of NGOs, and women in focus groups in Mexico for a study. They discovered that a wide range of material and immaterial elements, such as the environment, history, and culture of a region, affect gender. Additionally, it was discovered that women inherently value resource conservation more than males do.

The literature on gender shows that women are more ecologically-friendly as compared to men. However, research has revealed that it is not always the case. Other scholars have come to the conclusion that gender does not substantially impact the degree to which people are concerned about the environment (Alibeli & White, 2011; Sevilla-Sevilla et al., 2019). For example, Sevilla-Sevilla et al.'s (2019) findings showed that both men and women care about environmental issues when choosing a hotel. This has led to mixed results, so it would be very important to do studies to find out how gender affects green practices.

Education and Green Practices

Education is a continuous process of improving one's abilities, understanding, knowledge and skills. It is a mix of information, skills and beliefs. On the other hand, green practice refers to a way of living that has a reduced negative impact on the environment. Anyone with education on how to live in their environment (hotel) can live in a proper way, which would eventually lead to a positive impact on the territory of the person.

Boo and Park (2013) investigated the relationship between environmental sustainability and prior knowledge and educational experience. The largest one-day meeting planner event in North America surveyed 278 guests with a nine-item questionnaire. The authors discovered that meeting planners' intent to use green meeting practices were strongly influenced by their educational experiences.

Exogenous temporal and geographical changes in the number of state primary school teachers per 1,000 students were used by Chankrajang and Muttarak (2017) as an instrumental variable for predicting years of schooling. Their findings were based on two nationally-representative surveys of 15-year-old Thais (n = 3,900) conducted in 2010 and 2013 in Thailand. More knowledge-based green initiatives were linked to more school years, but not cost-cutting ones.

Hoffmann and Muttarak (2020) investigated the role of formal education in promoting pro-environmental behaviour in the Philippines. They concentrated on climate change awareness, risk perceptions and knowledge. A standardised questionnaire with 100 questions on education, finances, and other socio-demographic and household characteristics was used to interview 1,064 women from three neighbourhoods. It was found that people are more likely to plant trees, recycle and throw away trash properly if they have one more year of schooling.

The 2019 study by Mustapha, Asmui, Syed Wahid, Mohd Zaki and Razali on the 3R green-practice approach focused on emotional and mental situations. Another topic of concern was the function of students' attitudes as intermediaries between the elements. One hundred and twelve (112) individuals

were selected at random, and questionnaires were given to them. The study reported that students are more likely to act in ecologically-responsible ways when they have a good mental, emotional and behavioural attitude.

Wang, Niu, Gan and Cai (2022), in China, found that higher levels of education lead to more environmentally-responsible behaviour. In 2010, 11,783 respondents from 134 cities in 31 provinces in China took part in the survey. After removing the observations from the sample with missing values for the study variables, 3,661 remained. The study found that more educated people in China were more concerned about environmental issues.

Nittala (2014) investigated the predictor variables that differentiate university professors who are inclined to purchase green products from those who are not, as well as the factors that impact university professors' inclination to purchase green goods. The survey data came from all Indian colleges and universities. In their research, they found that education is a key factor in shaping people's eco-friendly purchasing habits.

Researchers have shown that the more people read, the more they care about their surroundings and become more responsible. Nonetheless, other scholars have argued that while many people have college degrees, not all use those degrees to make a positive difference in the environment. For instance, studies conducted by Goldman, Ayalon, Baum and Weiss (2018) investigated the impact of education, specifically, Green School Certification on: 1) upper primary students' environmental literacy, using a closed and open-ended questionnaire; and 2) incorporating sustainable practices into school operations, using an "environmental visibility" tool. According to Goldman et al, Green School Certification in Israel was a whole-school programme that included

operational modifications, new courses and community ties. They found that the performance of the educational environment was not keeping up with developments in education. In addition, the study reported that students do not consider the impact of their materialism on the world around them. This implies that the curriculum should educate more than simply how to be environmentally-friendly and sustainable. It must also educate students about modern lifestyles.

Krnel and Naglic (2009) discovered that further education has no effect on the highly educated. The authors were instructed to compare students' knowledge, awareness and environmentally-responsible conduct to investigate whether a stronger understanding of environmental problems corresponds with more attentive and conscientious behaviour. Participating in the research were students from environmental education courses and eco-schools in Slovenia. It was found that students' comprehension improves (those in the eco-schools), but their lifestyle does not.

The effectiveness of eco-schools was evaluated by Pauw and Van Petegem (2011), who focus on three outcomes: students' environmental knowledge, attitudes and emotions. They included 1,287 students aged 10 to 12 from 59 different schools (38 ecoschools and 21 control schools) in the analysis. It was shown that although eco-schools do help students learn more about environmental issues, they do little to change their environmental behaviour.

The studies reviewed show that education can either cause or prevent ecological change. For this reason, we cannot draw any clear conclusions from these studies. Because of this, it is important to look at how education affects how hotels in Nigeria treat the environment, since previous findings may not be applicable to the Nigerian context.

Age and Green Practices

The age of a person indicates how much time has transpired since their birth. The more years a person has spent on earth, the more knowledge they have acquired. Rawat (2015) investigated the correlation between age, wealth and environmentally aware consumption. Rawat surveyed 378 Pune, India citizens of varied ages and socio-economic backgrounds. They found that elderly clients are more ecologically-sensitive.

Similarly, older workers who participated in environmentally-conscious actions at work did so slightly more often than their younger counterparts (Wiernik, Dilchert & Ones, 2016). The younger generation, who represent the future of the world, appears to have a different attitude and belief, allowing them to reflect on their choice of green products, according to a study by Kanchanapibul, Lacka, Wang, and Chan (2014) that looked at green purchase behavior among young consumers (18 to 30 years old).

Lee, Muhtar and Lai (2018) found that as people become older, their familiarity with green practices changes. In Malta, it has been seen that adults 60 and older volunteer for green initiatives (Formosa, 2011). For elderly volunteers, green volunteering enhances their social, cognitive and physical benefits. However, the health of older adults in Greater Manchester, United Kingdom did not improve when they volunteered for green practices. Benton, Cotterill, Anderson, Macintyre, Gittins, Dennis and French (2021) revealed that low-cost physical changes to urban amenity green spaces did not increase older adults' well-being behaviours.

Overall, 121 older people and adults who use daycare centres in Italy benefited from green care initiatives. Santini, Piccinini and Gagliardi (2020)

found that older people's willingness to study and their participation in social events were both boosted by green care activities. A similar research was done by de Keijzer, Tonne, Sabia, Basagaa, Valentn, Singh-Manoux and Dadvand (2019) on 10,308 government workers in London, UK, between the ages of 35 and 55. The study found that better physical health was linked to a combination of a more pleasant home environment and being close to natural areas.

Also, 1,275 seniors aged 50 years or older in the UK, Germany, Japan and Hungary showed varying levels of environmentally-conscious behaviour across nations (Sudbury Riley, Kohlbacher & Hofmeister, 2012). In 2002, 1,140 older adults aged 65+ who went to ecolodges in the Lamington National Park district of Queensland, Australia preferred a higher level of comfort and less risk compared to younger adults. Similarly, in 2003, 394 older adults in Southwestern Utah were used in a study, and it was found that their attitudes, concerns and willingness to act in support of the environment were influenced by levels of active/social concerns and awareness of environmental consequences (Source).

In the United States, a study by Pillemer, Wells, Meador, Schultz, Henderson & Cope (2017) included 97 white retirees or semi-retirees aged 60 or older. These retirees were from the Retirees in Service to the Environment (RISE), a programme meant to encourage older individuals to volunteer for the environment. The study showed that the RISE programme promised in its ability to inspire older people to become environmentally-active volunteers. In 2014, 15 low-income elderly people who lived in budget hotels took part in a study that found that older people prefer comfortable environments with things

like universal access, monitored security, helpful amenities and social environments (Lewinson & Morgan, 2014).

From the above research, older people thrive in a more natural and less stressful environment. However, a select number of studies have shown that young people, like everyone else, prefer a welcoming environment. In their research, Georgescu and Herman (2020) evaluated the difference in the environmentally-aware conduct of young visitors at home compared to hotels. They utilised 340 young Romanian vacationers aged 18-25 years who waste towels at home. The study found that young tourists were more conscientious of their surroundings in their own homes. They avoided environmentally-friendly hotel practices but practised them at home.

Also, Buffa (2015) studied young tourists and sustainability. 1,156 members of the largest Italian association of student and youth tourism aged 18–25 took part in the study. It was revealed that young people show interest in certain dimensions of sustainability and should be considered in destination strategies. However, there are people (young and old) who are aware of green practices and would not be affected by what managers do to their environment. For example, 440 Egyptian hotel guests aged 18-38 years old who had stayed in 4 and 5-star hotels said environmental awareness would not be a significant factor in their acceptance of hotel green practices (Buffa, 2015). Again, 784 Chinese seventh-to-ninth graders aged 12 to 17 act environmentally-conscientious to reduce materialism (Liu & Koivula, 2021).

Similarly, 3,721 Australians aged 12-17 and 18-24 with a greater environmental concern and knowledge and an internal locus of control in connection to the environment indicated more pro-environmental intentions and

behaviour (Fielding & Head, 2012). This study demonstrated that young people can share a preference for environmentally-friendly behaviours with the majority of adults. Contradictory findings have been made on age's effect on environmentally-friendly practices. In contrast to the African context, most eco-friendly practices are favourably regarded in other countries. For these reasons, it was essential to determine how both young and old Nigerian guests would respond to green practices.

Working Experience and Green Practices

Scholars and practitioners can learn from the published literature whether green behaviour changes with work experience. Environmental awareness, performance feedback, financial incentives, support in managing environmental infrastructure, and training (work experience) were found to be the strongest predictors of pro-environmental behaviour in the workplace (Young, Davis, McNeill, Malhotra, Russell, Unsworth & Clegg, 2015). Affective engagement, employee performance processes and training (work experience) were significantly associated with improved environmental performance in Australia (Rae, Sands & Gadenne, 2015).

Banwo and Du (2019) examined workplace pro-environmental behaviours in small- and medium-sized enterprises. The researchers used 296 employees of small and medium-sized enterprises in China, classified into 4 groups (below 21, 21-30, 31-40, and 41-50). They found that employees spend a lot of time in the workplace and adopt sustainable actions. Boo and Park (2013) used 278 meeting planners at North America's largest 1-day event for meeting planners in their studies. They studied the effects of environmental knowledge and educational experience on meeting planners' implementation of

green meeting practices. They found that people are more likely to want to use green meeting practices if they already know about them and have had good educational and work experiences with them.

Again, green organisations that hire employees based on their environmental cognisance achieve higher grades of satisfaction (Jabbar & Abid, 2015). In the same vein, Karatepe, Ozturen, Karatepe, Under and Kim (2022) proposed and tested a research model in which green work engagement (GWEN) mediates the impact of management commitment to the ecological environment (MCEE) on green creativity, task-related pro-environmental behaviour (PEB) and proactive PEB. They used hotel employees in Turkey and South Korea. It was found that green training, empowerment and rewards can boost employees' green work engagement.

Similarly, Pham, Phan, Tukov, Vo and Nguyen (2018) examined 221 hotel employees in Vietnam with high green training and high green organisational culture; high green training and low green organisational culture; low green training and low green organisational culture; and low green training and low green organisational culture. The findings demonstrated that green training (experience) and organisational culture had a favourable impact on the environmental behaviour of organisations as a whole.

Most studies have shown that workplace experience influences pro-environmental behavior. However, in a private Malaysian company, there was no correlation between employees' environmentally-conscious behaviour and environmental knowledge acquired through work experience or formal education (Bashirun & Noranee, 2020). This discovery that there is no correlation between work experience and pro-environmental habits underscores

the need to further examine these factors in a new context. This can be useful to support or refute the results of previous research.

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Conceptual Framework of the Study

Figure 3 shows the conceptual framework that guided the study.

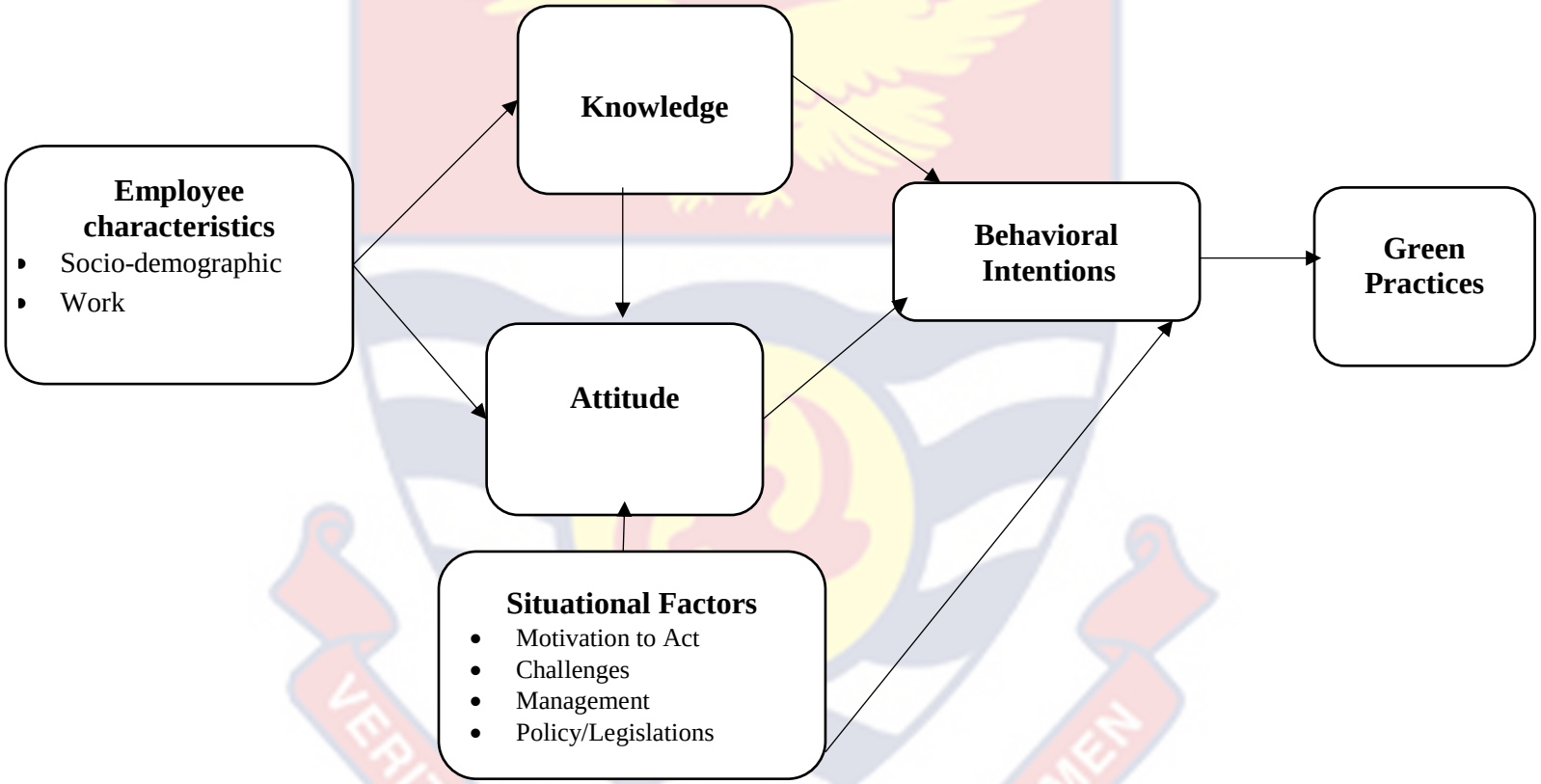

Figure 4: Hotel Employees' Environmental Attitude towards Green Practices
Source: Adapted from Theory of Planned Behaviour (1980)

Figure 3 illustrates a conceptual framework that examines the interconnections between the variables pertinent to this study. It considers the associations between employees' characteristics, knowledge, attitude, situational factors, behavioural intentions and green practice. As depicted in Figure 4, the employees' characteristics are positively correlated with knowledge and attitude, as well as behavioural intentions and green practice. This implies that the socio-demographic attributes of the employees have an impact upon their knowledge and attitude, which, in turn, are likely to affect their behavioural intentions and, eventually, their green practice.

In the case of this study "Influence of Environmental Attitudes on Green Practice," the theory of Reasoned Action (TRA) can be applied as follows:

a. Attitude: The individual's attitude towards green practices is the most important factor in determining their behavior. If they have a positive attitude towards green practices and see them as beneficial, they will be more likely to engage in them.

b. Subjective Norms: The individual's perception of what is socially acceptable or expected also influences their behavior. If they perceive that their peers or society at large values green practices, they will be more likely to engage in them.

c. Intentions: The individual's intentions will be based on their attitudes and subjective norms. If they have a positive attitude towards green practices and perceive them to be socially desirable, they will be more likely to form an intention to engage in them.

d. Behavior: The individual's behavior will be based on their intentions. If they have a strong intention to engage in green practices, they will be more likely to actually do so.

Employees in the hospitality industry may display a positive attitude towards green practices through their belief that they have a responsibility to reduce their environmental impact. This perception may be reinforced by the subjective norm of their manager and colleagues actively engaging in sustainable practices. This could lead to an intention to reduce energy consumption or minimise waste production, which could further manifest in behaviors such as the switching off of lights and proper disposal of recyclable materials. Several studies have explored the relationship between attitudes and green practices, with the findings indicating that attitudes do indeed influence green practices. Jepsen and Thøgersen (2020) conducted a systematic review of the attitudes-intentions-behavior relationship in sustainable consumption, comprising 76 empirical studies, and concluded that attitude is an important factor in predicting both intentions and behavior towards green practices. Similarly, Lien et al. (2019) found that attitude was a significant predictor of sustainable consumption intention in their investigation of the influence of attitude and self-efficacy. Additionally, Wang and Wu (2018) discovered that environmental attitude was the most important factor influencing green consumption intention in their examination of the impact of environmental attitudes, environmental knowledge, and subjective norms.

Thus, this study suggests that employees' characteristics, knowledge, attitude, situational factors, behavioural intentions, and green practice are all related, and that attitude is an important factor in predicting both intentions and

behaviour towards green practices. This highlights the need for employers to create a supportive environment in order to foster a positive attitude towards green practices and ensure that employees are aware of the importance of sustainable initiatives.

Chapter Summary

The chapter reviewed the empirical literature related to the study. The literature review focused on forms of green practices, environmental knowledge of green practices, environmental policies of the hotels, and challenges to the implementation of green practices. The literature revealed that hotels undertake green practices in the area of energy efficiency and conservation, water conservation, waste management, air quality and management.

Apart from the forms of green practices in hotels, the literature was reviewed in the areas of environmental attitudes and pro-environmental behaviour, employees' environmental attitudes towards green practices and socio-demographic characteristics of employees on green practices. Employees' knowledge and attitudes towards green practices were reviewed.

Furthermore, literature was reviewed in the area of environmental policies of hotels. Some of the environmental policies involve saving on heating, recycling bottles and cans, and purchasing biodegradable detergents. The challenges of implementing green practices were also reviewed. Some of these challenges were higher cost, unfamiliarity with technologies, lack of knowledge and skills, and lack of professional advice.

CHAPTER FOUR

RESEARCH METHODS

Introduction

This chapter discusses the research methods used for the study. These are the study area, research design, population, sample and sampling procedure, research instruments, pre-testing procedure, data collection procedure, data analysis, and ethical consideration.

Study Area

The study centre is in Ilorin, the state capital of Kwara State, Nigeria. Nigeria is found in the Gulf of Guinea on the west coast of Africa, with a population of about 201 million. It has the largest gas reserves on the continent and is at the top of oil production in Africa. Nigeria has many natural attractions, wildlife and hotels with different star ratings that draw the attention of visitors, tourists and Nigerians to travel for business or holidays from one state to another (Nomad, 2021).

Kwara is a state situated within the north-central geo-political region of western Nigeria, with Ilorin as its capital. Kwara State Tourism Board and the Ministry of Communication and Tourism stated that, owing to the desirable geographical position between Northern and Southern Nigeria, Kwara State is one of the most visited states in the country (Mumini, 2021). Not just that, there is a harmonious and good coexistence between indigenous people and migrants from other parts of Nigeria and the world.

Ilorin is about 489 kilometres from Abuja, Nigeria's capital, and 292 kilometres from Lagos. There are regular flights from both Abuja and Lagos to Ilorin, the state capital, and road transportation is also available to make inter-

state movement easy. Kwara State has about 16 local government areas, while Ilorin is split into five local government areas, namely Ilorin South, Ilorin West, Ilorin East, Ifelodun, and Moro. The hotels are spread across all areas of the local government. Ilorin is located between 8.50N latitude and 4.560E longitude (Iroye & Abejirin, 2012). It occupies an area of 14,218 square miles (36,825 kilometers). There are two main seasons, namely, the dry season and the rainy season.

The population is around 2,365,353 in all. There is a gender distribution of 1,193,783 (50.5%) males and 1,171,570 (49.5%) females (NPC, 2017).

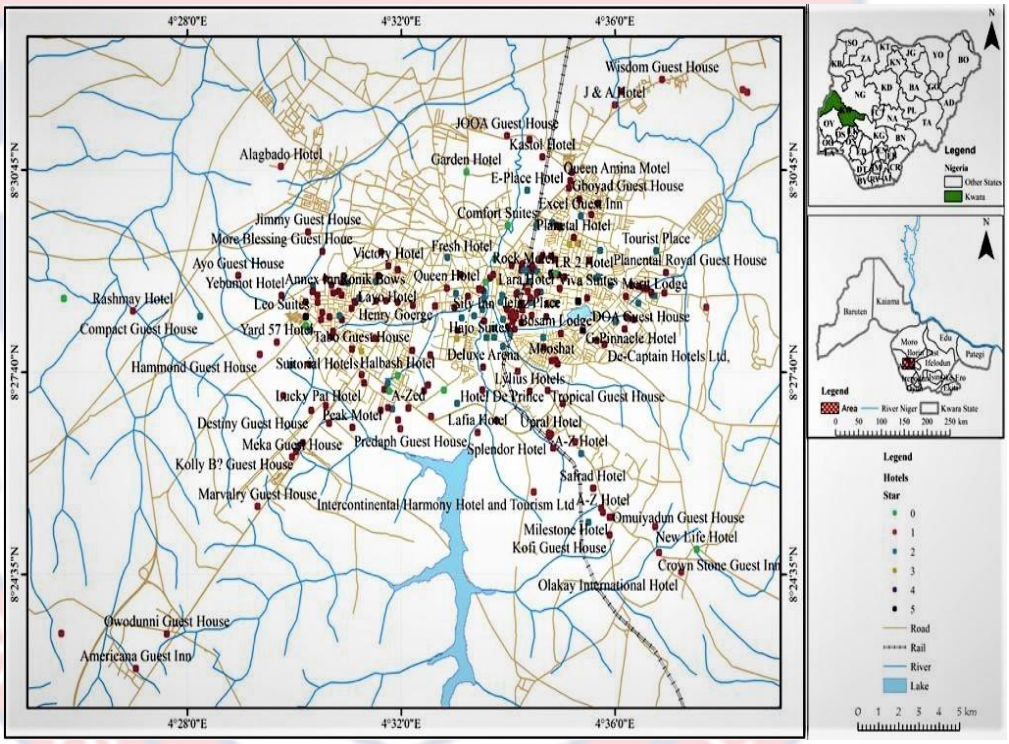

Figure 5: Location of Hotels in Ilorin. Kwara State, Nigeria
Source: Hotel and Tourism Board, (2021)

Ilorin used to be one of the provisional headquarters of Nigeria in the 1960s during the colonial days. With the formation of more states in the Federation, Ilorin became the capital of Kwara State in 1967, and Ilorin and its surroundings have grown in population and investment over the decades.

Generally, Christianity and Islamic religions are practised. There are about 800 places of interest in the state. Ilorin is popular for outdoor activities, walking, and cultural and theme tours, as it is blessed with natural and man-made tourist attractions distributed in the five local government areas.

Some of the attractions are Owu Waterfalls, Kwara Cultural Centre for Arts, National Museum, Ilorin Metropolitan Park, Hide & Skin Training Industry, Dada pottery, Esie Museum, Asa Dam, Sobi Hill, Okuta-Ilorin, Central Mosque of Alfa Alimi, Palms Shopping Mall, Viva Cinema. Apart from these, there is an 18,000-capacity Kwara Stadium Complex and two professional football teams (Osewa, 2022).

Also, there are four universities, namely, University of Ilorin; Kwara State University, Malete; Al-Hikmah University, Ilorin; and Crown-Hill University, Ilorin. The rapid expansion attracts both local and international tourists, hence, the fast growth of hotels. There are about 283 registered hotels from 1–5 stars in the five local government areas of Ilorin. The breakdown of the hotels is: 5-star, 2 hotels; 4-star, 2 hotels; 3-star, 8 hotels; 2-star, 73 hotels; and 1-star, 198 hotels. The research adopted this sampling strategy because people with different and important views concerning the research issues have to included in the sample.

Research Philosophy

The research methodology used was pragmatism. According to pragmatics, there are numerous ways to do research and comprehend the world. Additionally, pragmatism employs a method or set of procedures that best advances a particular research subject (Saunders, Lewis & Thornhill, 2012). There are many different techniques one can use in this study to understand how

employees' environmental attitudes can be influenced by green practices at hotels in Ilorin, Kwara State, Nigeria. These three methods are deductive, inductive, and adductive (Baddache & Nicolai, 2013; Ghauri & Grnhaug, 2010).

With the deductive technique, one draws inferences from presumptions that are known or from things that are considered to be true (Ghauri & Grnhaug, 2010).

In contrast, an inductive approach seeks to refine or develop hypotheses based on generalizations from the data by identifying patterns in one's observations and discoveries (Ghauri & Grnhaug, 2010). The last strategy is adductive, which is a blend of deductive and inductive strategies (Morgan, as cited in Van Voorhis & Betsy, 2007). To address the research topics in this study, the researcher combined deductive and inductive methods.

The hypothetico-deductive model, which is adhered to by positivist paradigms, depicts social research as an interplay between empirical observations and reason, or induction and deduction (Sarantakos, 2005). Theories are examined using hypothetico-deductive procedures by developing hypotheses from them that may then be verified through observations or experiments in order to confirm or refute such assumptions (Willig, 2001).

Quantitative method is rooted in the positivist philosophical paradigm (Polit & Hungler, 1999). It involves collection of numerical data and use of statistical methods for analysis. One of the criaticisms levelled against quantitative methods is that it operates in a manner which insulates the subject under study from its environment and this converts the world into an artificial laboratory (Sarantakos

2005). It has traditionally informed research in a hospitality context and this does not provide enough understanding of small firms' environmental attitudes and behaviour.

On the other hand, proponents of the interpretivism paradigm hold that it is possible to comprehend the complex world of lived experience from the perspective of individuals who inhabit it (Schwandt, 1994).

They try to comprehend occurrences by using the meanings that individuals give to them as a result. Contrary to positivists, interpretive researchers concentrate on the full complexity of human sense-making as the situation develops rather than starting with a theory (Kaplan & Maxwell, 1994). Before making generalisations based on these occurrences or processes, this starts with the observation or examination of events for specific processes. Qualitative techniques are used by constructivist researchers.

According to Cole (1997), supporters of the construtivism paradigm advocate qualitative and case study methods and also emphasise the importance of analysis rather than discovery. The central principle of the qualitative methodology is taken from a relativist orientation, constructivist ontology and an interpretivist epistemology (Sarantakos, 2005).

Because they enable data to emerge more freely from context, qualitative procedures are more authentic to the social world than quantitative ones (Gergen & Gergen, 2000). Despite this, the qualitative method has had a fair share of criticisms. Some of the criticisms against this paradigm border on the representativeness of results, generalizability of findings, objectivity of researcher as well as validity of methods (Sarantakos, 2005).

Mixed Methods Approach

The mixed method is considered as the third methodological movement (Tashakkori & Teddle, 2003). To overcome the shortcomings of positivist and interpretivist paradigms, this study will employ both quantitative and qualitative methods (Concurrent Triangulation mixed- methods Design). For the purposes of elaboration and clarification, mixed methodologies are used. Additionally, it might aid in clarifying the various facets of a problem (Cain & Finch, 1981). It is possible to gain from both the specific, conceptual insights of qualitative data and the generalisable, externally valid insights of quantitative data by combining the two forms of data. One's strength helps to make up for another's flaws (George, 2022).

Through the use of questionnaires and a semi-structured interview guide, the environmental attitudes of hotel employees toward green practices were evaluated.

Research Design

Mixed-methods concurrent triangulation design were used, by which quantitative and qualitative data are gathered and analysed almost at the same time. The researcher will then compare the findings from the analyses of the quantitative and qualitative data to see if they support or refute one another (Kriukow, 2019). In other words, both approaches are equally weighted, but their individual parts are examined separately while the conclusions are combined (Creswell & Pablo-Clark, 2011). (Kelle, Kuhberger & Bernhard, 2019).

The descriptive survey also assists in answering inquiries about the factors or existing circumstances in a setting (Ary, Jacobs & Razavich, 1990).

On the other side, a phenomenological research design was used for the collection of qualitative data. This is so that the researcher can characterise the lived experiences of people with regard to a phenomenon as recounted by study participants using an inquiry methodology that draws from philosophy and psychology (Creswell & Plot, 2018). This approach was adopted to learn about employees' environmental attitude on green practices.

In conducting this study, one-on-one interviews were conducted with some hotel managers to explore and confirm the experiences of employees with regard to green practices. One-on-one interviews were used to obtain in-depth information about the employees' experience with green practices to further explain the quantitative data provided. Again, this gave give each participant the time and opportunity to share his or her experiences without any interruptions or intimidation from others. Anikweze (2013) and Jacob (2015) opined that interview gives an indepth analysis of phenomenon and helps the researcher to draw more detailed conclusion.

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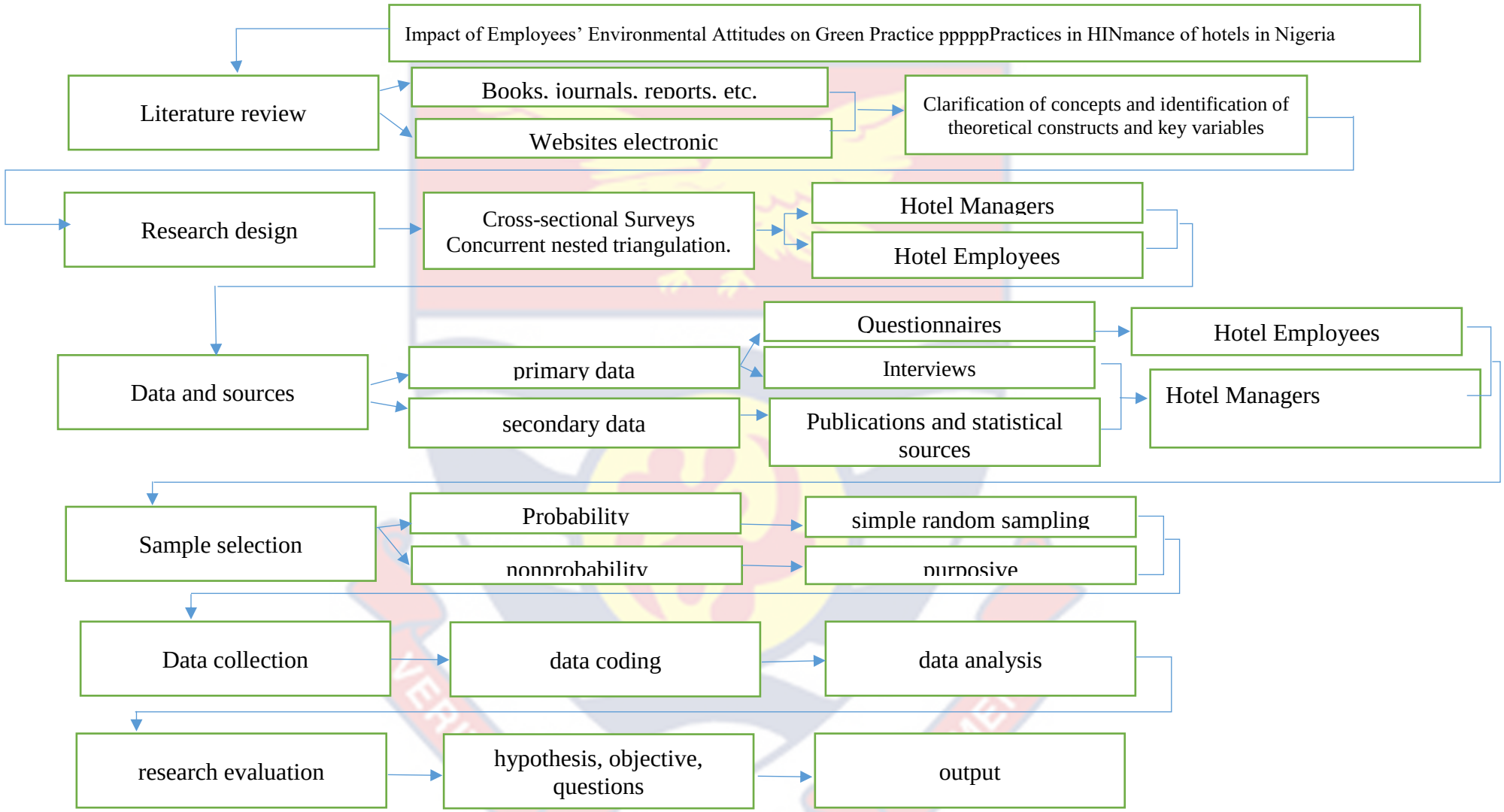

Figure 6: Research Methods Employed for the Study
Source: Author, (2022)

Population

The target population for this study consists of the employees and managers of selected hotels in the Ilorin Metropolis, Kwara State. The composition of the population is 283 hotels with 2,951 employees (see Table 2). The choice of this population is because these hotels have green practices policies and the knowledge of employees towards them are significant in aiding this research.

Table 1: Distribution of Employees at Hotels in Kwara State

Hotel Categories	Number of Hotels	Employees in Hotels
4-Star	4	300
3-Star	8	500
2-Star	73	719
1-Star	198	1,432
Total	283	2,951

Source: Kwara State Ministry of Culture and Tourism (2021)
Kwara State Tourism Board (2021)

Sample Size for the Study

Krejcie and Morgan (1970) present a table for determining sample size for finite population. It helps to eliminate bias in the process of selection. It is advantageous because it reduces cost and effort in gathering samples. It can be found suitable for this study because of the random selection and sampling from population.

Because of the large size of the hotels listed in Table 1, a sample was chosen and the focus was directed only on the employees from the hotels in the 4-star, 3-star and 4 from 2-star categories (see Table 2). The total number of hotels in these three sampled hotels is 16, while the total number of employees

is 894, viz, 4-star (4 hotels & 56 employees); 3-star (8 hotels & 112 employees) and 2- star (4 hotels & 101 employees). The original list containing all the registered hotels in Ilorin, which was obtained from both the Kwara State Tourism Board and the Ministry of Communication and Tourism, is in Appendix D.

Table 2: Sample Size for the Study

Hotel category	No of Hotels	No of employees	Sample Employee	Sampled Hotels
4-star	4	300	4	45
3-sta	8	500	8	121
2-star	73	719	4	124
Total	85	1519	16	290

However, 25% was added to the sample size in case of any shortfall. Consequently, the total sample was 269 + 67 = 336.

One reason is that the sample size was not available due to the limited availability of potential respondents. (Chen, 2017). Additionally, some hotel managers and employees may not be willing to share the information due to privacy concerns (Welch et al, 2018). Furthermore, they may not have sufficient resources to provide the data (Chen, 2017). Also, hotel managers and employees may not be able to provide data due to lack of knowledge or experience with the research topic (Welch et al, 2018). Finally, it is possible that one may not be able to collect data from hotel managers and employees due to a variety of reasons such as limited availability of potential respondents, privacy concerns, lack of resources and lack of knowledge or experience

Table 3: Population Sample Size

N	*S*	*N*	*S*	*N*	*S*
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejecie & Morgan, 1970

Sampling Techniques and Procedure

This study adopted both probability and non-probability sampling techniques. The probability sampling technique was used to select employees from the hotels. Anikweze (2013) posited that probability sampling reduces biases in research and produces findings that represent a population. Then simple random sampling was applied using lotteries to ensure an accurate representation of the population (Burns & Grove, 2001; McCombes, 2021).

Names of the employees for each hotel was written on pieces of paper and put in a box. To ensure fairness, the names of the employees were randomly picked from the box to conform with the number required from each hotel. The random sampling was used for selecting employees from all the hotels

Non-probability is a non-random sampling that involves selection based on convenience or purpose, but purposeful sampling was used for this work. Non-probability sampling is known as "judgment sampling" and is used to select samples that are most useful for the purpose of this research for the hotel managers to corroborate the findings of the questionnaires administered to the employees to gain knowledge of the employees' green practices. The hotel managers were purposively selected for interview (McCombes, 2021). This study adopted this method because hotel managers have adequate knowledge on green practices and employees' environmental attitudes based on their years of experience on the job.

Data Collection Instruments

Questionnaire

The research instruments used for the study were the questionnaire and semi-structured interview guide. A questionnaire was used to collect quantitative data, while semi-structured interview guide was used to gather qualitative data.

Likert scale was used because it is easy to understand by respondents and to draw conclusions. It is especially good for measuring attitudes or behaviors (Elliott, 2021). Obasi (1999) also posited that Likert scale is fit quantititave research because it consists of coding. Structured questionnaire was designed based on the research objectives.

The questions were ranked following Likert scale using the level of agreement with a statement on a scale from 1 to 5; that is: strongly disagree (1), disagree (2), neither agree nor disagree (3), agree (4), strongly agree (5)

This was helpful for obtaining information on the attitudes of employees towards green practices in hotels in Ilorin, Kwara State, Nigeria. There were 59 questions which were divided into five sections (A-E). Section A examined the knowledge of hotel employees of green practices. It inquired if the employees have the understanding of green practices such as energy and water conservation, carbon emissions or pollution. In Section B, the question was on the different forms of green practices undertaken by the hotel. The section was sub-divided into energy conservation, water conservation, waste management, recycling/reusing programme and pollution control. Section C was about employees' behavioural intentions of green practice. This involves how the employees feel and interact with their colleagues while implementing green practice. In Section D, the question is about the employees' attitude towards green practices. Attitude was sub-divided into three components viz: cognitive, affective and conative. The questions were asked relative to the components. In Section E, the questions were on social demographic background of the employees. These are items that are often known as the respondents' background features such as gender, age, educational level including the department they are working in the hotels.

Interview guide

According to Creswell (2002), an interview is a method of gathering data while the researcher records the responses given by the few study participants. Ary (2002) opined that an interview is also used to acquire

information on the interviewees' thoughts, beliefs, and feelings regarding the circumstance in their own words.

The interview of the hotel managers followed a semi-structured interviewing protocol. This helped the researcher ask clarifying questions in the course of the interview sessions based on the responses of the sampled workers (Appiah, 2014) and facilitated the gathering of copious amounts of data and the participation of every sampled person in the interview. During the interaction between the researcher and the interviewees, misconceptions and misunderstandings of the respondents were exposed and clarified (Creswell, 2002).

Three components made up this interview guide with the hotel managers on employees' environmental attitudes on green practices in their hotels. The first information was about the participants'/managers' backgrounds. The second section was regarding the hotel while the third section of the questionnaire covered a variety of green practices used by hotel employees. The interview questions were based on the last two objectives which are the environmental policies of the hotels with regard to green practices, and the challenges affecting the implementation of green practices by the employees in Kwara State hotels.

Pre-Testing

In research undertaking of this snature, pretesting is important in order to identify problem areas such as determining if respondents are adequately interpreting the research questions correctly, reduction of errors arsing from measurement and reduction of burden on the research participants or respondents (James, 2015).

Hotels in Offa were taken into consideration for instrument pre-testing. Offa is about 30 minutes' drive from Ilorin. It is a city with one University and Polytechnic and about fifty hotels of different star rating. The pre-testing aimed to determine whether the research instruments that would be used were adequate and, if necessary, to modify them to suit the research or create new ones that were appropriate. It also aimed to design a research protocol that would direct the study and determine whether it was practical and realistic. Pre-testing was carried out in ten hotels in Offa to ascertain the efficacy of the sampling frame and techniques used in the study, identify logistical issues that may arise using the proposed methods, estimate variability in outcomes to help determine the sample size, collect preliminary data, ascertain what resources (financially) are required for the main study, assess the proposed data analysis techniques to uncover potential issues, confirm with a research question, and conduct further research.

The ability to generalise the results of the present investigation is essential, nevertheless. The pre-testing aided in ensuring the clarity of the finished instruments. It also helps to test the coding system and determine the response time (Cohen et al., 2004). The reliability of the questionnaire was assessed during pre-testing of the tool using Cronbach's alpha. A scale's Cronbach alpha coefficient should ideally be greater than 0.7. (Pallant, 2010). However, the values of Cronbach's alpha are quite sensitive to the number of items on the scale. With short scales (e.g., scales with fewer than ten items), it is common to find quite low Cronbach values (e.g.5). In this case, it may be more appropriate to report the mean inter-item correlation for the items. Briggs

and Cheek (1986) recommended an optimal range for the inter-item correlation of .2 to .4.

The interviewees were informed of the pre-purpose testing's and given the opportunity to provide written approval. Prior to the interview, a phone call was made to remind them of the appointment. A few details regarding the interview had been disclosed during the first phone call, and both the time and location were confirmed. The consent of ten (10) managers was requested. Each interview lasted for between 60 and 90 minutes. The researcher's ability to predict the length of the interviews and the kinds of clarification questions workers could ask was aided by pre-testing the interview.

Data Collection Procedure

Prior to the visit to the hotels, a research assistant was engaged. Though the research assistant had experience on field work but he had not conducted research on hotels in the past so he had to be trained particularly on some regulations for hotel workers. Due to the employees' busy schedule, there was no direct contact with them. Rather, the human resource manager (HRM) of some hotels or personnel manager (PM) in the others collected the questionnaires, distributed to the employees and the filled copies were collected at the stipulated time, between three days and one week.

The managers were first contacted on phone to make appointment before the interview day. The interview lasted between one hour and one and a half hours because a lot of other issues emanated which made the interview interesting and rewarding.

Since the regulations of COVID 19 were still enforced at the time of visiting the hotels, the regulations stated by each hotel such as washing of hands,

sanitising the hands and wearing of masks were strictly adhered to. Acceptable distance was kept when sitting or standing to discuss with any of the participants.

The respondents through the HRM or PM who collected the forms for them were briefed on how to complete the questionnaire. With the respondents, the data collection period was determined by the intermediary so as not to interfere with their daily activities.

Validity and Reliability

The suitability of the interpretations, deductions, and decisions we base on test results is known as validity. In order to ensure validity, we must make sure that the test measures what it is intended to measure for the target population and environment and that any conclusions drawn from the test results are accurate (Onwuegbuzie & Johnson, 2006). In a similar vein, validity, according to DiStefano, Zhu, and Mindrila (2009), relates to how well the notion is defined and measured. Handed that face or content validity can be assessed by expert judgment, the questionnaire was given to the supervisors for their inputs and to ensure its validity. The instrument was modified based on their suggestions (Gay et al., 2011).

Reliability describes the regularity or stability of the test results (Gay, Mills & Airasian, 2009). This indicate that whenever the same person or group is administered the evaluation tool, the results will be the same or very comparable. The reliability of an instrument can be assessed in a number of different ways. The divided half, test-retest, alternative form, and internal consistency approaches are a few examples.

According to estimates, the most popular technique for determining an instrument's internal consistency is Cronbach's alpha (Kimberlin & Winterstein, 2008). According to Kimberlin and Winterstein (2008), it is employed for items on summarised scales or Likert-type scales. The Cronbach's alpha was determined to be the appropriate way to measure the reliability of the instrument because the questionnaires use Likert-type scales and it helps to estimate the internal consistency of the instruments. The correlation coefficient for the Cronbach's alpha ranges from 0 to 1. More reliable tests have reliability coefficient values that are closer to 1, whereas less reliable tests have reliability coefficient values that are closer to 0. (Gay et al., 2011). The reliability coefficient of the questionnaire was determined after the pilot testing.

The research instruments were improved due to the pilot test. On the basis of the feedback received during the pilot study, the questionnaire was improved. Additionally, Silverman (2015) stated that the interviews should have the same format, wording, and questions for each responder in order to assure the trustworthiness of the data. This was made possible by the devised and employed organised interview schedule. Additionally, the questions and inquiries that were utilised to extract additional details or clarity from each participant were the same. Furthermore, in accordance with Gibbs (2018)'s findings on the validity of qualitative research, all the transcripts were cross-checked to make sure there were no obvious errors. These were also checked to make sure the codes were clear and applied consistently. Lastly, the codes and the data were cross-checked by the supervisors for accuracy.

Data Processing and Analysis

Questionnaire

Organizing, characterizing, interpreting, discussing, and presenting the data to the audience goes beyond just delivering the raw facts (Ryan, as cited in Reeve, 2013). Data from the questionnaire were quantitatively analyzed. The Statistical Package for Social Science (SPSS 26 edition) was utilised for data analysis. The questionnaire's entire contents were entered into SPSS. Socio-demographic information was displayed as percentages. Research questions (from one to five) were analysed with mean and standard deviation. Multiple regression and structural equation modelling was used to test hypotheses.

In multiple regression, one continuous dependent variable and two or more continuous independent variables would be needed. Dichotomous independent variables (males = 1, females = 2) can also be used. Multiple regression shows how much of the variance in the researcher's dependent variable can be explained by the independent variables. It also gives an indication of the relative contribution of each independent variable. Tests enable one to determine the statistical significance of the results, both in terms of the model itself and the individual independent variables.

Hypothesis One had green practices (composite) as the dependent variable and environmental attitudes as independent variables. Similarly, Hypothesis Two had green practices (composite) as a dependent variable and employees' socio-demographic characteristics as independent variables. Moreover, Hypothesis Three has green practices (composite) as a dependent variable and challenges to the implementation of green practices as independent

variables. Thus, the use of multiple regression for the three hypotheses was appropriate.

Interview

The qualitative dtata were analysed using thematic analysis. Thematic analysis aided in the identification, analysis, and discovery of themes in the empirical data (Braun & Clarke, 2006). A thematic analysis is a useful technique for examining participant views, similarity and difference, and empirical qualitative data (Braun & Clarke, 2006). Braun and Clarke's (2006) theme's method of qualitative data analysis were used in this study. According to Nowell, Norris, White, and Moules, the authors presented six procedures for analyzing qualitative data (2017). The interviews were transcribed and after the collection of the information (Braun & Clarke, 2006). The data was repeatedly read in order to begin the search for patterns between the respondents' answers (Nowell et al., 2017).

Second, the information was turned into codes, which are defined as information that stands out and is intriguing to the researcher or ideas that recur (Braun & Clarke, 2006). Coding makes it possible to make the data clearer and focus on particular traits (Nowell et al., 2017). Thirdly, the codes were integrated and classified into comprehensive themes, hence the term "thematic analysis" (Braun & Clarke, 2006). The underlying presumptions and patterns were then identified through this procedure (Attride-Stirling, 2001). In order to capture the ideal balance between the broad and narrow sets of the data, the topics were revisited and the pattern evaluated, in order to have the themes polished (Nowell et al., 2017). However, the accuracy of the information was

upheld so as to ensure that the themes matched the respondent's reflections (Braun & Clarke, 2006).

When the themes are complete, the fifth phase was that names were given to them and they were refined so that the themes' fundamental ideas would not conflict with one another (Braun & Clarke, 2006). The report was finalised and written up in the sixth and last step. To validate the analysis and show the reader how everything fits together, it was clarified that the themes were gleaned from the earlier processes. So also, statements from the respondents were added depth to the research; otherwise, to avoid overly descriptive (Braun & Clarke, 2006).

Codes were assigned to the reports that reoccurred and the codes were used to develop themes.

Ethical Considerations

Before beginning the study, the researcher first got employees' informed verbal consent. The respondents were informed that participating was entirely up to them. They were informed that they could choose whether or not to participate in the study. Additionally, the survey took into account the respondents' right to anonymity.

Oliver (2010) noted that because anonymity allows respondents to have their identities obscured, it is a crucial issue in research ethics. As a result, in order to uphold the ethical concept of anonymity, neither names nor any other personally identifying information from respondents was used. This was done to avoid any potential victimization of respondents whose replies other stakeholders might find disagreeable.

Regarding confidentiality, steps were made to protect the privacy of the respondents' responses. They were informed that their answers would be kept confidential and that ethical clearance had been acquired. No one they knew was given access to the data, and none of the respondents' names were included in the study.

Chapter Summary

This chapter highlighted the methods employed for the study including research design, population, sampling procedure, data collection instruments and procedures, and data processing and analysis. A pragmatist research philosophy was adopted as a research paradigm. Concurrent triangulation mixed methods was used as the research design. The population of the study was employees and managers of the selected hotels in Ilorin. A simple random and purposive sampling techniques were used to sample respondents for the study. Multiple regression and structural equation modelling were used to test all the hypotheses.

CHAPTER FIVE

FORMS OF GREEN PRACTICES WITH SOCIO-DEMGRAPHY OF RESPONDENTS

Introduction

The purpose of the study was to examine the effect of employees' environmental attitude on green practices in hotels in Kwara State, Nigeria. Convergent parallel mixed methods were used. Data were collected and analysed for both quantitative and qualitative methods at a similar time frame. This chapter answers the first research question. The chapter begins with socio-demographic characteristics of the respondents. In addition, the chapter presents the findings on the forms of green practices undertaken by the hotel employees in Kwara States, Nigeria. Hypotheses 1, 2 and 3 were tested with structural regression analysis.

Socio-demographic Characteristics of the Respondents

Socio-demographic characteristics of respondents is relavant in research. It aids the researcher to categorize the participants into various sub-groups and it fosters a better understanding of the respondents or participants (Anikweze, 2013: Obasi, 1999).

Table 5 provides descriptive information about the demographics of the respondents. The socio-demographic data include gender, marital status, age, years of work experience, educational level, department, and star rating. As shown in Table 1, in terms of gender, there were 180 (62.1%) males and 110 females, representing 37.9%. In terms of marital status, 167 respondents (57.6%) were single, 109 respondents (37.6%) were married, and 14 respondents (4.8%) had never married. In terms of respondents' age, 133 (45.9

%) respondents were between 20 and 29 years of age. Those aged 30–39 years had 78 respondents, which stands for 26.9 %.

Table 4: Socio-demographic Characteristics of Respondents

Variable	Frequency (N=290)	Percentage
Gender		
Male	180	62.1
Female	110	37.9
Marital status		
Married	109	37.6
Single	167	57.6
Ever married	14	4.8
Age		
Below 20 years	45	15.5
20-29 years	133	45.9
30-39 years	78	26.9
40+ years	34	11.7
Working experience		
Less than 1 year	31	10.7
1-5 years	107	36.9
6-10 years	56	19.3
11-15 years	29	10.0
More than 15 years	67	23.1
Level of education		
Primary/secondary School Certificate	62	21.4
NCE/OND	121	41.7
Tertiary	107	36.9
Department		
Front Office	84	29.0
Food & Beverages	53	18.3
Housekeeping	153	52.7
Star rating		
2 star	124	42.8
3 star	121	41.7
4 star	45	15.5

Source: Field work (2022)

Respondents who were under 20 years of age were 45 in number, representing 15.5 %. The 40+ years were 34 (11.7 %) in number, 107 respondents (36.7%) had worked for 1–5 years. Fifty-six respondents, being

19.3 %, had been working for 6–10 years. Among the 67 respondents, 23.1 % had more than 15 years of work experience, while 31 respondents (10.7%) had worked for less than a year.

For respondents' level of education, 121 (41.7%) had an NCE/OND certificate, 107 (36.9%) respondents had tertiary education while 62 (21.4 %) respondents had primary and secondary education. Looking at the departments of the respondents, 153 (52.7 %) were in housekeeping, 84 (29.0 %) were in the front office, and 53 (18.3 %) were in the food and beverages department. In terms of hotel ratings, 124 respondents (42.8 %) rated their hotel as 2-star, 121 respondents (41.7 %) rated their hotel as 3-star, and 45 people (15.5%) rated their hotel 4-star.

Forms of Green Practices Undertaken by Employees of Hotels

This section presents the results on the types of green practices undertaken in the hotels. The results were presented in Table 5. Table 5 shows that the green practices of employees are classified into five: energy conservation, water conservation, waste management, recycling, and pollution control. Among these five green practices, pollution control had the highest mean (Mean = 3.70, SD = 1.09). This was followed by energy conservation (Mean = 3.31, SD = 1.14), waste management (Mean = 3.31, SD = 1.09), water conservation (Mean = 3.02, SD = 1.15), and recycling (Mean = 2.68, SD = 1.00). It can be said that of the five green practices, pollution control is the commonest practice in hotels in Kwara State (M = 3.70, SD=1.09). Apart from pollution control, the hotels engaged in energy conservation, waste management and water conservation. The least of the green practices was in the area of recycling (Mean=2.60, SD=1.00).

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Table 5: Forms of Green Practices Undertaken by Hotel Employees

	Mean	Std. Deviation
Energy Conservation	3.31	1.14
I encourage guests to save energy.	3.22	1.44
I support the use of energy-efficient lighting bulbs in the guest rooms.	3.39	1.31
I support the use of energy-efficient equipment in the laundry for the washing machine	3.38	1.32
I am involved in the use of automatic lighting sensors in corridors and lobby.	3.25	1.19
Water Conservation	3.02	1.15
This hotel advises guests on the voluntary reuse of towels and bed linen in order to conserve water.	2.70	1.41
This hotel uses treated wastewater for garden irrigation.	2.88	1.32
Waste Management	3.31	0.92
The hotel provides approved bins such as plastic/galvanised containers for storage of wastes.	3.51	1.35
The hotel serves portion of food to reduce waste.	3.13	1.22
The hotel sorts waste in guest rooms and offices into paper, plastic and organic.	3.15	1.25
The hotel composts wastes.	3.32	1.17
The hotel ensures wastes are deposited at the site designated by the Kwara State Waste Management Agency (KWASEPA).	3.43	1.57
Recycling	2.68	1.00
This hotel recycles waste materials such as cardboard, paper, cans, plastics and glass	2.55	1.34
This hotel sells used hotel furniture and equipment.	2.62	1.22
I print on both sides of paper	2.87	1.25
Pollution Control	3.70	1.09
Appropriate hygienic conditions are available in the premises.	3.68	1.27
This hotel ensures that air pollution on premises is within the limit permitted by the KWASEPA.	3.71	1.19

Rated on five likert scale with 1= Strongly disagree, 2= disagree, 3= Neither, 4= Agree, 5= Strongly Agree

Source: Field work (2022)

Pollution Control

From the study, pollution control is rated the highest green practice by employees in Kwara State hotels. In the area of pollution control, employees ensure that air pollution on the premises was within the limit permitted by KWASEPA (Mean= 3.71, SD=1.19). The results of this study concur with those of Abaje, Bello, and Ahmad (2020) who suggested that Nigerian cities should have stations that continuously and precisely evaluate the air quality. Since the country's air pollution is getting worse, hotels in Kwara State do pollution control on a regular basis (Abaje et al., 2020). Similarly, the present research concurs with the results of a study by Ipeaiyeda and Adegboyega (2017), who discovered that in metropolitan areas of Kwara State, levels of carbon emissions are above the WHO's allowable limit and this has been a a major cause of air pollution around hotels in the state. In addition, Chukwu, Morse, and Murphy's (2022) investigation revealed that waste and bush burning, vehicle usage, and power generators were the primary causes of poor air quality.

Waste Management

In addition to pollution control, hotels in Kwara State also use waste management and water conservation practices. With waste management, the hotels provide approved bins such as plastic/galvanised containers for storage of wastes (Mean=3.51, SD=1.35). This was followed by employees ensuring that waste was disposed off at the site designated by KWASEPA (Mean=3.43, SD = 1.57). Omidiani and Hezaveh (2016), Khatter et al. (2019), Fadhil (2015), and Kariuki and Stephen (2017) all found related results. These authors showed that waste management is the commonest policy (practice) of hotels. Omidiani and Hashemi Hezaveh (2016) found that proper management of waste leads to

higher profitability for hotels and reduce environmental pollution in Indian hotels. According to Kasavan, Mohamed, and Halim (2017), waste management in hotels leads to environmental sustainability, better organisational performance and increased air quality.

Mohan, Deepak, and Sharma (2017) wrote in their paper that hotels manage their waste, which saves money, protects the environment, and makes guests more loyal. The results of this study agree with what Mohan, Deepak, and Sharma wrote. The results also agree with Serrano-Baena et al. (2020), who found that around 30% of a hotel's solid waste can be recycled and reused. This means that hotels do engage in waste management, not only in Kwara State but in other parts of the world.

Water Management

Water management had the third highest mean. Here, employees use treated wastewater for garden irrigation (mean = 2.88, SD = 1.32). This was followed by employees advising guests on the voluntary reuse of towels and bed linen in order to conserve water (mean = 2.70, SD = 1.41). This means that employees in the hotels, to some extent, manage water but their area of focus was using treated water for garden irrigation. This finding is in agreement with the results of previous studies (Maier, Dezellar, & Miller, 1981). According to Maier, DeZellar, and Miller (1981), each person saves over $30 a year by saving water, wastewater, and power. Less water consumption reduces pollution. The authors proposed technical improvements in a treatment facility's operation and the adoption of water-saving technology to minimise sewer problems.

The Energy Policy Act of 1992 and Executive Order 12902 are two important federal steps to save water in the USA. The results from other studies

have revealed that water-saving measures reduce costs in Los Angeles, North California, and Spain (Barberán et al., 2013; Chesnutt, Pekelney, & Spacht, 2019; Nelson, 1987; Platt & Delforge, 2001). Then, based on the results so far, hotel owners could save money by using water more efficiently.

Again, the study's findings suggest that water saving measures might be a solution to the water shortage in Kwara State hotels. This is consistent with the findings of Cobacho, Arregui, Parra, and Cabrera (2005) who found that hotels are an important part of saving water because they are often in tourist areas that do not have enough water. Similarly, Barberán et al. (2013) reported that hotel guests use three times as much water as individuals at home. Barberán et al. examined a hotel in Zaragoza, Spain, where water-saving technology was installed. The results showed how a small investment can cut down on water use and costs, especially energy costs.

Energy Conservation

Energy conservation is another attitude being practiced by hotels in Kwara State. Employees in Kwara State hotels were in support of using energy-saving light bulbs in the guest rooms (mean = 3.39, SD = 1.31). The adoption of energy-efficient laundry equipment for the washing machine was equally encouraged (mean = 3.38, SD = 1.32). This result indicates that more employees are in favour of hotels using energy-efficient technology in Kwara State hotels in terms of energy conservation.

This result is similar to other findings. Star-rated hotels in South Africa participate in some type of energy saving (Sucheran & Bob, 2016). In Greece, hotels reduced their energy use by 20% (Santamouris, 2016). Zhu (2011) found that Chinese hotels use energy-saving measures to reduce energy expenditures.

Ayoub et al. (2014) found that hotels adopted measures such as altering the envelope of a commercial building to reduce its energy consumption. Shehu, Inuwa, Husseini, and Yakubu (2019) discovered that hotels in Nigeria utilise "demand-side management" to prevent visitors and workers from being wasteful, as well as frequent energy audits and the usage of renewable resources, to move their energy consumption in the direction of sustainability. Oluseyi et al. (2016) and Umar and Silikwa (2020) say that the amount of energy used per guest room per year should not be more than 40,278 MWh. Most hotels in Mubi, Nigeria, use energy in a reasonable way and are getting close to excellence.

Recycling

Recycling was the least green practice in Kwara State hotels. In the area of recycling, more employees do not use paper wisely in the hotels (mean= 2.87, SD = 1.25). This was followed by recycling cardboard, papers, plastics, cans and glass (Mean= 2.55, SD= 1.34). This result is consistent with studies done by these researchers (Gebretsadik, 2017; Okolocha & Anyaele, 2018; Thwala et al., 2018). Overall, their empirical research has demonstrated that hotels in Africa are engaging in a variety of green practices such as recycling, energy-efficient lighting, low-flow showerheads, composting, and reuse of materials. The current results lead to a variety of environmental and economic benefits for hotels in Kwara State. Recycling can reduce waste, conserve natural resources, and save energy (U.S. Environmental Protection Agency, 2018). Additionally, hotels can save money by reducing their waste disposal costs and can generate income through the sale of recyclable materials such as soap and plastic bottles (U.S. Environmental Protection Agency, 2018; Sentinel, 2021).

Chapter Summary

This chapter described the various types of green practices implemented by hotel employees in Kwara State, Nigeria. The types of green practices adopted by hotels in Kwara State were air pollution control, energy conservation, waste management, and water conservation. Among the five green practices, it was shown that employees in Kwara State hotels engaged mostly in pollution control as a main green practice. This was followed by energy conservation, waste management, and water conservation respectively. Recycling was the least popular of the green practices.

Previous research indicates that all green practices implemented by hotels are intended to reduce operational costs. The present findings indicate that employees in Kwara State conserve energy and water, and control pollution and waste. All these might encourage other hotels to emulate some of these hotels' cost-saving practices.

CHAPTER SIX

ENVIRONMENTAL KNOWLEDGE, ATTITUDES AND BEHAVIOURAL INTENTION OF HOTEL EMPLOYEES ON GREEN PRACTICES

Introduction

This chapter examines employees' environmental knowledge, attitudes and behavioural intention towards green practices in hotels in Kwara State. Descriptive statistics were used to quantify and describe characteristics of the data set. Further analysis was done to show whether environmental knowledge, attitudes and behavioural intention of hotel employees have an effect on green practices.

Employees' Knowledge of Green Practices in Hotels

Employees' behaviour is influenced by their knowledge on green practices. The table 6 below explained employees' knowledge of green practices in hotels in Kwara State.

Table 6 shows the results of employees' environmental knowledge of green practices.

Table 6: Employees Knowledge on Green Practices

	% agreement	Mean	Std. dev.
I am knowledgeable about energy and different kinds of alternative energy such as solar, wind, nuclear and so on.	62.6	3.54	1.25
I am aware that green consumption of organic foods are free of chemicals.	58.7	3.58	1.12
I am aware that driving of cars, motor cycle and similar transportation emit carbon monoxide.	58.2	3.57	1.16

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Table 6:Cont'D

I understand green practices as waste management, energy and water conservation and so on, in the hotel industry.	52.3	3.03	1.55
I know more about green practices through training in this hotel.	48.2	3.18	1.26
I am informed about green practices in the hotel	47.2	3.10	1.28
Overall	*51.9*	*3.33*	*1.01*

Source: Field work (2022)

$\alpha = 0.883$

Overall, employees had average knowledge about green practices (mean = 3.33, SD = 1.01). Employees were aware that green consumption of organic food is free from chemicals. It was the knowledge with the highest mean (mean = 3.58, SD = 1.12). It was followed by being aware that driving cars, motorcycles, and similar transportation emits carbon monoxide (mean = 3.57, SD = 1.16). Employees also said they know more about energy and different kinds of alternative energy such as solar, wind and nuclear (mean = 3.54; SD = 1.25). This result is consistent with Chan et al. (2017), who also found that employees have some knowledge on green practices. Similarly, Kusuma and Handayani (2018) found that knowing about environmental issues and seeing green advertising makes people more likely to care about the environment and buy green products. Current results again do not support the findings of Chauhan and Bhagat (2017), Julina (2013), Mishal et al. (2017) that employees' knowledge has a bearing on ecological behaviour.

The current study finding is contrary to studies of Bashirun and Noranee (2020), Indriani et al. (2019), and Qomariah and Prabawani (2020), who found that there are employees who do not have knowledge about green practices. Some scholars believe that knowledge predicts environmental behaviour, but

others do not. This difference in opinion may be caused by the complexity of humans and the variety of thought processes. The majority of writers, according to the literature, have demonstrated how employee knowledge affects ecological behaviour, and my findings are consistent with this.

The study further looked at knowledge on green practices based on specific socio-demographic characteristics of the respondents. The results are shown in Table 7 below:

Table 7: Knowledge on Green Practices by Background Characteristics

Variable	Mean	Std. dev.	95% CI for mean
Gender (F=3.959, p<0.05)			
Male	3.237	1.034	3.0848 - 3.3897
Female	3.480	0.957	3.2988 - 3.6603
Marital status (F=5.461, p<0.01)			
Married	3.499	0.895	3.3283 - 3.6699
Single	3.280	1.050	3.1199 - 3.4408
Ever married	2.607	1.051	2.0002 - 3.2141
Age (F=10.443, p<0.001)			
Below 20 years	2.670	1.036	2.3592 - 2.9815
20-29 years	3.309	1.015	3.1351 - 3.4834
30-39 years	3.640	0.915	3.4319 - 3.8473
40+ years	3.578	0.738	3.3210 - 3.8358
Working experience (F=20.286, p<0.001)			
Less than 1 year	3.582	0.969	3.2264 - 3.9370
1-5 years	3.579	0.934	3.3995 - 3.7590
6-10 years	3.679	0.776	3.4706 - 3.8865
11-15 years	3.458	0.788	3.1576 - 3.7573
More than 15 years	2.470	0.941	2.2409 - 2.6999
Level of education (F=21.511, p<0.001)			
Primary/secondary school certificate	3.200	0.861	2.9807 - 3.4182
NCE/OND	2.983	1.119	2.7809 - 3.1855
Tertiary	3.793	0.760	3.6474 - 3.9389
Department (F=14.749, p<0.001)			
Front office	3.719	0.776	3.5502 - 3.8871
Food and beverages	3.536	0.955	3.2724 - 3.7987
Housekeeping	3.043	1.058	2.8729 - 3.2121
Star rating (F=7.125, p<0.01)			
2 star	3.468	0.944	3.3006 - 3.6363
3 star	3.076	0.988	2.8975 - 3.2547
4 star	3.622	1.109	3.2889 - 3.9555
Overall	*3.330*	*1.010*	*3.2125-3.4464*

In Table 8, the F-test and the p-value from a one-way analysis of variance between groups were used to demonstrate the association between independent factors and the dependent variable. Gender (F=3.959, p<0.01), marital status (F=5.461, p0.01), age (F=10.443, p0.001), work experience (F=20.286, p0.001), level of education (F=21.511). , p<0.001), department (F=14.749, p0.001), and star rating (F=7.125, p<0.01) were statistically significant.

The results show that those with highest knowledge were held by employees who were married, women, between the ages of 30 and 39, who had worked for 6 to 10 years, had a tertiary degree, worked in reception, and worked at a four-star hotel. This indicates that respondents in the categories of female, married, and those who are 22 to 39 years old had knowledge about green practices in Kwara State hotels. Again, those who had worked for 6–10 years, had a tertiary certificate, worked at the front desk, and worked in a four-star hotel had knowledge of green practices.

The results of the study show gender differences in employee's knowledge of green practices. Specifically, the descriptive interpretation of the results shows that female hotel employees in Kwara State adopt more environmentally-friendly practices than men. This supports studies such as Wang et al. (2018), Read et al. (2019), and Meinzen-Dick et al. (2014). These authors showed that women prefer environmentally-friendly practices compared to men. However, the results of a study by Moise et al. (2021) differ from the current result. While Kang et al. (2012), Alibeli and White (2011), and Seville-Seville et al. (2019) found that gender does not influence green practice, the current result refutes this.

The results also show that age play significant role on green practices. From the analysis it showed that employees' age were sampled and it cut across different age groups. Ages between 30-39 years and 40 years and above had the highest mean score. This showed that these age groups were more involved in green practices compared to the younger ones. This supports studies done by Rawat (2015), Wiernik et al. (2016), Lee et al. (2018), Formosa (2011), and Keijzer et al. (2019), who found that older people love to be close to the natural environment. Again, the current results support Pillemer et al. (2017) and Lewinson and Morgan (2014), who found that the aged love to be in comfortable hotels and environments.

Though this study supports the fact that old people are involved in green practice, there are other studies that have shown that young people are also environmentally-friendly (Georgescu & Herman, 2020). However, the young people engage in green practices in their homes and not in the hotels they occupy. Buffa (2015) showed that Italian young students demonstrate ecological behaviour. Even though some young people are aware of green practices, they are not all willing to accept them in hotels. Mixed results have emerged as to whether being old or young has implications for green practices. However, the current result supports the evidence that age is related to green practices.

As a socio-demographic variable, work experience has been found to have an effect on green practices. This finding is consistent with the findings of Young et al. (2015) and Rae et al. (2015), who discovered that work experience was associated with pro-environmental behaviour and improved environmental performance.

Similar findings were found in a 2013 study by Boo and Park (2013), who found an association between green meeting practices and work experience. A study conducted in Malaysia showed that there is no link between environmentally-conscious behaviour and work experience. However, the current results refute this. The results of this study support the majority of researchers who have found work experience to be related to green practices (Banwo & Du, 2019; Rae, Sands, & Gadenne, 2015; Young et al., 2015).

The study further considered the behavioural intentions of employees concerning green practices. The results are shown in Table 8:

Table 8: Behavioural Intentions of Employees Concerning Green Practices

	% agreement	Mean	Std. dev.
I aim to inform fellow employees to prevent the wastage of resources.	69.9	3.78	1.05
I encourage conservation of resources such as energy and water.	68.4	3.71	1.10
I would want to request that the government formulates policies to encourage green practices in hotels.	67.5	3.72	1.07
I would want to raise concerns about actions that are likely to harm the environment.	67.1	3.55	1.43
I like to propose innovative methods that may improve my hotel's green practices.	63.7	3.56	1.16
I plan to participate in ecologically friendly activities	61.2	3.54	1.15
I am happy to participate in green hotel practices	57.0	3.31	1.34
Overall	*62.4*	*3.60*	*0.96*

Source: Field work (2022)

$\alpha = 0.908$

The result in Table 8 shows that employees have behavioural intentions concerning green practices. Most of the employees agreed that their aim is to inform fellow employees to prevent the wastage of resources; this had the

highest mean score of 3.78. Also, employees would want to request that the government formulate policies to encourage green practices in hotels. This had the second-highest mean of 3.72. Moreover, employees have the intention to encourage conservation of resources such as energy and water in hotels. This has the third-highest mean of 3.71. The least intention is that employees want to be happy to participate in green hotel practices, with a mean of 3.31. The entire result means that most of the respondents agree that green practices in Kwara State are dependent on employees' behavioural intentions.

Table 8 provides the results on employees' behavioural intentions based on their background characteristics.

Table 9: Employees' Behavioral Intentions by Background Characteristics

Variable	Mean	Std. dev.	95% CI for mean
Gender (F=10.616, p<0.001)			
Male	3.455	1.007	3.3072 - 3.6033
Female	3.828	0.832	3.6704 - 3.9848
Marital status (F=8.570, p<0.001)			
Married	3.819	0.817	3.6643 - 3.9744
Single	3.517	1.013	3.3617 - 3.6712
Ever married	2.816	0.828	2.3382 - 3.2945
Age (F=16.643, p<0.001)			
Below 20 years	2.801	1.066	2.4807 - 3.1214
20-29 years	3.616	0.924	3.4579 - 3.7748
30-39 years	3.823	0.812	3.6403 - 4.0066
40+ years	4.051	0.631	3.8309 - 4.2714
Working experience (F=32.561, p<0.001)			
Less than 1 year	3.949	0.764	3.6683 - 4.2288
1-5 years	3.801	0.679	3.6705 - 3.9308
6-10 years	4.130	0.573	3.9762 - 4.2831
11-15 years	3.611	1.020	3.2228 - 3.9989
More than 15 years	2.656	1.024	2.4062 - 2.9055
Level of education (F=32.550, p<0.001)			
Primary/secondary school certificate	3.260	0.838	3.0468 - 3.4724
NCE/OND	3.293	1.049	3.1041 - 3.4817
Tertiary	4.135	0.631	4.0142 - 4.2560
Department (F=25.863, p<0.001)			
Front office	4.040	0.635	3.9022 - 4.1777
Food and beverages	3.910	0.806	3.6875 - 4.1316
Housekeeping	3.245	1.021	3.0816 - 3.4077
Star rating (F=15.191, p<0.001)			
2 star	3.879	0.795	3.7375 - 4.0200
3 star	3.250	1.018	3.0667 - 3.4331
4 star	3.751	0.939	3.4687 - 4.0329
Overall	*3.597*	*0.960*	*3.4856 – 3.7075*

The F-test and P-value from one-way analysis of variance between groups show that gender (F=10.616, p0.001), marital status (F=8.570, p0.001), age (F=16.643, p0.001), work experience (F=32.561, p0.001), educational level (F=32.550, p0.001)), department (F=25.863, p0.001), and star rating (F=15.191, p0.001) are statistically significant. Female, married, 30 to 39 years old, with 6 to 10 years of working experience, tertiary, front office, and a two-star hotel had the highest means among their categories. This implies that respondents who are more likely to engage in green practices were female, married, 40 years of age or older, had less than a year of experience, had tertiary education, work in the front office, and work in 3-star hotels.

This result is consistent with studies by Li, Hartman, and Zee (2009), Mohd Rasdi (2013), and Tih and Zainol (2012), who showed that behavioural intentions concerning green practices are influenced by female gender. The result again supports recent research by Okumus et al. (2019) and Gao et al. (2016), who found that knowledge about the environment has implications for ecological behaviour and the intention to implement green practices.

Employees' Environmental Attitudes

This study examines employees' environmental attitudes. Employees' attitudes towards green practices are presented in Table 10:

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Table 10: Hotel Employees' Environmental Attitudes

	% agreement	Mean	Std. dev.
Cognitive			
Employees of this hotel are committed to ensuring environmental management.	69.0	3.73	1.10
Employees' interest in creating a more environmentally friendly hotel encourages me to adhere to environmental management practices.	64.2	3.56	1.26
Employees of this hotel hve the attitude of encouraging guests to be environmentally friendly.	62.7	3.60	1.14
Employees of this hotel have interest in environmental management practices because such activities are too expensive.	62.2	3.54	1.08
Environmental management practices (e.g. reducing and/or recycling waste) can be time-consuming hence my unpreparedness to adopt such activities in this hotel.	61.7	3.55	1.11
I am well trained and educated about environmental management practices, hence my readiness to implement environmentally friendly behaviours in this hotel.	61.5	3.50	1.24
My strong environmental knowledge makes me more than ready to implement environmental management practices.	61.4	3.43	1.39
Affective			
I feel I have an obligation to engage in hotel green practices	59.6	3.35	1.29
I feel that I fulfill the green task correctly	59.6	3.47	1.22
I feel that I am prepared to practice green concepts in my house	59.4	3.51	1.20
I feel confident about how to practice green concepts	57.0	3.38	1.25
I feel that I can practice green concepts continuously in my area I do my best when I practice green concepts	56.4	3.36	1.18
Conative			
I am willing to reduce usage of paper, water, electricity and plastic bags whenever possible.	56.2	3.43	1.17
I will make effort to reduce, water, paper, electricity	54.1	3.31	1.31
I plan to avoid the use of plastic or paper whenever possible	53.1	3.33	1.21
I will make effort to introduce others to apply green practices in their daily activities	40.1	3.05	1.22
Overall	*51.7*	*3.45*	*0.94*

Source: Field work (2022)

$\alpha = 0.962$

The result in Table 10 shows that employees had a positive attitude towards the environment. The average employee attitude toward the environment is 3.45. On a five-point Likert scale, this indicates that many employees in Kwara State are neutral when it comes to environmental attitudes. However, when the items are taken singularly, it can be seen from Table 11 that employees of the Kwara State Hotel are committed to ensuring environmental management (mean = 3.73). Again, employees of Kwara State Hotel and guests are environmentally friendly. This has the second-highest mean of 3.60. Moreover, most employees are interested in creating a more environmentally-friendly atmosphere to enhance environmental management practices. This has the third-highest mean of 3.56. The least of the environmental attitudes exhibited by employees is that they make an effort to introduce others to these practices in their daily activities. This had a mean score of 3.05. These results mean that, on the whole, most of the employees agree that they demonstrate environmental attitudes.

The result of this study supports studies by Park et al. (2014), Kirk and Lynch (2008), and Jang et al. (2014). Their studies have shown that environmental attitudes affect green practices in hotels. However, a US study by Nag (2021) shows that although environmental attitudes have an impact on green practices, there are instances where this effect is caused by other factors that may be psychological in nature. Other moderating determinants also need to be investigated. Several studies (Borisenko, 2018; Haddad, 2019; Ispas et al., 2019; Robin et al. 2016; Timmins, 2018; Yuriev et al., 2018; Zientara & Zamojska, 2016) have demonstrated a relationship between employee attitudes and green practices. Only the study by Dolnicar et al. (2019) found that hotel

workers did not engage in green practices. However, their study limitation was that they only conducted the study in one hotel. A second reason could be the complex and dynamic nature of humans. This could explain why employee were neutral when they were supposed to be exhibiting environmental attitudes. That said, the current study supports most researchers who have strong evidence that employee attitudes have an impact on green practices.

The study also looked at environmental attitudes of employees based on their background characteristics. The results are displayed in Table 12. The following factors are statistically significant in Table 12: gender ($F = 12.961$, p 0.001), marital status ($F = 5.048$, $p < 0.01$), age ($F = 13.896$, $p < 0.001$), working experience ($F = 26.138$, p 0.001), level of education ($F = 34.238$, p 0.001), department ($F = 21.259$, $p < 0.001$), and star rating ($F = 10.663$, $p < 0.001$). Among the employees that exhibit environmental attitudes towards green practices were females, married, 40+ years, 6-10 years, tertiary, front office, and 3 star. This is because they all had the highest mean among their respective categories.

Socio-demographic variables have a positive relationship with green practices. The majority of respondents agree that intentions are positively associated with green practices. These results of the current study fit the TRA. This theory simply indicates that behaviour is predicted from intentions, subjective norms, and perceived behavioural control. This theory focuses on the evaluation of the subjects' own reasons for behaving a certain way, their own beliefs about how societal groups view this behaviour, their perception of social pressures, and how capable they perceive themselves to be.

Table 11: Employees' Environmental Attitudes by Background Characteristics

Variable	Mean	Std. dev.	95% CI for mean
Gender (F=12.961, p<0.001)			
Male	3.294	0.982	3.1499 - 3.4388
Female	3.695	0.803	3.5427 - 3.8464
Marital status (F=5.048, p<0.01)			
Married	3.600	0.858	3.437 - 3.763
Single	3.399	0.972	3.251 - 3.548
Ever married	2.809	0.824	2.333 - 3.285
Age (F=13.896, p<0.001)			
Below 20 years	2.715	1.110	2.3819 - 3.0486
20-29 years	3.4869	0.885	3.3351 - 3.6388
30-39 years	3.6198	0.801	3.4391 - 3.8004
40+ years	3.8554	0.664	3.6238 - 4.0870
Working experience (F=26.138, p<0.001)			
Less than 1 year	3.879	0.757	3.6010 - 4.1562
1-5 years	3.594	0.757	3.4485 - 3.7388
6-10 years	3.924	0.647	3.7508 - 4.0975
11-15 years	3.456	0.860	3.1291 - 3.7832
More than 15 years	2.607	0.985	2.3663 - 2.8468
Level of education (F=34.238, p<0.001)			
Primary/secondary school certificate	3.201	0.797	2.9987 - 3.4037
NCE/OND	3.099	1.027	2.9140 - 3.2836
Tertiary	3.981	0.612	3.8635 - 4.0982
Department (F=21.259, p<0.001)			
Front office	3.824	0.649	3.6827 - 3.9645
Food and beverages	3.765	0.875	3.5232 - 4.0057
Housekeeping	3.129	0.981	2.9719 - 3.2853
Star rating (F=10.663, p<0.001)			
2 star	3.669	0.801	3.5265 - 3.8111
3 star	3.156	0.972	2.9813 - 3.3310
4 star	3.612	1.003	3.3109 - 3.9135
Overall	*3.446*	*0.937*	*3.3382 - 3.5551*

However, there would be no intention when there are no other variables that propelled the intention. In line with the theories of reasoned action and environmentally responsible behaviour, the current results reveal that green practices in Kwara State hotels have been the result of knowledge, attitudes, and socio-demographic factors. In accordance with the theory of reasoned action, the researcher has ascertained that employees hold the attitude that they would always practise green. Motivating such employees will lead to a situation where they will continue and even enhance this attitude.

Again, with the theories of reasoned action and responsible environmental behaviour, factors such as knowledge in the area of green consumption, women, married, 30-39 years old, 6-10 years old, tertiary, front office employees, and employees of 4-star hotels were the ones who had the highest mean. Moreover, the attitude dimension of the theories of reasoned action and environmental behaviour is in agreement with the current finding. The study found that attitudes have a bearing on green practices. Because of this, factors that produce intention have been known, and it would enhance the analysis and expansion of these factors in Kwara state. Once the hotel management can more accurately estimate how likely they are to engage in green practices and how much effort it will take, they can decide the best course of action for themselves with both the theories and results of the current study. This result provides marketers, media, policymakers, and others with an understanding of how to encourage more people to act in ways that benefit the planet and reduce waste.

Chapter Summary

This chapter examined the environmental knowledge, attitudes, and behavioural intentions of hotel employees. Employees' knowledge of environmentally-friendly practices could be considered reasonably significant. However, most employees believe that environmentally-friendly practices depend on employees' behavioural intentions, which would consequently influence their conscious attitude towards adopting environmentally-friendly initiatives at Kwara State hotels.

CHAPTER SEVEN

EFFECTS OF EMPLOYEES' ENVIRONMENTAL KNOWLEDGE, ATTITUDES AND BEHAVIOURAL INTENTION ON GREEN PRACTICES

Introduction

The chapter presents, in detail, the results of the analysis of the data on employees' environmental knowledge, attitudes, and behavioural intentions toward green practices. This involves PLS-SEM analyses that include the assessment of measurement and structural model. Joseph et al., (2019) posits that PLS-SEM enables researchers to model and estimate complex cause-effects relationship among variables. This chapter consists of factor loadings, indicator multicollinearity, reliability analysis, construct validity, and hypothesis testing.

Structural Equation Modelling of the Effects of Employees' Environmental Knowledge, Attitudes, and Behavioural Intention on Green Practices

Measurement Model

The quality of the constructs in the study is assessed based on the evaluation of the measurement model. The assessment of the quality criteria starts with the evaluation of the factor loading, which is followed by establishing the construct reliability and validity.

Factor Loadings

A factor loading of 0.50 is the recommended value (Hair et al., 2016). Only one item had a factor loading less than 0.5, and even with that, its factor loading was closer to 0.5. Question 30 (0.47) had a factor loading of less than

0.5. The researcher did not remove it since it did not affect the reliability value for the behavioural intentions scale. Factor loadings are presented in Table 13.

Table 12: Factor Loadings

	Behavioural Intentions	Employees Attitude	Employees Knowledge	Green Practices
Question 6			0.686	
Question 3			0.773	
Question 5			0.787	
Question 1			0.804	
Question 2			0.83	
Question 4			0.839	
Recycling				0.605
Water Conservation				0.833
Pollution Control				0.86
Energy Conservation				0.897
Waste Management				0.913
Question 30	0.472			
question34	0.653			
question33	0.784			
question35	0.787			
question32	0.822			
question29	0.87			
question31	0.87			
Affective		0.86		
Conative		0.899		
Cognitive		0.923		

Indicator Multicollinearity

According to Hair et al. (2016), multicollinearity is not an issue if the value for VIF is below 5. Table 14 presents the VIF values for the indicators in

the study and shows that the VIF for each of the indicators is below the recommended threshold.

Table 13: Multicollinearity Statistics for Indicators

	VIF
Affective	2.075
Cognitive	2.833
Conative	2.505
Energy Conservation	3.083
Pollution Control	2.658
Question 2	2.651
Question 3	2.154
Question 4	2.307
Question 5	2.067
Question 6	1.621
Question 30	1.279
Recycling	1.322
Waste Management	3.731
Water Conservation	2.501
Question 29	3.126
question31	3.188
question32	2.658
question33	2.323
question34	1.51
question35	2.116
Question 1	2.083

Reliability Analysis

Cronbach's Alpha (CA) and Composite Reliability (CR) are the two most commonly used approaches to determining reliability. Table 15 shows the results for both Cronbach's Alpha and Composite Reliability. Cronbach Alphas ranged from 0.87 to 0.88, and Composite Reliability ranged from 0.88 to 0.91.

Both reliability indicators have reliability statistics above the required threshold of 0.70 (Hair et al., 2011). Therefore, the construct reliability is established.

Table 14: Construct Reliability (Cronbach Alpha and Composite Reliability)

	Cronbach's alpha	Composite reliability (rho_a)
Behavioural Intentions	0.874	0.903
Employees Attitude	0.875	0.884
Employees Knowledge	0.877	0.883
Green Practices	0.882	0.91

Construct Validity

Statistically using PLS SEM, construct validity is established when there is convergent validity and discriminant validity.

Convergent Validity

When the AVE value is greater than or equal to the recommended value of 0.50, the items agree on how to measure the underlying concept. Convergent validity results based on the AVE statistics in the current study show that all the constructs have a higher AVE (greater than 0.5). Hence, there is convergent validity. Table 16 shows the AVE for each of the constructs.

Table 15: Convergent Validity (AVE)

	Average variance extracted (AVE)
Behavioural Intentions	0.582
Employees Attitude	0.801
Employees Knowledge	0.621
Green Practices	0.688

-

Discriminant Validity

Fornell-Larcker Criterion

According to Fornell and Larcker's (1981) criterion, discriminant validity is established when the square root of the AVE for a construct is greater than its correlation with all other constructs. In this study, the square root of AVE (in bold and italics) for a construct was found to have a greater correlation with other constructs (Table 17). As a result, providing a strong support for the establishment of discriminant validity is essential.

Table 16: Discriminant Validity- Fornell-Larcker Criterion

	Behavioural Intentions	Employees Attitude	Employees Knowledge	Green Practices
Behavioural Intentions	0.763			
Employees Attitude	0.851	0.894		
Employees Knowledge	0.718	0.743	0.788	
Green Practices	0.817	0.85	0.775	0.829

Adjusted Squared Value

A structural model is assessed based on the R^2 and significance of paths. The goodness of the model is determined by the strength of each structural path determined by R^2 value for the dependent variable (Penalver et al., 2018), The value for R^2 should be equal to or over 0.1. The results in Table 19 show that

all R^2 are over 0.1. Hence, the predictive capability is established. The results show that there is significance in their prediction of the constructs.

Based on Table 21 above, the result of the statistical computation using SmartPLS 4.0 for the coefficients of determination was 0.432, 0.273, and 0.256, which can be interpreted to mean that 43.2%, 27.3%, and 25.6% of green practices can be explained individually by attitudes, knowledge, and behavioural intentions.

Table 17: Adjusted Squared Value

	R^2
Attitudes	0.432
Employees Knowledge	0.27
Intentions	0.256

Hypotheses Testing

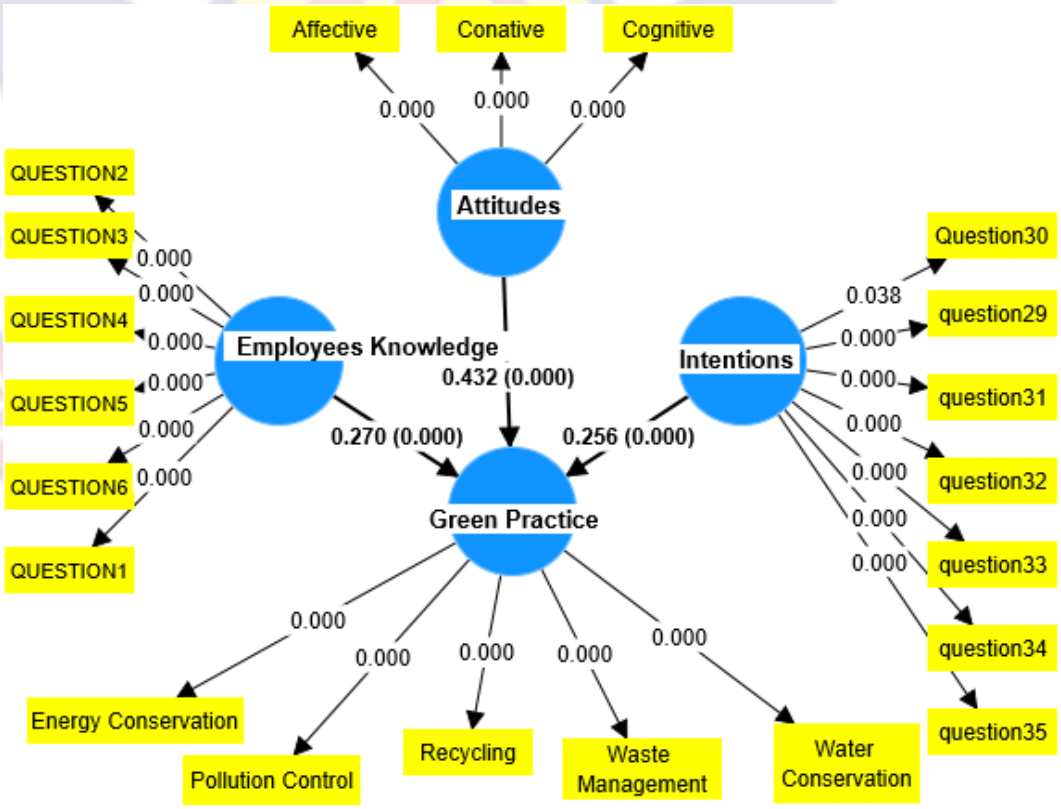

Figure 7: Model Showing Results of Hypotheses Tested
Source: Author (2022)

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Hypotheses Testing for Attitudes, Knowledge, Intentions, and Green Practices

After conducting a partial least squares algorithm using SmartPLS 4.0, hypotheses testing can be done to test whether the proposed hypotheses are supported or not. A paired sample t-test with a 5% significance level (= 0.05) was used to test the hypotheses. The hypothesis is supported if the p-value (Sig.) is less than 0.05, and the hypothesis is not supported if the p-value (Sig.) is greater than 0.05.

Table 17: Hypotheses Testing Results of Structural Model

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values (0.05)	Decision
Attitudes -> Green Practice	0.432	0.427	0.062	6.962**	0.002	Reject H_o
Employees Knowledge -> Green Practice	0.273	0.272	0.044	6.118**	0.001	Reject H_o
Intentions -> Green Practice	0.256	0.258	0.061	4.183**	0.001	Reject H_o

** $p < 0.05$

Hypothesis One

H_1: Hotel employees' environmental attitudes have no significant effect on green practices.

Hypothesis One evaluates whether attitude has a significant effect on green practice. Based on the statistical analysis that has been conducted, the

path coefficient shows a value of 0.432 for the relation between employee attitudes and green practices. This suggests that there was a link between employee attitudes and green practices. Furthermore, it has a p-value of 0.002 (which is less than 0.05) and a t-value of 6.962, indicating that employee attitudes have a significant impact on green practices. Therefore, it can be concluded that the first hypothesis, which stated "there is no relationship between employees' attitudes and green practices," was rejected.

This result is consistent with that of other researchers (Arshad et al., 2021; Flagstad et al., 2021; Khan & Khan, 2021; Tian et al., 2020; Zhao et al., 2020) who discovered that the attitude of employees has an impact on environmentally-friendly operations. Current findings suggest that green practices will become more widespread as employees at Kwara State hotels adopt a more environmentally-friendly attitude. A few studies showed that employees' attitudes have no relationship with green practices (Abdullah, Yaacob, Ab Samat, & Ismail, 2022; Bashirun et al., 2020). Their findings may be due to other factors that have not been explored. However, the current results show that a positive attitude among employees leads to green practices.

Hypothesis Two

H_2: Hotel employees' knowledge of green practices has no significant effect on green practices.

Hypothesis Two states that there is no significant relationship between employees' knowledge and green practices. Based on the statistical analysis that has been conducted, the path coefficient shows a value of 0.273 for the relation between employee knowledge and green practice. This suggests that there was a link between employee attitudes and green practices. Furthermore, it has a p-

value of 0.001 less than 0.05 and a t-value of 6.118, indicating that employee knowledge influences green practices significantly. Therefore, it can be concluded that the second hypothesis, which stated "there is no relationship between employee knowledge and green practice," was rejected.

This result is consistent with other studies (Harahap et al., 2018; Mtembu, 2019; Nagarajan, 2022; Tong, 2020; Wei, 2018; Zhang, 2021) that revealed that employees' knowledge has an impact on green practices. Our current results show a positive relationship between employee knowledge and green practices. This means that as employee knowledge improves, so will green practices. However, other studies have shown in the past that employee knowledge has no significant association with green practices. Their findings could be due to the fact that the knowledge these employees received was not directly related to green practices and therefore could not have had an impact on their surroundings. But the present study assessed employees' knowledge of green practices and showed that there is a link between the two variables. This means that hotel staff in Kwara State should continue to seek knowledge of environmentally-friendly practices.

Hypothesis Three

H_3: Hotel employees' socio-demographic characteristics have no significant effect on green practices.

Table 19: Model Summary for Hypothesis Three

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.545[a]	.297	.289	.94106

a. Predictors: (Constant), educational level, years of working experience, Age

Table 18 displays model summary of socio-demographic characteristics and green practices. From the result, the independent variables (educational level, years of working experience, age) and a dependent variable (green practices) have a correlate of .545, as shown in table 18. The given correlation of 54.5 made it clear that there is a strong and positive relationship between socio-demographic characteristics and green practices. The coefficient of determination between the independent variables (educational level, years of working experience and age) and the dependent variable (green practice) is 0.289. This means that changes in the independent variable (educational level, working experience and age) account for 28.9 percent of the variations or changes in the dependent variable (green practices).

Table 20: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.534	.249		10.174	.000
	Years of Working Experience	-.345	.041	-.420	-8.490	.000
	Age	.295	.060	.252	4.916	.000
	Educational level	.268	.053	.256	5.031	.000

a. Dependent Variable: Energy Conservation

Table 19 displayed the coefficients of variables. The most significant socio-demographic characteristics to green practices were found to be Age (=.295, t = 4.916, p<0.05) and educational level (=.268, t = 5.031, p<0.05).

According to Hypothesis three, there is significant impact of socio-demographic characterisitcs on green practice. However, years of working expereicne has a negative association with green practices.

This finding is consistent with the findings of Mate (2013) and Paço et al. (2013), who discovered a link between behavioural intentions (arising from socio-demographic characterisitics) and green practices. The result agrees with studies by Fachrudin et al. (2021), Effendi (2020), Zarei and Maleki (2018), and Arachchi (2019), who also found that there is a relationship between behavioural intentions and green practices. This current study's results show that when there are high behavioural intentions, they influence green practices.

Chapter Summary

This chapter examined employees' environmental knowledge, attitudes, and behavioural intention on green practices using a SEM. Factor loading was employed to establish the reliability and validity of the construct. More importantly, the Fornell-Larcker criteria were used to establish discriminant validity. When the hypotheses were tested, it was found that all three variables (attitude, knowledge, and intentions) had an impact on green practice.

CHAPTER EIGHT

MANAGERS' PERSPECTIVES OF GREEN PRACTICES IN THE HOTELS

Introduction

This chapter discusses the profile of hotel managers, the green practice policies employed, and the level of implementation. It covers the challenges faced as the policies and programmes are implemented. The interaction with the hotel managers during the interview particularly the managers' views about green practices and how these views affect the employees attitudes towards green practices were also discussed.

Profile of Interviewees

Ten managers were interviewed to ascertain the environmental policies and programmes they had instituted in their hotels. Table 20 presents information on the profile of the hotel managers interviewed.

Table 21: Profile of the Hotel Managers

Manager	Sex	Educational background	Years of Experience	Date of Interview
1.	Male	Degree	15	8th March 2022
2.	Female	Degree	20	9th March 2022
3.	Male	Degree	15	15th March 2022
4.	Female	Degree	18	17th March 2022
5.	Male	Degree	20	23th March 2022
6.	Male	PhD	10	5th April, 2022
7.	Male	PhD	14	5th April, 2022
8.	Male	Masters	21	6th April, 2022
9.	Male	Masters	20	12th April, 2022
10.	Male	Masters	17	13th April, 2022

Source: Author (2022)

From Table 20, they comprised eight males and two females. They were all between the ages of 30 and 55. Five had bachelor's degrees, three had master's degree, and the other two had PhD. However, many of them had their higher degrees in different professions other than hospitality management.

Environmental Policies and Programmes of the Hotels

Periodic Cleaning, Sanitation and Maintenance

Eight hotel managers expressed their views concerning environmental policies and programmes. The respondents spoke directly in relation to the different ways their hotels clean, carry out maintenance and general sanitation as environmental policies and programmes Their views are as follows:

"We have policies to keep our environment clean and one of these policies is that people come and pick up the dirty things and send them away..." (Respondent 4, a female Manager)

*"One of the general sanitations of green policies is that we direct all our waterways. We make sure that the noise from the generator is reduced and we make sure to keep the environment clean." (*Respondent 7, a male Manager*)*

*"We practise 'clean as you go'. Immediately the customer leaves the room, we make sure that the room is clean... There are employees that take care of the environment. Clean as you go to those working in the public area that they must not pass any dirt or dirty area without attending to it. We have people who carry the sewage and the refuse. " (*Respondent 9, a male Manager*)*

"We have our daily routine way of doing that by mopping, sweeping, and using disinfectants and antiseptics to kill the

germs. We use that twice a day. And after our customer leaves the room, we try to clean, and we have our cleaner there working 24/7 to do the cleaning" (Respondent 8, a male Manager)

*"We have staff and workers who are employed to do the green practices. They usually clean the environment. As the hotel manager of this place, I do not allow my staff to pile up things, especially dirty things. Anytime I visit the kitchen, I make sure that dirty utensils and rubbish are cleaned and disposed of at once." (*Respondent 3, a male Manager*)*

From the respondents' comments, it can be said that cleaning and sanitation are two of the environmental policies and programmes practised in Kwara State hotels. A similar pattern of results was obtained in studies done by researchers close to five or ten years ago (Okojie & Isah, 2014; Seifert & Messing, 2006). This result ties well with contemporary studies by Muliyadi et al (2020) and Wei & Batra (2021) who found that hotels had implemented hygienic policies in order to attract customers. However, when comparing these results to those of older studies, it must be pointed out those studies were done in Europe and Indonesia and different background matters when it comes to internal and external validity. Regardless of the differences in the background settings, this current result supports them.

Waste Segregation and Waste Management (Waste Reduction Measures)

Nine hotel managers were of the view that their hotels are governed by policies such as waste segregation and waste management. These nine managers ensured that waste (plastic) is sorted, segregated and recycled. These are some of their comments:

"The policy we have is surely all about how we dispose of waste bins. We sort out plastic from other materials" (Respondent 1, a male Manager).

In this place we have assigned both males and females to come and pick-up left-over bottles. Our staff also help us in gathering this waste and putting them in a dustbin. We also have contractors given to us by KWASEPA and these contractors come and pick up their waste whenever the dustbin is full." (Respondent 10, a male Manager).

*In the first place, what we do is sort out the waste. After sorting out the waste, we allow people to come and pick it up for disposal." (*Respondent 7, a male Manager*)*

*"In terms of recycling the waste, we encourage segregating the waste by sorting it into recyclable and non-recyclable categories." (*Respondent 6, a male Manager*)*

*"In this hotel, we manage to reduce waste through segregation and recycling. With segregation, we separate rubber from bottles in this hotel. We also encourage recycling, and what we do is that whenever one side of a paper is used, we do not throw the paper away. We can use the other side of the paper for internal purposes. We encourage writing memos and sending them by mail rather than on physical paper. This has helped with waste reduction." (*Respondent 7, a male Manager*).*

Aside sorting, segregating and recycling of waste, other managers also spoke of the different ways waste is managed in their facilities. Generally, the managers indicated that the waste are managed in trash bags or dustbins which are later picked and disposed by registered companies or individuals. Below are examples of what was said:

> *"And we also have our waste basket and the refuse rubber to manage the waste ... we bought it from (KWASEPA).*" *(Respondent 8, a male Manager)*
>
> *"At this hotel, contractors manage waste disposal. However, we have disposable bags in the rooms of our clients and at vantage points on the compound, and with these bags, we keep waste in them. When it is full, we tighten it up and then wait for the contractors to come and pick it up for disposal." (*Respondent 2, a female Manager*).*
>
> *"Here, we have a dust bin agent who comes around to pick up the bin for disposal. We package the waste and put them in the dust bin and then we will give him a call to come for it." (Respondent 9, a male Manager)*
>
> *"We have an agency that comes for their rubbish from the hotel on daily basis***." (***Respondent 1, a male Manager)*
>
> *"In this company we have a contract with a private company. This company come for the rubbish every week and that is how we dispose of the refuse or rubbish." (*Respondent 9, a male Manager*).*

> *"In this hotel, it is the government that take care of the waste. The government has given waste management to contractors and they come here twice in a week to pick up the waste for disposal.*" (Respondent 8, a male Manager)**.**

Another way waste was managed in a hotel was through burning.

> *For waste management, we burn the rubbish."* (Respondent 6, a male Manager).

Together, the present findings confirm that waste management is a priority and one of the environmental policies in the hotels in Kwara State. The current result agrees with Vlachos and Bogdanovics (2013**),** Mensah (2020), and Mensah (2015), who found that hotels practise waste management. However, the current results go beyond previous reports, showing how waste management techniques are employed in Kwara State hotels. It revealed that in waste management, hotels in Nigeria employ the techniques of sorting, segregation, and recycling of waste; employment of waste agents; and keeping rubbish in wastebaskets or bins. The result that Nigerian hotels sort, segregate, and recycle agrees with a study done by Mohan et al. (2017). This author introduced the 5 Rs transition strategy for waste management, among which recycling is found.

The results of this study emphasise the necessity of using waste in a way that would preserve the environment and boost the economy of the industry. The use of waste bins in Kwara State hotels would contribute to a cleaner environment. The use of simple waste bins that separate waste can significantly reduce the amount of garbage in hotels, contributing to a cleaner and healthier environment.

Sensitisation of Staff and Guests

Three hotel managers expressed their views on how they sensitise their employees. According to them, they train, educate, instruct, and inform their employees and guests on environmental policies needed to be enforced in the hotels. Their views are as follows:

> *"Apart from people coming to pick up the rubbish, we* ***train*** *our staff to also clean the environment."* (Respondent 5, a male Manager)
>
> *"…We educate our staff to ensure that water is conserved…"* (Respondent 6, a male Manager)
>
> *"In this hotel, we have stickers with instructions on them. These instructions inform guests and even the customers here on how to conserve energy or other resources. These tickets are placed in the rooms of our guests and some are also in our office. Because of this method, water is being conserved in this hotel."* *(Respondent 7, a male Manager)*
>
> *"We inform employees in this hotel that they should not waste resources. We try as much as possible to check around the pipe for any leakage. We check the bathroom and the water system so that we can be aware of any leakage. We do this so that we can save water for our available customers*." (Respondent 3, a male Manager)
>
> *"We put notices on the walls of the room to help our guests to know how to conserve energy…." (Respondent 5, a male Manager)*

From the comments of the hotel managers, it can be deduced that they, on a whole, educate and train employees concerning waste management practices. A similar conclusion was reached by Desa et al. (2012), Dunlap et al. (1993), and Grendstad and Wollebaek (2001). In particular. Fredrick et al. (2018), Skinner (2004), and Ribble et al. (2009) were in line with the current result wherein people are educated on waste management practices. However, when comparing our results to those of older studies, it must be pointed out that the kinds of education the older studies revealed were public and community education, but in the current result, the education was given to employees in the Kwara State hotels.

Energy Conservation and Renewable Energy

Eight hotel managers said that energy conservation and solar advantage is mainly an environmental policy in their hotels. According to the managers, they enforce this policy through activities such as switching off bulbs and AC, using energy-saving bulbs and using solar power. Respondents' views are as follows:

> *"During the day we do not switch on the security light, but at night we do put it on so that there will not be any darkness. Even if there are no guests in the hotel rooms, all the AC is turned off."* (Respondent 8, a male Manager)
>
> *"The energy conservation practice in this hotel is that, when customers are not around, we do not switch our lights on. During the day, we put all the security lights out. Even with the generators, we turn them off, especially when customers are not*

around. We do this to conserve petrol or diesel." (Respondent 1, a male Manager)

"In the day, we go around to check on all the lights, and we do this to see whether the lights are on or not. In the rooms where we find that the lights are still on and there is no customer occupying that room, we switch the lights and the air conditioner off." (Respondent 5, a male Manager)

"When the room is cold, we turn off the AC—that conserves energy." (Respondent 7, a male Manager)

"We encourage conservation of energy. What we do in this hotel is that we use energy saving bulbs to conserve electricity…" (Respondent 6, a male Manager)

"We have a generator and solar panels." (Respondent 1, a male Manager)

"So, you know, we do not have a constant flow of electricity. So, we use Mechano to serve as a standby generator to generate power for this hotel." (Respondent 10, a male Manager)

"When we find out that our dryer machine is consuming electricity, we switch to generator usage to save money. However, excessive usage incurs some cost" (Respondent 9, a male Manager).

From the results, it is clear that hotels in Kwara State have policies regarding energy conservation. These results are in line with those of Umar and Silikwa (2020), who discovered that switching out inefficient equipment can cut energy use. The outcome once more agrees with Sucheran and Bob (2015), who found

that using energy-saving light bulbs and other energy-efficient appliances helps many hotels consume less electricity. According to the authors, LED bulbs have taken the place of incandescent lamps.

Though the current results have revealed that Kwara State hotels do have some environmental policies, it is seen that most of these policies are weak and need upgrading when compared with energy reduction studies such as Xina et al. (2012), Pérez-Lombard et al. (2008), and International Energy Agency (2011). The technology used in hotels is sophisticated as compared with that employed in Nigeria.

Though the technology used for energy efficiency is weak, it has some implications for hoteliers and hotel businesses. The current result would create an incentive for hoteliers and employees to switch to LED lighting. LED lighting will offer significant savings in energy over time (Djuretic & Kostic, 2018; Nakano, Zusman, Nugroho, Kaswanto, Arifin, Munandar, Fujita, 2018). Because it uses less energy than fluorescent bulbs, the cost savings in operational costs should be significant. It will also reduce CO_2 emissions due to its low power demands (Gao, Tian, Sorniotti, Karci, & Di Palo, 2019; Gorgulu & Kocabey, 2020). While the initial investment for installing the LEDs may be higher, over time, it will offer a payoff to the company making the switch and can also impact the community by improving its energy profile.

Despite how effective large generators can be, Hotel Manager 9 agreed that there will be significant costs in deploying generators if a country experiences a sustained power outage. Noise and air pollution can occur in the hotel due to the use of these large generators (Baayoun, Itani, El Helou, Halabi Medlej, El Malki, & Saliba, 2019; Giwa, Nwaokocha, & Adeyemi, 2019). As a

result, the study will have an impact on hotels in Nigeria by supporting the need to invest in cleaner backup solutions and more reliable generator technology.

Water Saving Measures

Four hotel managers were of the view that some of the environmental policies regarding water-saving measures in Nigeria involve the construction of boreholes, water saving gadgets, and regular checks around. Respondents' views are as follows:

> *"One way of saving water in this hotel is that we have managed to construct a borehole. When we see that the bills for the water supplied by the government are remarkably high, we switch to the use of borehole water. To add to it, this borehole water is treated so that our client will not be infected with germs." (Respondent 3, a male Manager)*
>
> *" We save water from the two boreholes in this hotel. In addition to that, we also have a well so that just in case the boreholes have a problem, we can quickly get water from the well."* (Respondent 4, a male Manager)
>
> *"Our heaters have smaller tanks, which makes sure that water circulation is effective. We do this by always going around the hotel to check for leakage..."* (Respondent 6, a male Manager)
>
> *"We use top-quality pipes, which ensures that leakages are reduced. We do not allow water to flow everywhere. "What we do is that we channel all our water into the septic tanks."* (Respondent 5, a male Manager)

"We use water gadgets that conserve water. For the toilets, we use water systems that consume less water yet are efficient..." (Respondent 6, a male Manager)

"We check... the water system so that we can be aware of any leakage. We do this so that we can save water for our available customers." (Respondent 5, a male Manager)

"We have a water reservoir to save water for future use." (Respondent 3, a male Manager)

"Whenever a client checks out, we assign someone to check the client room to ensure the taps are closed" (Respondent 10, a male Manager)

"We inform employees in this hotel that they should not waste resources. We try as much as possible to check around the pipe for any leakage..." (Respondent 5, a male Manager)

The results indicate that hotels in Kwara State save water by taking water from boreholes due to escalated water bills. The results also indicate that hotels in Kwara State save water by using water-saving gadgets like septic tanks and top-quality pipes (to prevent leakages). Also, hotel management assigns someone to check the taps whether they are left open or not after guests have left. This result is consistent with Wu et al. (2020), Baker et al. (2014), Millar and Baloglu (2011), Mensah and Mensah (2013) who found that hotels conserve water by using devices (water saving devices). Again, the study result is in agreement with Stephan and Stephan (2017), who also found that in large buildings and apartments, efficient water-saving appliances help reduce water consumption. While the current results are in line with previous studies, it must be pointed out

that water-saving gadgets used in Kwara State hotels are different from devices previously revealed. For instance, in this study, Kwara Stsate hotels used devices such as septic tank installation and the use of top quality pipes. Other studies showed devices such as retrofitted equipment, low flow devices, and smart shower technology in Spain, Arizona, and England (Barberán et al., 2013).

Again, the current result shows that hotel managers gave assigned people to constantly check whether the tap is left open or not after a guest has checked out. This corroborates with Wu et al. (2020) who found that hotels have installed a monitoring system to monitor water wastage. However, in Kwara State hotels, they send someone to go and check. This result would imply that hotels in Kwara State should upgrade their systems to promote efficiency.

Challenges to the Implementation of Green Practices in Hotels

Hotel managers were interviewed concerning the challenges they encountered during the implementation of green practice policies. The challenges they encountered were lack of support from the government, the high cost of materials due to inflation, financial constraints, and irregular waste disposal.

Three hotel managers expressed concern about lack of support from government when it comes to green practice implementation. Their views are as follows:

> "*As for waste management, the government does not encourage it at all. For example, if you go to the city, you will find garbage everywhere. And because the government does not have waste management policies, and even if it did, those policies have not*

been firmly instilled in people. Nigerians eat, drink, and throw garbage everywhere. They are used to throwing garbage away, and when they visit hotels, they eat and throw around as they please. We notice this when we visit the hotel rooms they occupy. Sometimes there would be trash cans, yet they would put the trash on the floor. However, I will argue that this is due to the government's failure to provide adequate support for waste management, which has impacted all sectors in Nigeria" (Respondent 6, a male Manager)

"The main challenge is that we do not have support from the government for all that we do in this hotel." (Respondent 8, a male Manager)

"The challenge we see in this hotel with the implementation of green practise policies is that we do not have the necessary support from the government. The government must be initiative-taking when it comes to the implementation of green practice policies." (Respondent 9, a male Manager)

A hotel manager was of the view that one of the challenges of implementing green practices was linked to the high cost of resources. The manager's response is as follows:

"I initially mentioned the use of energy-saving bulbs in conserving electricity, and what is so challenging about saving bulbs is that they are expensive. They are more expensive than normal bulbs, so we spend a lot of money on just saving bulbs the entire year. The use of these bulbs produces little heat, and

this gives our clients comfort in the hotel, so we do not mind how much it costs." (Respondent 1, a male Manager)

A female hotel manager also indicated that she had financial challenges.

"We face financial challenges in relation to the Green Practices Policies. Because of this challenge, we need support from the government." (Respondent 2, a female Manager)

Again, one interviewee said that:

"At this hotel, we have a challenge with KWASEPA. The contractors who collect the waste do not come on time. The waste can be there for weeks, converting into maggots and causing odours in the environment." (Respondent 4, a female Manager)

Lack of support from the government as a challenge to implementing green practices agrees with the findings of Wang and Jing (2009) and Chan (2008). They found that due to a lack of professional advice and support from the government and experts, it is sometimes difficult to continue with green practice.

A lack of government support would mean the hospitality industry (which includes hotels) would collapse, affecting the country as a whole. The hospitality industry increases the revenue of the economy, creates jobs for thousands of people, and even develops an infrastructure where people from different countries come and enjoy themselves.

The result has revealed that the high cost of materials due to inflation and financial constraints are challenges to implementing green practices. This

finding supports studies done by several authors. A study by Nair and Anantharajah (2012) revealed nine barriers to green practice, including high implementation and maintenance costs. In Hong Kong, the high cost of materials was a barrier to green practices (Chan, 2008). Ghazi (2016) found that insufficient funds for maintenance jobs and a lack of skilled personnel in maintenance departments are the major barriers responsible for the poor implementation of maintenance management. Technological demand was a barrier to green practice, as Nain (2018) and Kumar (2015) revealed. Thus, the current result supports all authors who also found that the high cost of materials and financial constraints were a challenge to green practice implementation.

The implication of this result is that the government should be able to reduce the taxes these hotels pay to run their businesses smoothly. Furthermore, the outcome would enable hoteliers to use less expensive technology that performs nearly the same functions as more expensive technologies.

Chapter Summary

This chapter discussed the opinions of the hotel managers on how green practices are implemented in their hotels. The outcome corroborates some of the ideas of hotel employees. It was also highlighted that hotel managers are faced with challenges, some of which could have been averted if they had support from the Nigerian government.

CHAPTER NINE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This is the last chapter of the study. It comprises summary, findings, the conclusion, the contribution to knowledge, recommendations, and suggestions for further research.

Summary of the Study

This study sought to examine the effect of employees' environmental attitude on green practices in the hotels in Kwara State, Nigeria. In order to achieve this, six objectives were set. These were to:

1. Identify the forms of green practices undertaken by employees of hotels in Ilorin, Kwara State;
2. Explore employees' environmental knowledge of green practices in hotels;
3. Examine employees' behavioural intentions towards green practices in hotels;
4. Examine employees' environmental attitudes when performing green practices in the hotels;
5. Examine the environmental policies of the hotels; and
6. Analyse the challenges to the implementation of green practices in hotels.

The pragmatic philosophical approach was adopted because it covers both quantitative and qualitative data. Employees and managers of some selected hotels in Kwara State of Nigeria were the respondents. The survey was undertaken between February and April 2022. The concurrent triangulation

design was used. This approach allowed the data from both quantitative and qualitative data to be collected within a short timeframe using questionnaires and interviews respectively. 290 employees responded to the questionnaires and 10 hotel managers were interviewed in order to examine the hotel employees' environmental attitudes towards green practices.

Summary of Findings

First, the study found that hotels in Kwara State adopted green practices such as air pollution control (being the commonest of ecological practice), energy conservation, waste management, and water conservation. The result of the study further revealed that with waste management, hotel managers see to it that the employees separate and sort waste (plastic from glass), and arrange for them to be picked up by an agency. They also keep waste in the trash can. Another manager stated that in his hotels, the rubbish is burned in order to get rid of it. Another one mentioned that they have disposable bags with pedal bins in the rooms for guests to throw their rubbish. Some hotels sometimes automate the switching off of lights and electrical appliances when guests exit the rooms. Energy-saving bulbs are used for cost saving and in addition some managers claim they save cost by using solar power wherever possible, in preference to public electricity supply and generators (The nuisance of noise pollution to guests). It was further observed that gender, marital status, age, work experience, level of education, department, and star rating were statistically significant in relation to knowledge, 30 to 39-year-old people, 6 to 10 experience, tertiary education holders, front office employees and 4-star hotel employees.

Moreover, it was discovered that Kwara State employees who exhibit behaviours leading to green practices are those who tell their colleagues not to waste resources. Of all the behavioural intentions exhibited, this one ranked first in its strength. Again, a significant difference was found among groups (gender, marital status, age, work experience, educational level, department, and star rating). The demographics of respondents that indicated a propensity for green practices were female, married, aged 40 or older, with less than a year of experience, had a tertiary education, were working as front-office staff, and in 4- star hotels.

Furthermore, the results of the study show that the hotels were engaged in waste management practices like segregation, sorting and recycling of waste, provision of waste bin, and proper disposal of waste. Hotel managers saw to it that wastes are segregated, sorted, and recycled before sending them to the agents for further processing. The administration also took action to prevent littering with the provision of waste bins for guests to keep waste in. The study again found that training, educating, and informing employees as well as guests, is a good strategy for hotel managers to maintain and improve the hotel's environmental awareness. Some hotels resorted to various methods, such as switching off lights and air conditioners, using energy-saving bulbs and solar power to save electricity. In addition, some hoteliers adopted water-saving measures. The hotels achieved this by recycling water, harvesting of water, using water-saving gadgets, and carrying out regular checks for leaks.

Summary of the Structural Equation Modelling Results

This study looked at the relationship between employees' attitudes, knowledge and behaviourial intentions on green practices. A factor loading of

0.5 was determined to be the recommended value. Only one item had a factor loading less than 0.5, but it was close to the recommended value. It was not removed due to its low impact on the reliability value of the scale. The VIF values for the indicators were all below the recommended threshold of 0.70. Concurrent validity was established when the AVE value was greater than or equal to 0.50. Discriminant validity was also established when the ssquare root of AVE was greater than its correlations with other constructs. Hypotheses One, Two and Three were all accepted, as the path coefficients, t- values and p- values all showed a significant relationship between emlpolyees attitudes, knowledge and behavioural intentions and green practices. The R2 values of all the paths were over 0.1, showing the predictive capability of the model. The results show that 43.2%, 27.3% and 25.6% of green practices can be explained by attitudes, knowledge and behavioural intentions respectively.

Conclusions

This study examined the effect of employees' environmental attitudes on green practices in hotels in Kwara State. The present study results have indicated that in hotels in Kwara State, air pollution control was the most eco-friendly practice adopted. This study has shown that hotels in Kwara State engage in green practices. It also confirms that employees' environmental knowledge has an impact on environmental-friendly practices. Although, Kwara State like their counterparts in the sub- region have challenges associated with green practices, none the less, the managers are making efforts to adopt some of the existing environmental policies and happily majority of the employees have the right attitudes

The present study did not only touch on the environmental attitudes of employees and how they impact the hotel environment. It looked at forms of green practices in general, knowledge, behavioural intentions, environmental policies, and the challenges of their implementation. While this present study looked at several aspects of green practices, it would be best if these variables were taken individually and explored in detail in Kwara State hotels. This would give a deeper understanding of the variables.

Based on the research findings, it may be concluded that air pollution control helps make guests comfortable and energetic and contributes to better rest and relaxation at hotels in Kwara state. Again, environmental knowledge, as revealed to be having an impact on green practices, would encourage hoteliers to train and educate staff to continue practising environmentally-responsible behaviour. It was observed that certain behaviours lead to environmental friendliness, which confirms that at Kwara State hotels, owners and managers should be encouraged to ensure a conducive working environment for their employees. This will shape their attitude and encourage them to take good care of their workplace. Attitudes were seen to be influencing green practice. This would enable the hotel management and even all hoteliers in Kwara State to further shape their employees' behaviour through modelling, constructive feedback, and performance appraisal. Enacting environmental policies would provide hotel managers in Kwara State with a better understanding of the management needs in order to maintain or even improve environmental conditions. The way these conditions are preserved, or if they are totally controlled by environmental policies and regulations, will be carefully analysed as well. The challenges associated with green practices in Kwara State

hotels would assist them in discovering ways to overcome these obstacles and adopt more sustainable practices with less environmental impact while achieving economic competitiveness.

Contribution to Knowledge

This study has added to the knowledge that, even though other studies have shown that the air quality in Nigeria as a whole is bad, hotels in Kwara State are doing a great job of controlling the air quality in their area through a number of different methods. This finding can be interpreted through the Theory of Reasoned Action, which suggests that individuals will be more likely to perform a desired behavior if they believe that this behavior is appropriate in the social environment and that it will lead to the desired outcome. In this case, employees in Kwara State are likely following the Theory of Reasoned Action by perceiving clean air as an appropriate behavior in their social environment and taking the necessary steps to ensure it is maintained. This finding thus illustrates how the Theory of Reasoned Action can reflect real-world situations and how it can be used to inform policy decisions.

Several studies have also been conducted on employees' environmental attitudes. Various conclusions have been drawn, with some researchers noting that employees' environmental knowledge has an impact on green practice (Chan et al., 2017; Julia, 2013; Kusuma & Handayani, 2018; Mischal et al., 2017). Previous studies in the field of human resource management, such as Bashirun and Noranee (2020), Indriani et al. (2019), and Qomariah and Prabawani (2020), showed that employees' environmental knowledge has no impact on green practices. However, this study in Kwara State has complemented the literature by showing that employees' environmental

knowledge is important to the of green practices of hotels. The results of the study support the Theory of Reasoned Action, which states that individuals' intentions to engage in a behavior are determined by their attitude towards the behavior and their perceived social norms. Specifically, this study found that the environmental knowledge of hotel employees is associated with their attitude towards green practices and their perceived social norms regarding green practices. This suggests that organizations should prioritize environmental education for their employees in order to increase the effectiveness of green practices.

In general, researchers have shown that socio-demographic variables are known to have an impact on green practices. The data gathered by Kang et al. (2012), Alibeli and White (2011), and Seville-Seville et al. (2019) have shown that gender has no bearing on green practices. However, Moise et al. (2021) showed that this is not always the case. Brown et al. (2015), Albert et al. (2016), Lee et al. (2018), Formosa (2011), and Keijzer et al. (2019) have found that older people love natural environment and want to go green while, in contrary to Buffa (2015), he claimed that younger people too love the natural environment.

In the cited literature, no study captured their independent variable as a socio-demographic variable (e.g., Alibeli & White, 2011; Kang et al., 2012; Seville-Seville et al., 2019). This study has added to knowledge by demonstrating that socio-demographic variables such as gender, age, marital status, work experience, level of education, department, and star rating have a direct impact on knowledge regarding green practices in hotels in Kwara State. This understanding is of particular importance, given the Theory of Reasoned

Action, which states that knowledge, attitudes, and subjective norms influence behavior. This research has shown that socio-demographic variables can be used to target particular individuals who may possess more knowledge and, thus, be more likely to undertake green practices. Additionally, this study has highlighted the importance of providing targeted educational programs and incentives to those who may be lacking in knowledge to further increase their likelihood of engaging in green practices.

This study adds to knowledge in this way; it revealed specifically that when it comes to gender, age, marital status, work experience, level of education, department, and star rating, women, those who are married, 30-39 years old, those who have worked for 6–10 years, front office employees, and 4-star hotel employees of hotels in Kwara State, respectively, possessed much knowledge regarding green practices.

Recommendations

It was found that employees and managers of hotels in Kwara State were keen in controlling air pollution. In light of this finding, it is recommended that both employees, the Nigerian government, and policy makers take steps to ensure that air pollution is adequately monitored and controlled in hotels in Kwara State. Employees, for instance, should ensure that the hotel environment is kept clean and free from pollutants, and that any malfunctioning equipment is fixed in a timely manner.

Again, it was found that employees and managers of hotels in Kwara State invest in waste management. Employees should take a proactive approach and suggest better waste management solutions that could be implemented. This could involve recycling, composting, and reducing the amount of single-use

items. Additionally, employees should be educated on the waste management processes and on how to properly dispose of waste. The Nigerian government should also play a role in promoting waste management in Kwara State. This could include providing financial incentives for businesses that invest in waste management and disincentives for those that do not.

It was revealed that employees and managers of hotels in Kwara State engages in energy conservation practices. In order to further promote energy conservation in the region, the government should create policies that provide incentives to hotels and other businesses that invest in energy conservation. Such incentives could include tax breaks, subsidies, and other financial benefits. This would encourage businesses to invest in energy conservation practices, thus reducing their energy consumption and ultimately helping to reduce air pollution and greenhouse gas emissions.

It was revealed that employees and managers of hotels in Nigeria have adopted water-saving practices. In light of this finding, it is recommended that employees, the government, and customers take steps to further promote and encourage water-saving practices in Kwara State hotels. For employees, a key step that can be taken is to ensure that they are properly trained on water-saving practices. This training should include topics such as how to conserve water while conducting daily operations, such as laundry and cleaning, as well as how to reduce water wastage.

The study showed that, generally, employees have some knowledge of green practices. In order to capitalise on this knowledge, government and policy makers should create incentives for employees to engage in green practices. These incentives could include financial bonuses, increased vacation time, or

other rewards for those who adopt green practices. Further, the government should create policies that encourage organizations to adopt green practices, such as tax credits or other incentives

The result showed that the elderly loved to be in hotels that are environmentally friendly. When residents and hotels in Kwara State, Nigeria, and even the rest of the Africa and the world at large are encouraged to be more environmentally conscious and better community contributors, it will improve the quality of life for these populations and have an impact on hotels, retirement communities, senior citizens and homes. It is, therefore, recommended that hotel industry makes their hotels environmentally friendly in order to accommodate the elderly.

Female employees were seen in this study as those who had the very good knowledge about green practices. Policy formulators should consider this finding when setting up regulations for the hotel industry. It would be beneficial to encourage female employees to become even more involved in green practices by providing them with resources, incentives, and recognition for their efforts.

It was found that those in tertiary education promote green practices. The findings regarding the promotion of green practices by those in tertiary education in Kwara State is encouraging, and should be leveraged to the benefit of the Nigerian economy. It is necessary for the Nigerian government, employers of labour, and customers of hotels in Kwara State to take practical steps to ensure that this trend is sustained and expanded.

On a whole, it was shown that behavioural intentions lead to green practices. Employees should be encouraged to develop positive behavioural

intentions towards green practices. This can be done through training and education that focus on the importance of reducing energy consumption and waste, as well as the environmental benefits of green practices.

It was revealed that periodic cleaning and sanitation were implemented by Kwara state hotels. This is a step in the right direction. In order to ensure that these policies are enforced and that the hotel is able to maintain a clean and healthy environment, it is necessary for all stakeholders to play their part. The Nigerian government should work to provide incentives for businesses that prioritize environmental protection. The government should also promote the implementation of environmental policies by providing businesses with resources or subsidies to help them achieve their environmental objectives.

It was found that waste management and waste segregation policies were adopted by Kwara State Hotels. The implementation of environmental policies such as waste management and waste segregation at Kwara State Hotel is highly commendable. Employees should be trained on how to properly manage and segregate waste, and be held accountable if they fail to do so. For the government, it is important to ensure that these environmental policies are enforced.

The policy of sensitisation of employees and guests would lead to informing guests about the need to protect environmental integrity and informing workers in the hospitality industry (Kwara State hotels) about waste management. Thus, the researcher recommends that hotel management in Kwara State keep up the sensitisation of their employees and guests on matters relating to environmental policies.

The result of the study revealed that hotels in Kwara State have policies concerning energy conservation. The findings from this study provide a great opportunity for Nigerian government, employees, customers, and policy makers to work together to conserve energy and reduce environmental impact. On the part of the Nigerian government, it is important to develop policies that encourage energy conservation in the hospitality industry.

The result has shown that hotels in Kwara State take water-saving measures seriously. In light of this finding, it is important to recommend that the Nigerian government introduce policies to encourage the use of water-saving measures in all hotels throughout the country. Such policies should focus on incentivizing the use of water-saving devices, such as low-flow showerheads or toilets, and should also include providing resources and education to hotel owners and staff to ensure that they are aware of the best practices for water conservation.

It was revealed that the challenges associated with green practice implementation were lack of support from the government, high cost of materials due to inflation, financial constraints, and irregular waste disposal. It is, thus, recommended that the Nigerian government should provide more support to businesses and communities that are trying to adopt green practices. This support could take the form of subsidies, grants, and other incentives to help businesses and communities cover the high costs associated with green practice implementation.

Genrally speaking, gteen practices in Kwara State hotels are rudimentary, at best, so there is a long way to go. Recommended measures can therefore be categorized into small, medium and long terms as follows:

In the short to medium term, more hotels globally including Nigeria will progressively go green, be more efficient in their operations and by so doing give themselves competitive edge in the hospitality industry.

In the medium to long term, it is expected that governments will in collaboration with the Private sector give revewable energy the priority it deserves. In our part of the world, the sun shines brightly all day or more or less all the year around. Consequently, Government intervention in the long run through large scale solar electricity generation to supplement and ultimately replace thermal electricity, which entails the burning of coal and other substances that pollute our environment.

Suggestions for Further Research

This research was not without limitations. One of the limitations was that the research objectives were stated broadly. For example, this current study explored forms of green practices as one of its objectives. Water management, energy conservation, and air pollution are some of the forms of green practices. These practices were generally revealed by the study but were not explored in detail. So, the researcher suggests that in future, researchers take each of the forms of green practices and explore them in detail in other states in Nigeria or elsewhere in Africa. This would aid in a better understanding of how each green practice differs among different categories of hotels and states.

Again, there is a limitation of sample size. This research was done in Kwara State and the results obtained cannot be generalised to all the states in Nigeria and Africa. The researcher suggests other researchers build upon this study to explore employees' attitudes and their effects on green practices. Furthermore, the study discovered environmental policies affecting hotels in

Kwara State, and it is proposed that additional scholars investigate these policies in greater depth to acquire a better understanding. It demonstrated that the majority of the technologies employed for environmentally friendly practices were not advanced. For example, it was seen that one of the ways of cutting down water bills was to stop using tap water for a while and take water from boreholes. It could be suggested that researchers investigate the effectiveness of these technologies (which are not advanced compared to technologies used in Europe).

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APPENDICES

Appendix A

Questionnaire for Hotel Employees

This survey is for a PhD study, which aims at evaluating the impact of employees' environmental attitudes on green practices in hotels in Kwara State. As a result, would be greatly appreciated if you could kindly respond honestly to all of the questions on the questionnaire. You can count on total anonymity and confidentiality of your responses.

A. Employees Knowledge on Green Practices

Please tick (√) the appropriate box to indicate your opinion on these statements.

Key:

Strongly Disagree (SD) = 1; Disagree (D) = 2; neither agree nor disagree (NAD) = 3; Agree (A) = 4; and Strongly Agree (SA) = 5.

	SD	D	NAD	A	SA
1. I understand green practices (waste management, energy conservation etc.) in the hotel industry.					
2. I am informed about green practices in this hotel					
3. I know more about green practices through training					
4. I am aware of green practices in the hotel					
5. I am knowledgeable about energy (different kinds of energy, alternative energy.).					

6. I am familiar with carbon emissions (such as carbon footprint).					
7. I am knowledgeable about green architecture (in restaurants, hotels and tourist destinations).					
8. I am aware of green consumption (consuming produce that is grown locally or is in season).					

B. Green Practices undertaken in your hotel

Please tick (√) the appropriate box to indicate your opinion on these statements.

	SD	D	NAD	A	SA
Energy Conservation					
9. I encourage guests to save energy.					
10. I use energy-efficient lighting bulbs in the guest rooms					
11. I use energy-efficient lighting equipment in the laundry for the washing machine					
12. I am involved in the use automatic lighting sensors in corridors and lobby.					
13. I ensure that all electrical appliances used in the premises are those with star rating energy consumption.					
Water Conservation					
14. This hotel advises guests on the voluntary reuse towels and bed linen in order to conserve water.					
15. This hotel uses treated wastewater for garden irrigation.					
16. This hotel uses automatic low-flow water equipment such as toilets' water closets, wash hand basin, faucets, sinks and showerheads.					

17. The hotel repairs broken down faucets, showerheads to reduce wastage					
Waste Management					
18. The hotel provides approved bins (plastic/galvanised containers) for storage of wastes are provided in hotel premises.					
19. The hotel serves proper portion of food to reduce food waste.					
20. The hotel sorts wastes in guest rooms and offices into paper, plastic and organic.					
21. The kitchen wastes are deposited in an eco-friendly manner.					
22. The hotel composts wastes.					
23. The hotel ensures wastes are deposited at the site designated by the KWASEPA for waste.					
Recycling/reuse programs					
24. The hotel recycles waste materials (cardboard, paper, cans, plastics, glass, etc).					
25. The hotel sells used hotel furniture and equipment.					
26. I print on both sides of paper					
Pollution Control					
27. Trees and flowers are planted on property for clean air.					
28. Appropriate hygienic conditions in the premises.					
29. This hotel ensures that air pollution hotel premises is within the limit permitted by the KWASEPA.					

C. Employees Behaviourial Intensions of Green Practices

Please tick (√) the appropriate box to indicate your opinion on these statements.

	SD	D	NAD	A	SA
30. I am happy to participate in green hotel practices					
31. I plan to participate in ecologically friendly programmes					
32. I like to propose innovative methods that might improve my hotel's green practices.					
33. I would want to request that the government formulates a policy to encourage green practices in hotels					
34. I encourage conservation of resources such as energy and water.					
35. I aim to inform fellow employees to prevent wasting resources.					
36. I would want to raise concerns about actions that are likely to harm the environment.					

D. Employees Environmental Attitude towards Green Practices

Please tick (√) the appropriate box to indicate your opinion on these statements.

Cognitive	SD	D	NAD	A	SA
37. Employees of this hotel are committed to ensuring environmental management.					
38. Employees' interest in creating a more environmentally friendly hotel encourages me to adhere to environmental management practices.					
39. Employees of this hotel encourage guests to be environmentally friendly					
40. Employees of this hotel have interest in environmental management practices because such activities are too expensive					
41. Environmental management practices (e.g. reducing and/or recycling waste) can be time-consuming hence my unpreparedness to adopt such activities in this hotel.					
42. My strong environmental knowledge makes me more than ready to implement environmental management practices.					
43. The hotel management maintains strong environmental management practices and that makes me more					

than ready to implement environmental management practices					
44. Employees are happy to implement environmental management practices because it can create significant cost savings effect in the hotel.					
Affective					
45. I feel that I fulfill the green task correctly					
46. I am prepared to perform green practices in my house.					
47. I feel confident on how to practice green concepts					
48. I feel that I can practise green concepts continuously in my area .					
Conative					
49. I am willing to reduce usage of paper, water, electricity and plastic bags whenever possible.					
50. I will make effort to educate others to reduce usage of paper, water, electricity and plastic bags whenever possible.					
51. I plan to avoid the use of plastic or paper whenever possible.					
52. I will make effort to introduce others to apply green practices in their daily activities					

Other, please specify……...

E. Social- Demographic Characteristics

Please respond to each of the following items by ticking (√) the appropriate response box.

53. Gender:

a. Male [ ]

b. Female [ ]

54. Marital Status:

a. Married [ ]

b. Single [ ]

c. Separated [ ]

d. Widowed [ ]

55. Age:

a. Below 20 years [ ]

b. 20-29 years [ ]

c. 30-39 years [ ]

d. 40-49 years [ ]

e. 50+ [ ]

56. Years of working experience:

a. 0 -5 years [ ]

b. 6-10 years [ ]

c. 11-15 years [ ]

d. 16-20 years [ ]

e. Above 20 years [ ]

57. Educational level:

a. No formal education [ ]

b. 1st School Certificate [ ]

c. 2nd School Certificate [ ]

d. Tertiary(NCE/ND) [ ]

e. First degree/HND [ ]

f. Masters/PhD [ ]

58. Department:

a. Front Office [ ]

b. Housekeeping [ ]

c. Food & Beverages [ ]

d. Maintenance [ ]

e. Laundry [ ]

f. Garden [ ]

59. How would you rate this hotel?

a. No star [ ]

b. 1- star hotel [ ]

c. 2- star hotel [ ]

d. 3- star hotel [ ]

e. 4- star hotel [ ]

f. 5- star hotel [ ]

Thank you.

Appendix B

Interview Guide for Hotel Managers

Instruction: Please provide details about your background.

1. Gender……
2. Current Position / Title……
3. Years of experience at Managerial level ……
4. Educational qualification ……

Please provide the following details about your hotel

5. Location
6. Class/Rating
7. Number of rooms
8. Number of employees
9. Ownership type

Instruction: Please answer the following questions on green practices.

10. What sort of policies does this hotel have to promote green practices?
11. How long have these policies been implemented? Comment on the effectiveness of the policies.
12. What water-saving measures are being implemented in this hotel? What is the efficacy of this green practice?
13. What waste-reduction measures have been adopted in this hotel? How has this practice impacted waste management in your hotel?

14. What recycling practice has the hotel implemented? What is the effectiveness of this practice?
15. What are the energy conservation practices employed in this hotel? How effective are they?
16. What does the hotel do to control pollution in the environment?
17. What motivators are you using to persuade your employees to go green?
18. Does going green actually help the environment?
19. How would you rate employees' environmental knowledge on green practices?
20. What can you say about employees behavioural intention in terms of their beliefs and attitudes towards green practices?
21. In order of severity, how would you analyse the challenges that are hindering the implementation of green practices in this hotel?
22. How will it be if your hotel would consider substituting generators with solar system to source cheaper and relatively cleaner electricity?
23. What impact does green practice have your bottom-line?

Appendix C

Application Letter for Ethical Clearance

C 3 Royal Valley Estate,
Off Sango Road,
Ilorin. Kwara State.
Nigeria.
28th January, 2021.

The Director,
Institutional Review Board,
Directorate of Research Innovation and Consultancy.

Through:

The Head,
Department of Hospitality and Tourism Management,
University of Cape Coast,
Cape Coast

Dear Sir/ Madam,

APPLICATION FOR ETHICAL CLEARANCE

I am a graduate student of the aforementioned department with registration number: SS/HMD/18/0004 (PhD Hospitality Management), writing on the research topic: 'Impact of Employees' Environmental Attitudes on Green Practices in the Hotels in Kwara State, Nigeria'. I have reached the data collection stage of my thesis writing and hereby seek ethical clearance from your outfit to proceed.

Counting on your approval

Yours faithfully,

Elizabeth I. Babagbale
PhD Student
Dept. of Hospitality and Tourism Management

Elizabeth.Babagbale@stu.ucc.edu.gh
+233 599779983 OR +2348025200070

-

A. BACKGROUND INFORMATION

Title of Proposal: Impact of Employees' environmental attitudes on Green Practices in the Hotels in Kwara State, Nigeria

Principal Investigator:

Name: Elizabeth Iyabo Babagbale

Qualification: MSc. Hospitality and Tourism Management

Department: Hospitality and Tourism Management

Postal Address: PMB 1530, Malete – Ilorin. Nigeria.

Telephone: +233 599779983 or +234 8025200070

Email address: Elizabeth.Babagbale@stu.ucc.edu.gh / lizzybabagbale@gmail.com / Elizabeth.Babagbale@kwasu.edu.ng

Co-Principal Investigator(s):

1. Prof. Ishmael Mensah, Department of Hospitality and Tourism Management, +233243134578, ikmensah@ucc.edu.gh

2. Dr Stephen Hiamey, Department of Hospitality and Tourism Management, +233244974152, stephen.hiamey@ucc.edu.gh

3. Dr Edem Amenumey, Department of Hospitality and Tourism Management, +233245112925, edem.amenumey@ucc.edu.gh

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UCC STC NUMBER (Proposed number to be provided by the UCCIRB Office): …….

STC Approval Date (If Applicable)

……...

For Students: Attach approval letter from Head of Department and Supervisor

For Collaborating Institution (Attach letter of approval)

Sources(s) of funding: Self

Type of Research: Social Science.

B. **Executive Summary**

Due to unfavourable environmental changes, the globe is constantly plagued with environmental issues. The environment is influenced by both natural and man-made forces. Climate change, land use patterns, air and water pollution, and greenhouse gas emissions are elements that contribute to environmental change. To avoid further damage, businesses internationally are switching to more ecologically friendly resource extraction methods. Advocacy of green practices that promote responsible resource use might be one solution to this challenge. The hotel industry is one of the industries that contributes to environmental deterioration since it relies on natural resources such as air, water, and fuel, and it accounts for about 1% of greenhouse gas emissions (Kostyuchenko & Smolennikov, 2019). Though there are studies on environmental management in Nigeria, few are on hotel and green practices. According to the literature, many of those who wrote about hotel green practices employed quantitative approach. Using convergent parallel mixed techniques, this study intends to examine employees' environmental attitudes toward green practices at selected hotels in Kwara State, Nigeria. The research will look into green practices in various forms: hotel employees' knowledge, behavioural intentions and attitudes toward green practices, and environmental policies. Questionnaire will be employed to collect data from hotel employees while the qualitative method would involve interviews with some selected hotel managers. The mean and standard deviation will be used to analyse the research questions and thematic analysis for qualitative. Multiple regression will be used to test the hypotheses. Ethical principles will be applied discreetly to protect all stakeholders.

-

C1. INFORMED CONSENT FORM FOR RESPONDENTS.

Title: Impact of Employees' environmental attitudes on Green Practices in the Hotels in Kwara State, Nigeria

.

Principal Investigator: Elizabeth Iyabo Babagbale.

Address: Postal Address: Kwara State University, P. M. B.1530, Malete-Ilorin

General Information about Research.

The purpose of this study is to assess the effect of employees' environmental attitude on green practices in the hotels of 3-5 star hotels in Kwara State of Nigeria. This study is centered on collecting information on environmental attitude of the hotel employees. The expected duration for the survey would last between 30-40 minutes. Participants are required to select or respond to and fill all questions.

Procedures.

To find answers to some of these questions, we invite you to take part in this research project. If you accept, you will be required to participate in a survey where you either fill the questionnaire yourself or assisted by myself or a field assistant.

You are being invited to take part in this discussion because I feel that your experience as a hotel employee can contribute much to this discussion. In this survey, there would be both closed and open-ended questions for you to select or fill.

If you do not wish to answer any of the questions posed during the survey, you may say so and the interviewer will move on to the next question or skip them respectively. The survey will take place in a location deemed fit by participants. The information given is considered confidential and no one will have access to the information provided. The expected duration of the survey would last between 30-40 minutes.

Possible Risks and Discomforts.

Possible discomfort related to this study has to deal with asking you to a given account of some knowledge and experiences about green practices, employees attitude and the effect on your hotel. This may require asking participants to recall past experiences about green practice and their attitude towards it. To minimise the effect of such happenings, the researcher will skip such to reduce the occurrence of any discomfort if the need be.

Possible Benefits.

This study seeks to offer in-depth knowledge of green practice and its effect on the hotels, behavioural intention and environmental attitude of the hotel employees. The findings of this study would help stakeholders to put in measures to provide on how the behavior and attitude of hotel employees can be enhanced to improve their environmental attitude towards green practices. Also, the findings of this study would inform professional bodies to see reason why green practices should be promoted in the hotels in Nigeria.

Confidentiality.

I will protect information about you to the best of my ability. There is no way your name will be mentioned in any report. Some research supervisors at the University of Cape Coast may sometimes look at the data gathered but efforts will be made to protect your identity from my research records.

Compensation.

There is no direct benefit of any form.

Voluntary Participation and Rights to Leave the Research.

Participation in this research is voluntary and you can withdraw at any time without penalty.

Contacts for Additional Information.

For further questions or additional information about this study, please reach out to me on any of these numbers +233 599779983 or +2348025200070 (Elizabeth I. Babagbale). Additionally, you can reach my supervisors on this number. Prof. Ishmael Mensah (+233243134578), Dr Stephen Hiamey (+233244974152) and Dr Edem Amenumey, (+233245112925).

Your rights as a Participant.

This research has been reviewed and approved by the Institutional Review Board of University of Cape Coast (UCCIRB). If you have any questions about your rights as a research participant, you can contact the Administrator at the IRB Office between the hours of 8:00 am and 4;30 pm. Through the phone lines 0558093143/0508878309/0244207814 or email address; irb@ucc.edu.gh.

Appendix D

Distribution of Employees at Hotels in Kwara State

S/N	STAR RATING	NAMES OF HOTELS	NO. OF STAFF	LOCATION	TOWN	L.G. A
1	4	Noktel Guest House	98	4, Catchment Road,	Ilorin	Ilorin South
2	4	Whitefield Hotel	86	Western Reservoir Rd, Opp. Tebumot	Ilorin	Ilorin West
3	4	Fresh Hotels Ltd	74	Fate Road GRA	Ilorin	Ilorin South
4	4	Sinclar hotel	42	GRA	Ilorin	Ilorin South
5	3	E-Phoenix Hotel & Tourism	50	45, Aderemi Adeleye Street, GRA	Ilorin	Ilorin East
6.	3	GnPinnacle	45	Pipeline Road, Gaa-Akanbi	Ilorin	Ilorin East
7	3	Princess Luxury Hotels	60	Plot 3, Pipeline Road	Ilorin	Ilorin South
8	3	Suitoria Hotels	76	NNPC Pipeline Rd G/Akanbi	Ilorin	Ilorin South
9	3	Savanah Hotel	40	Station Rd, opp. CBN Quarters, Tanke	Ilorin	Ilorin South
10	3	Triumph hotel	50	Asa dam Road	Ilorin	Ilorin South

11	3	Peace Suites hotel	74	12, University Road, Tanke	Ilorin	Ilorin East
12	3	Bovina hotel	105	Asa- Dam Road	Ilorin	Ilorin West
13	2	Treden Hotels	20	4A, University Road, Tanke	Ilorin	Ilorin South
14	2	Water view Guest House,	34	44, Oniyangi Road, Water view, GRA	Ilorin	Ilorin South
15	2	Covenant Suites	26	Beside Federal Secretariat, Fate Road	Ilorin	Ilorin South
16	2	Kingstone Grand Suites	14	Ahman Pategi Rd, GRA	Ilorin	Ilorin South
17	2	Chelsea Guest House	16	Onikanga, GRA	Ilorin	Ilorin South
18	2	Fancourt Suites	56	Offa Roas	Ilorin	Ilorin South
19	2	E-Phoenix Hotel	24	Opp. Federal High Court, GRA	Ilorin	Ilorin South
20	2	Compact Guest House	11	Atiku Road, Adewole	Ilorin	Ilorin West
21	2	Sun City Guest House	16	Forest Road, GRA	Ilorin	Ilorin South
22	2	Charis hotel	10	Adelodun Road, GRA	Ilorin	Ilorin South
23	2	2X3 Suite hotel	6	Asa Dam	Ilorin	Ilorin West
24	2	Picnic hotel	4	Kayode Ola William Street	Ilorin	Ilorin South
25	2	Muyad hotel	8	Along CBN Quarters	Ilorin	Ilorin South

26	2	De- Captain hotel	6	Prince Moronfoyo Street	Ilorin	Ilorin South
27	2	Charis Hotel	10	Adelodun Road, GRA	Ilorin	Ilorin South
28	2	Olufoda Resort & Hotels Ltd,	8	12, Awolowo Road, off Pipeline Road, Tanke	Ilorin	Ilorin South
29	2	Febbies Suite	8	7, Afolabi Rd, off Awolowo Rd, Tanke	Ilorin	Ilorin South
30	2	Chelsea Annex	6	Asa Rd, Onikanga	Ilorin	Ilorin South
31	2	Ultimate Hotel	8	University Road, Tanke	Ilorin	Ilorin South
32	2	Candidate Hotel	10	University Road, Tanke	Ilorin	Ilorin South
33	2	Amasi Lodge	6	27, Catchment Road, GRA	Ilorin	Ilorin South
34	2	Excel Guest Inn	10	Behind Fed. Secretariat, Fate Road,	Ilorin	Ilorin East
35	2	Purple Hills Hotels	15	Fate-Tanke Road	Ilorin	Ilorin South
36	2	R&S Guest House	10	Off Fate Road,	Ilorin	Ilorin East
37	2	Peacock Place	10	Off Fate Road,	Ilorin	Ilorin East
38	2	Comfort Suites	22	18, Mohammed Abdullahi Street, Fate	Ilorin	Ilorin East

39	2	G & G Guest House	8	Agba Dam Area, Gaa-Akanbi	Ilorin	Ilorin South
40	2	JOA Guest House	8	Pipeline/Gaa-Akanbi	Ilorin	Ilorin South
41	2	Ma'ade Guest House	6	Agba Dam Road, Opp UMCA Church	Ilorin	Ilorin South
42	2	Adap Hotel Limited	18	2 Otin Close, Agbabiaka Area	Ilorin	Ilorin South
43	2	Graceland Hotel	6	92, Church Street, Gaa-Akanbi	Ilorin	Ilorin South
44	2	Geoniks Hotel	8	11, Agbabiaka Rd, Gaa-Akanbi Junction	Ilorin	Ilorin South
45	2	Bams Guest House	6	ItaOloyin, Upper Gaa-Akanbi	Ilorin	Ilorin South
46	2	Links Guest House	6	8, Emmanuel College Road, Tanke	Ilorin	Ilorin South
47	2	Classic Guest Inn	8	4, John Oyewole Street, Tanke	Ilorin	Ilorin South
48	2	Harmony Suites	10	Along F'Division, Tanke	Ilorin	Ilorin South
49	2	DOA Guest House	6	Off Awolowo Road, Behind Aderoju School Tanke	Ilorin	Ilorin South

50	2	De Palace Guest House	6	Awolowo Road, Tanke	Ilorin	Ilorin South
51	2	Amazing Grace Hotels	16	Tanke Area	Ilorin	Ilorin South
52	2	Merit Lodge	10	Bisi Fakayode Street, Tanke	Ilorin	Ilorin South
53	2	Tourist Place	12	Along F'Division, Tanke	Ilorin	Ilorin South
54	2	Unique Guest House	10	10, Molete Road, Tanke	Ilorin	Ilorin South
55	2	Rock Motel	8	31, Offa Road, GRA	Ilorin	Ilorin South
56	2	Choice Gate Hotel	6	25, Lafiagi Rd, Sabo-Oke	Ilorin	Ilorin East
57	2	Sam Smith Hotel	10	Hilal cresent, Behind Herald Office, GRA	Ilorin	Ilorin South
58	2	Elite Tranquil Hotel	8	49, Offa Road, GRA	Ilorin	Ilorin South
59	2	Skan Guest House	6	Opp. State Secretariat, Offa Rd,	Ilorin	Ilorin South
60	2	NUJ Guest House	8	Information Division, Offa Road	Ilorin	Ilorin South
61	2	Flourish Guest House	6	41, Offa Road, GRA	Ilorin	Ilorin East
62	2	Sity Inn	20	Onikanga Road, GRA	Ilorin	Ilorin South
63	2	Model Exclusive Guest House	10	2, Plantation Rod, GRA	Ilorin	Ilorin South

64	2	Femkem Hotel	6	1, Police Road, GRA	Ilorin	Ilorin South
66	2	White Flag Hotel	6	Sapati Ile Area	Ilorin	Asa
67	2	ECWA Guest House	6	Challenge	Ilorin	Ilorin South
68	2	Henry Goerge	22	Adewole Estate	Ilorin	Ilorin West
69	2	Captain Cook Guest House	8	Coca Cola Road	Ilorin	Ilorin West
70	2	Ilorin Airport Hotel	16	Gbagba Area, off Airport Rd.	Ilorin	Ilorin West
71	2	Merit Lodge hotel	10	Bisi Fakayode Street	Ilorin	Ilorin South
72	2	Amusement International Guest House Ltd.	21	11, Adamu Street, off Taiwo Rd	Ilorin	Ilorin West
73	2	Premium Diamond Hotel	6	Irewolede	Ilorin	Ilorin West
74	2	Amanda Hotel	12	Off Unity Road	Ilorin	Ilorin West
75	2	E-Place Hotel	20	Adewole	Ilorin	Ilorin West
76	2	Fate Palace Hotel	3	Fate	Ilorin	Ilorin South
77	2	De-Lounge Guest House	10	Kaduna Road, Adewole Estate	Ilorin	Ilorin West
78	2	Blue Guest House	4	Ogori Street, Adewole Estate	Ilorin	Ilorin West
79	2	Presidential Hotel	10	Amilegbe	Ilorin	Ilorin West

80	2	Hotel De Prince	6	Airport Road	Ilorin	Ilorin West
81	2	Fem Kem Nig. Ltd.	4	1, Police Road, GRA	Ilorin	Ilorin South
82	2	Annex Inn	5	Comentary Road, Off Onikanga, GRA	Ilorin	Ilorin South
83	2	Royal Guest House	4	Tanke Oke-Odo Area	Ilorin	Ilorin South
84	2	A-Z Hotel	8	Ajase-Ipo Road	Ganmo	Ifelodun
85	2	University Guest House	6	Mini Campus Adewole	Ilorin	Ilorin West
86	2	Blue Coast Guest House	2	GRA	Ilorin	Ilorin South
87	2	Continental Guest Inn	3	GRA	Ilorin	Ilorin South
88	2	UMCA Guest House	8	Ola-Olu Area	Ilorin	Ilorin South
89	2	Captain Hotels Limited	14	Pipeline Road	Ilorin	Ilorin South
90	2	NNPC Guest House	13	Offa Road, GRA	Ilorin	Ilorin South
91	2	Gold Palace Guest House	10	Adewole Estate	Ilorin	Ilorin West
92	1	Lord & Queen Guest House	6	No. 4, Ayegbede Str, Tanke	Ilorin	Ilorin South
93	1	Creative Guest House	2	1A, Niger Basin Road, Basin	Ilorin	Ilorin South
94	1	Mama Africa Guest Inn	8	Foyeke Close, off Basin Road	Ilorin	Ilorin South
95	1	Kemlad Guest House	2	Ilufoye Street, Sango-Basin	Ilorin	Ilorin East

96	1	Amasi Suite	2	Close to Tanke GTB, GRA	Ilorin	Ilorin South
97	1	Bently Guest House	2	2, Adelodun Street, GRA	Ilorin	Ilorin East
98	1	Savanna Hotel (Annex)	6	6, Trinity Sch. Rd GRA	Ilorin	Ilorin South
99	1	Splendid Executive Inn	6	1, Oko Close, GRA	Ilorin	Ilorin South
100	1	Travellers Hotel	6	Reservation Road, GRA	Ilorin	Ilorin South
101	1	LR 2 Hotel	2	27, Reservation Road, GRA	Ilorin	Ilorin South
102	1	Executive Guest House	4	18, Abdulqadr Road, GRA	Ilorin	Ilorin South
103	1	Crystal House Hotel	3	28, Sulu Gambari Rd. GRA	Ilorin	Ilorin South
104	1	Everton Guest Inn (Annex),	6	Behind Tourist Kitchen, Ahmodu Bello Way, GRA	Ilorin	Ilorin South
105	1	Muyad Guest House	6	Flower Garden, GRA	Ilorin	Ilorin East
106	1	Forest Guest Inn	4	Forest Road, GRA	Ilorin	Ilorin South
107	1	Exotac Guest Inn	4	GRA Area	Ilorin	Ilorin South
108	1	Picnic Guest Inn	4	Kayode Ola Williams, behind Princess Luxury Hotel Pipeline	Ilorin	Ilorin South

109	1	Muyad Guest House	2	Along CBN Quarters Road	Ilorin	Ilorin South
110	1	De-Captain Hotels Ltd,	----5---	Prince Moronfoyo Street, off Pipeline Road,	Ilorin	Ilorin South
111	1	Stallion Guest House	--6---	10, Amule Road, Agba Dam by CBN Quarters	Ilorin	Ilorin South
112	1	Assuat Guest House Rd	3	122 Awolowo Road, off Pipeline	Ilorin	Ilorin South
113	1	Alloy Guest House	2	Pipeline Road, Gaa-Akanbi	Ilorin	Ilorin South
114	1	Bently Guest House	3	Pipeline Road	Ilorin	Ilorin South
115	1	Cottage Lodge	3	Pipeline Area	Ilorin	Ilorin South
116	1	Lords & Queens Guest House	----5--	4, Ayegbede, off Awolowo Road Tanke	Ilorin	Ilorin South
117	1	Funky Guest Inn	2	University Road, Tanke	Ilorin	Ilorin South
118	1	Fairyland Hotels Ltd.	3	10, Ayodele Str. Behind RHEMA Chapel, Tanke	Ilorin	Ilorin South
119	1	Mario Executive Guest House	6	Behind Fed. Secretariat, Fate Rd	Ilorin	Ilorin South

120	1	Mirabilis Hotel	10	Umar Audi Rd, close to Tanke GBT	Ilorin	Ilorin South
121	1	Tafol Hotels & Suites	----10-----	Ayinla Mogaji Str. Opp. Tender Foot Schs, Fate-Tanke	Ilorin	Ilorin South
122	1	Nexus Guest House	6	1, Bukola Street, Tanke	Ilorin	Ilorin South
123	1	Lucianu Garden	2	Plantation Road, GRA	Ilorin	Ilorin South
124	1	Bosam Lodge	8	off. Onikanga, GRA	Ilorin	Ilorin South
125	1	Spring Guest House	6	Erin-Ile Rd, Along Bishop Smith GRA	Ilorin	Ilorin South
126	1	Tomats Inn and Suites	12	16, Nupe Rd, GRA	Ilorin	Ilorin South
127	1	Hajo Suites	2	19, AgbaDam Road	Ilorin	Ilorin South
128	1	Everton Guest Inn	6	Plantation Road, GRA	Ilorin	Ilorin South
129	1	Timbola Hospitality	6	2B, Commissioner Lodge Way, GRA	Ilorin	Ilorin South
130	1	Bliss Annex Lodge	6	8A, Agba Road, GRA	Ilorin	Ilorin South
131	1	Domuk Guest House	10	8b Ahman Patigi Rd, GRA	Ilorin	Ilorin South
132	1	Peter Akinola Guest House	8	Bishop Smith Area	Ilorin	Ilorin South

133	1	DAVOS Guest House	10	Onikanga, GRA	Ilorin	Ilorin South
134	1	Delecom Guest House	8	By CAC Alabukun, Ita-Alamu	Ilorin	Ilorin South
135	1	Intercontinental Harmony Hotel and Tourism Ltd	20	Off Ajase-Ipo Road	Ilorin	Ilorin West
136	1	Peak Motel	20	Off Alagbede	Ilorin	Ilorin West
137	1	Febby Kay Suites	8	6, Surulere Street, Olunlade	Ilorin	Ilorin South
138	1	Grandeur Exquisite Guest House	14	Behind MRS Filling Station, Olunlade	Ilorin	Ilorin West
139	1	Presidential Hotel (Phase 2)	6	Ita- Alamu	Ilorin	Ilorin West
140	1	Splendor Hotel	6	Ita-Alamu Bus Stop	Ilorin	Ilorin West
141	1	Lara Hotel	6	Opp. Sure Door, Ajase-Ipo Road,	Ilorin	Ilorin South
142	1	Safrad Hotel	10	Opp. MRS, Olunlade	Ilorin	Ilorin West
143	1	Tropical Guest House	6	Kilanko Road, behind Offa Garage	Ilorin	Ilorin West
143	1	Igbomina Guest House	6	Olunlade Area	Ilorin	Ilorin West
144	1	Upral Hotel	6	Near Peak Motel, Alagbede	Ilorin	Ilorin West

145	1	Dimension Guest House	4	Kilanko Offa Garage	Ilorin	Ilorin South
146	1	A-Z Hotel	6	Admiral Drive, Off Ajase-Ipo Road	Ilorin	Ilroin South
147	1	Gabib Guest House	4	Sapati Ile Area	Sapati	Asa
148	1	Morgans Guest House	4	24, Lafiagi Road, Sabo-Oke	Ilorin	Ilorin South
149	1	Wisdom Guest House	5	Oke-Oyi, Kwara State	Oke-Oyi	Moro
150	1	Ogo-Oluwa Guest House	4	Oke-Oyi	Oke-Oyi	Moro
151	1	Olakay International Hotel (Guest House)	8	20, Redemption Way,	Amoyo	Ifelodun
152	1	Jocep Guest House	6	Beside Okin Filling Station Sango Road	Ilorin	Ilorin East
153	1	Royal Friendship Guest House	8	Tepant Road, Oyun	Ilorin	Ilorin East
154	1	Deluxe Arena	12	Kilometer 7, Off Jebba Road Oyun	Ilorin	Moro
155	1	4 Crown Guest House	4	Behind Testing Ground, Sango	Ilorin	Ilorin East
156	1	J & A Hotel	6	Estate Junction, Kulende Sango	Ilorin	Ilorin East
157	1	Kastol Hotel	4	Along Federal Road, Kulende	Ilorin	Ilorin East

158	1	Gboyad Guest House	4	ADC Kulende, Panat Feed Sango	Ilorin	Ilorin East
159	1	Folusho Hall & Royal Fame Garden Hotel	6	Sango Area Kulende' Junction	Ilorin	Ilorin South
160	1	Queen Amina Motel	2	Sango Area	Ilorin	Ilorin East
161	1	Abila Guest House	16	Muritala Mohammed Way, Maraba	Ilorin	Ilorin East
162	1	Alpha Hotel	8	Adewole Estate Roundabout	Ilorin	Ilorin West
163	1	Yebumot Hotel	20	Western Reservoir Road, Mandate Market	Ilorin	Ilorin West
164	1	Yard 57 Hotel	16	Opp. GHS Adeta	Ilorin	Ilorin West
165	1	Prince Delight Guest House	4	Adewole Estate, Off Airforce Road	Ilorin	Ilorin West
166	1	Damyak Guest House,	8	6, Kaduna Road, Adewole Estate	Ilorin	Ilorin West
167	1	Shadow Meal Hotel	4	Adewole Estate	Ilorin	Ilorin West
168	1	Royal Garden Guest House	6	Adewole Estate	Ilorin	Ilorin West
169	1	Olamide Guest House	6	Adewole	Ilorin	Ilorin West
170	1	Oyins Guest House	8	Adewole Estate	Ilorin	Ilorin West

171	1	Crown Guest House	4	Adewole Estate	Ilorin	Ilorin West
172	1	Bezaleel Guest House	6	5, Egbe Road, Adewole Estate	Ilorin	Ilorin West
173	1	Champion Guest House	4	Adewole Estate	Ilorin	Ilorin West
174	1	Barams Hotel	12	Adewole Estate	Ilorin	Ilorin West
175	1	Baseline Hotel	10	Adewole Estate	Ilorin	Ilorin West
176	1	Bazo Guest House	4	Adewole Estate	Ilorin	Ilorin West
177	1	Golden Prince Palace Hotel	10	Adewole Estate	Ilorin	Ilorin West
178	1	Londoner Guest Hotel	4	Adewole Housing Estate	Ilorin	Ilorin West
179	1	Ayo Guest House	16	Adewole	Ilorin	Ilorin West
180	1	Sky Power Guest Inn	4	7, Ogori Road, Adewole Estate	Ilorin	Ilorin West
181	1	Predaph Guest House	8	Ayilara Area, Asa Dam	Ilorin	Ilorin West
182	1	Ibrao International Hotel	20	Jagun Layout, behind NNPC Mega Station, Asa Dam	Ilorin	Ilorin West
183	1	Lucky Pat Hotel	6	Asa Dam Area	Ilorin	Ilorin West
184	1	New Dimension Fortunate Hotel	6	Asa Dam Area	Ilorin	Ilorin West
185	1	De-Boye Guest House	6	Egbejila Road, off Asa Dam	Ilorin	Ilorin West

186	1	Lylius Hotels	20	Baba Ode Layout, Asa Dam	Ilorin	Ilorin West
187	1	Agbeke Guest House	8	Along Asa Dam Road, Offa Garage	Ilorin	Ilorin West
188	1	Ariya Hotel	12	21, Coca Cola Road	Ilorin	Ilorin West
189	1	Grace Lodge Hotel	4	Coca Cola Road	Ilorin	Ilorin West
190	1	Lafia Hotel		Coca Cola Road	Ilorin	Ilorin West
191	1	White Gold Hotel	12	Rail Road, BudoGiwa, Gaa Imam	Ilorin	Ilorin West
192	1	Rado Resort & Guest House	6	Baba Ode Area	Ilorin	Ilorin West
193	1	Layo Hotel	10	5, Coca Cola Road	Ilorin	Ilorin West
194	1	Ebunlomo Guest Inn	4	Osin Road, opp. Cherub Schools.	Ilorin	Ilorin West
195	1	Juvibet Hotel	4	Along Babaode, Coca Cola Rd.	Ilorin	Ilorin West
196	1	Hauwa Hotel	4	13, Ejiba Street, off Stadium Rd.	Ilorin	Ilorin West
197	1	Blue Orange hotel	4	Gbagba Area	Ilorin	Ilorin West
198	1	Solid Worth Hotel	8	2, Bello Babatunde St, Egbejila Rd, Asa-Dam	Ilorin	Ilorin West
199	1	Pacific Crown Hotel	16	Airport Road, Lao Area	Ilorin	Ilorin West

200	1	Amanda hotel	4	Sakasaka Street, Eiyekorin	Ilorin	Ilorin West
201	1	E- Phoenix hotel	24	Opposite High Court, GRA	Ilorin	Ilorin South
202	1	Profile Hotel	6	Osere Area	Ilorin	Ilorin West
203	1	Orange Hotel	2	Dan Malami Road	Ilorin	Ilorin West
204	1	New Deal hotel	3	Agba Dam Road	Ilorin	Ilorin South
205	1	Land Mark hotel	6	Ijumu Road,	Ilorin	Ilorin East
206	1	Jimmy hotel,	4	Oloje Area	Ilorin	Ilorin West
207	1	Hotel De Victor	8	Okene Road, Adewole	Ilorin	Ilorin West
208	1	Horeb hotel	6	Stadium Road	Ilorin	Ilorin West
209	1	Fem-Chem hotel	4	Ashekunlowo Road	Ilorin	Ilorin West
210	1	E- Place hotel	20	Adewole Estate	Ilorin	Ilorin West
211	1	L'oreal Creek Hotel	4	Gaa-Odota, Hajj Camp Road, off Airport Road,	Ilorin	Ilorin West
212	1	Owodunni Hotel	2	Bala Street, Eiyekorin	Ilorin	Asa
213	1	Omuiyadun Hotel	6	Checking Point Area, After Airport	Ilorin	Ilorin West
214	1	Moon and Star Hotel	6	Eiyekorin Area	Ilorin	Asa

215	1	Kolly B' Hotel	6	Airport Road, beside NURTW office	Ilorin	Ilorin West
216	1	Meka-Favour Hotel	6	191, Irewolede, off Salvation Street, Irewolede	Ilorin	Ilorin West
217	1	Liberty Hotel	8	Cometery Road	Ilorin	Ilorin West
218	1	Circular Hotel	16	New Yidi Road, off Unity Road	Ilorin	Ilorin West
219	1	De-Niger Hotel	20	22, Niger Road	Ilorin	Ilorin West
220	1	Unique Hotel	8	Opp. IGS, Saw Mill	Ilorin	Ilorin West
221	1	Rahaman's Hotel	14	1, Bello Fuja Street, off Stadium Road,	Ilorin	Ilorin West
222	1	Comfort Hotel & Tourism	8	Apata Yakuba, Old Jebba Road	Ilorin	Moro
223	1	Razolab Hotel	6	Malete Town	Malete	Moro
224	1	Freedom Hotel	10	Ahman Patigi Road	Ilorin	Ilorin South
225	1	Crown Stone Hotel	6	Amoyo Town	Amoyo	Ifelodun
226	1	Funfem Hotel,	6	Gbagede, Amoyo	Amoyo	Ifelodun
227	1	Kofi Hotel	4	Ganmo Town	Ganmo	Ifelodun
228	1	Milestone Hotel	10	Ajase-Ipo Road, Afon Junction	Ganmo	Ifelodun
229	1	Akorede Hotel	5	Amandi	Ilorin	

230	1	Afenifere Hotel	4	Beside Railway Terminus	Ilorin	Ilorin West
231	1	Rainbow Hotel	6	Upper Gaa-Akanbi	Ilorin	Ilorin South
232	1	Profile hotel	6	Osere Area	Ilorin	Ilorin West
233	1	Orange hotel	2	Dan Malami Road	Ilorin	Ilorin West
234	1	New hotel	3	Agba Dam Road	Ilorin	Ilorin South
235	1	Fancourt hotel	6	6, Ijumu Road, Behind Amoo Megida Hospital	Ilorin	Ilorin East
236	1	Mariot hotel	4	Oloje Area	Ilorin	Ilorin West
237	1	Olohunde hotel	8	Okene Road, Adewole Estate	Ilorin	Ilorin West
238	1	Horeb Guest House	6	Stadium Road	Ilorin	Ilorin West
239	1	DOA Hotel	4	Ashekunlowo Street, Oke-Ogun	Ilorin	Ilorin West
240	1	Alagbado hotel	8	Eiyenkorin (Roundabout)	Ilorin	Asa
241	1	Kofi White Flag Hotel	8	Sapati Ile	Ganmo	
242	1	Omuiyadun Guest House	4	Afon Junction	Ganmo	Asa
243	1	Bekadims Resort & Holiydays	4	University Road Tanke	Ilorin	Ilorin South

244	1	Azfat Guest House	6	Oyun Area	Ilorin	Moro
245	1	More Blessing Guest Houe	4	1, More Blessing Close	Ilorin	Ilorin South
246	1	Baseline Guest House	10	Oloje Area	Ilorin	Ilorin West
247	1	F.F.T Guest House	6	Gaa-Akanbi Area	Ilorin	Ilorin South
248	1	Blue sky Hotel	8	Offa Garage Road	Ilorin	Ilorin South
249	1	Fairyland Hotel	18	10, Ayodele Street	Ilorin	Ilorin
250	1	Nodrot Suite	12	Sabo-Oke	Ilorin	Ilorin East
251	1	Favour Royal Suite	4	Off Pipeline Road	Ilorin	Ilorin South
252	1	Ralph Guest House	12	Off Fate Road	Ilorin	Ilorin South
253	1	Safari Suite	3	Flower Garden Area, GRA	Ilorin	Ilorin South
254	1	Meka Guest House	6	Airport Road	Ilorin	Ilorin West
255	1	Marvalry Guest House	5	Airport Road	Ilorin	Ilorin West
256	1	R & S Guest House	5	Fate Road	Ilorin	Ilorin East
257	1	Grossvenors Guest House	5	University Road	Ilorin	Ilorin South
258	1	Castle Guest House	2	Basin Road	Ilorin	Ilorin South
259	1	Destiny Guest House	4	Offa Garage	Ilorin	Ilorin West

260	1	Amir Suite	4	Kaduna Road, Adewole Estate	Ilorin	Ilorin West
261	1	Peace Guest House	4	Police Road, Adewole Road	Ilorin	Ilorin West
262	1	A-Zed	4	Asa Dam Road	Ilorin	Ilorin West
263	1	Marvelouse Guest House	14	Joro, Asa Dam Area	Ilorin	Ilorin West
264	1	Kemlad Guest House	6	2, Police Road GRA	Ilorin	Ilorin South
265	1	Joassi Guest House	8	Asa Dam Road	Ilorin	Ilorin West
266	1	NCAM Guest House	4	6, Emile close, Agbo-Oba	Ilorin	Ilorin West
267	1	Mar-Fem Guest House	3	Off Hajj Camp, Olorunshogo	Ilorin	Ilorin West
268	1	Tabo Guest House	6	Adewole	Ilorin	Ilorin West
269	1	Brazo Guest House	6	3, Ogaminana Street, Adewole Estate	Ilorin	Ilorin West
270	1	Rocks BowS House	6	70, Kebbi Cresent, Adewole Estate	Ilorin	Ilorin West
271	1	Hammond Guest House	10	Adeshina Road, Hajj Camp Area	Ilorin	Ilorin West
272	1	Honeymoon Agustus Hotel	8	Off Unity Road	Ilorin	Ilorin West
273	1	Cherub Doc. Guest Palace	8	Ita-Elepa Rd, off –Asa dam Rd	Ilorin	Ilorin West

274	1	D-Compact Hotel and Suites	10	Success Road, Flower Garden, GRA	Ilorin	Ilorin South
275	1	Olu Guest House	20	Agbo-Oba	Ilorin	Ilorin West
276	1	Damyak Guest Inn	4	3, Tokunbo Close, Tanke	Ilorin	Ilorin South
277	1	Peak Dimension Motel	6	Ita-Alamu	Ilorin	Ilorin West
278	1	YL Dimension Guest House	6	65, Kilanko Road, Offa Garage	Ilorin	Ilorin South
279	1	Vineyard Guest House	12	Off Fate Road, GRA	Ilorin	Ilorin South
280	1	Jefaz Palace	8	2, Asa Road, GRA	Ilorin	Ilorin South
281	1	Datobond Guest House	6	Opp. Gaa-Akanbi MFB	Ilorin	Ilorin South
282	1	Meka Bus Hotel	4	Gaa-Akanbi	Ilorin	Ilorin South
283	1	Murgans Guest House	8s	24, Lafiagi Road, Gra	Ilorin	Ilorin South

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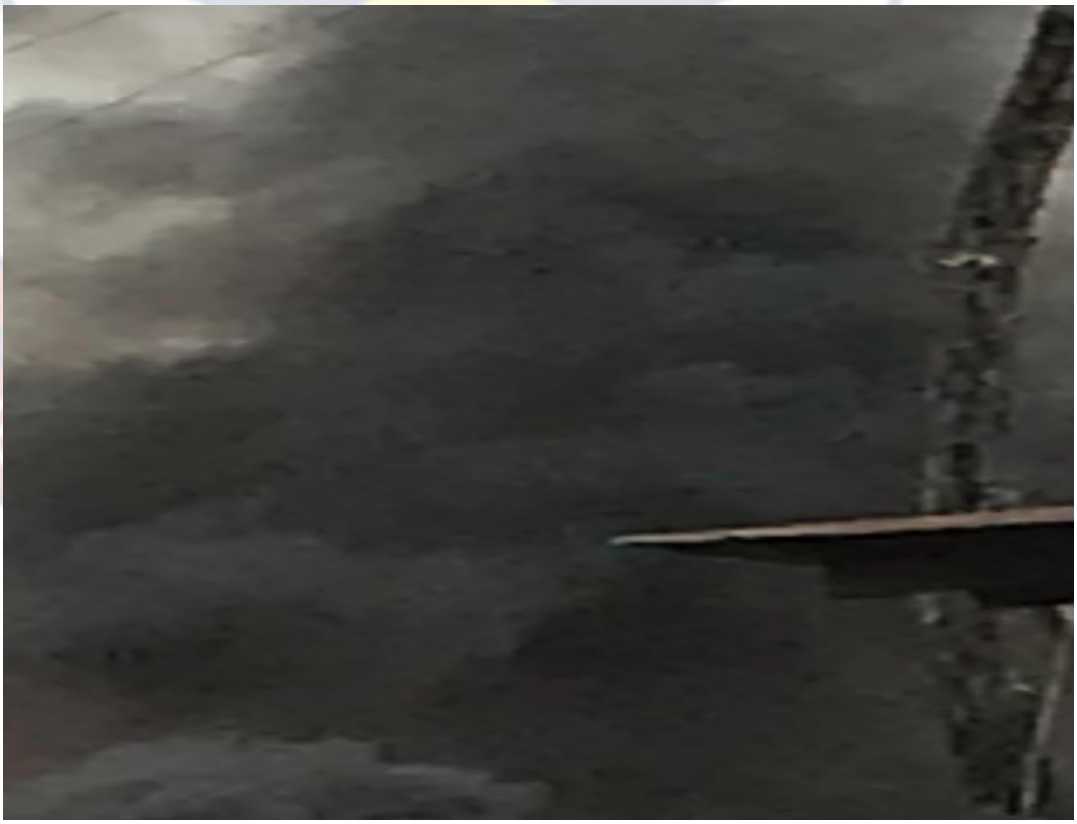
Appendix E

Some Pictures of the Hotels' Surroundings



Air pollution