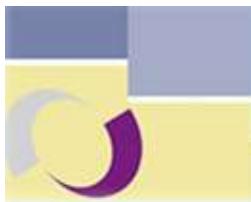




**INFLUENCE OF GREEN PROCUREMENT TRAINING ON ORGANIZATION PERFORMANCE ON STAR  
RATED HOTELS IN KISUMU CITY**

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## INFLUENCE OF GREEN PROCUREMENT TRAINING ON ORGANIZATION PERFORMANCE ON STAR RATED HOTELS IN KISUMU CITY

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### ABSTRACT

*Increased demand on energy supply, an increased burden on solid waste management and the pollution of water bodies, soil and air are among the high level of negative environmental effects in the hospitality sector of the tourism industry. In Kisumu City, hotels operate twenty four hours a day and seven days in a week round the year generating larger quantities of solid and liquid waste, consuming a lot of water and energy. Green Procurement is one of the emerging issues in procurement. It entails taking social and environmental factors into consideration alongside financial factors in making procurement decisions. Green procurement involves looking beyond the traditional economic parameters and making decisions based on the whole life cost, the associated risks, measures of success and implications on society and the environment. This study sought to examine influence of green procurement training on organization performance on star rated hotels in Kisumu City. The study adopted descriptive survey design. The study targeted 95 respondents from 17 star rated hotels in Kisumu City. Census sampling was used to consider the whole population. Data was collected using structured questionnaire administered through drop and pick method. Validity was achieved through content validity while reliability was achieved through Cronbach alpha. Descriptive statistics and inferential statistics were used during data analysis with aid of SPSS version 21. The results were presented in tables and models. Results indicated that green procurement training has significant positive influence on organization performance. The study recommended that hotels should recruit professional environmentalists to guide the organization on green awareness.*

**Key Words:** Green Procurement Training, Organization Performance, Hotels in Kisumu County

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## INTRODUCTION

Globalization has resulted in pressure on organization to improve organization performance. As a consequence of this pressure, and the efforts to address it, environmental management issues have become relevant to operations management researchers (Murty and Kumar, 2013). Handfield (2016) proposed six strategies for dealing with environmental issues, including resistant adaptation, embracing without innovating, and being reactive, receptive, constructive, and proactive. Given mounting public perception that corporate responses to environmental challenges have been inadequate, there is a mandate to move beyond constructive strategies. Companies need to adopt proactive strategies that shape a new vision of their short- and long-term environmental responsibilities.

The World Summit on sustainable Development in 2002 made a call "to promote public procurement policies that encourage development and diffusion of environmentally sound goods and services (Walker & Brammer, 2009)." In that spirit governments, private companies and international agencies have increasingly included social and environmental criteria within their procurement processes in order to contribute to broader organizational goals of sustainable development (Srivastava, 2007; Brammer & Walker 2011; Preuss, 2009; Nijaki & Worrel, 2012). Public procurement has been identified as a tool that can shape supply selection decisions, waste management and disposal, pollution reduction and compliance with environmental regulations (Testa, Iraldo, Frey & Daddi, 2012).Globally, green procurement (GP) has taken over as the new competitive frontier (Rao & Holt, 2005). This means that organizations buy supplies and services by taking into account- the best value for money (price, quality, availability, functionality); environmental aspects over the entire life cycle of products; and social aspects - issues such as poverty eradication, labour conditions, human rights (Lysons & Farrington,

2012; Rimmington, Smith & Hawkins, 2006; Brammer & Walker, 2011).

The hotel industry is important to the world economy as it contributes to economic and social development. However, to develop their activities, processes and services the hotels generate environmental impacts that may contribute to global warming and the depletion of natural resources. The awareness and social pressure led the hotels to start managing the environmental impacts of their activities and to become accountable to society for this management. Participation of the industry in the economy has become a global trend. However, as the hotel industry flourishes, those activities have also created environmental impact issues, such over-exploitation of natural resources. Apart from the effects on human, natural, and culture heritages, these create a lot of pollution (Wu, 2003). With the ongoing rise of environmental protection philosophies, "green consumption" is gradually from being a mere concept into real action. The hotel industries, in particular, are closely related to environmental protection (Kuo, 2000).

An estimated 75% of the environmental impacts of the hotel industry could be attributed to the excessive consumption of both local and imported non-durable goods, energy and water (APAT, 2002). A British study reported by Kirk (1995) asserted that hotels use comparatively more energy than other industrial buildings. Gössling (2002) estimated that hotel facilities worldwide consume about a 100 TWh of energy. Hotels also consume disproportionately large volumes of water (Hunter and Green, 1995). Hunter and Green (1995) concluded that in the Mediterranean, hotels could easily consume 400 litres of water per guest per day whilst locals may only require 70 litres per day. Also, waste is the most visible impact of hotels on the environment (Bohdanowicz & Martinac, 2003). According to IHEI (2002), a typical guest produces in excess of one kilogram of waste per day. This amount doubles on checkout days (Shanklin et al, 1991). However, the amount of solid waste

generated is dependent upon the size and type of the hotel, as well as the existence of waste management facilities (Davies & Cahill, 2000).

In Africa, various studies have been done on green procurement policy according to research undertaken by Harpe, (2008) stated that, the municipalities of Cape Town, eThekwini Municipality, Ekurhuleni, Nelson Mandela Metro (Port Elizabeth), and Pretoria (Tshwane), all members of ICLEI (Local Governments for Sustainability), committed themselves at the World Conference on Sustainable Development (2002) to some form of green procurement. Gauteng Provincial Government apparently also committed to implementing green public procurement. While certain government bodies seem to have progressed in developing green procurement policies, the implementation of these policies appears to be less than complete. Where other government policies exist that support green public procurement, these have not been explicitly developed for the purpose of green procurement or recognised as supporting green procurement. This suggests that the process of developing and implementing environmental procurement criteria has not been effectively rolled out within the mentioned government bodies. One example provided was of a government body that, although having committed publicly to the development of a green procurement policy, simply did not have the capacity to drive the work and the programme was placed on hold, (De La Harpe, 2008).

In Kenya greening in hotels is a new concept that managers are yearning to embrace. In response to the implementation of green practices, some companies in the hotel sector such as Sarova group, Serena group, Hilton, Intercontinental group, Safari Park, Tamarind and Fairmont group are making an effort to improve their environmental practices. There has also been pressure from organizations such as Ecotourism Kenya, NEMA, Kenya Association of Hotel keepers and Caterers, Kenya Tourist Board that currently requires all hoteliers and tour operators to embrace green certifications

failure to which they discourage prospective customers from engaging in business with them (Mungai & Irungu, 2013).

Green Procurement also known as sustainable procurement (SP) is one of the emerging issues in procurement. It entails taking social and environmental factors into consideration alongside financial factors in making procurement decisions. Green procurement involves looking beyond the traditional economic parameters and making decisions based on the whole life cost, the associated risks, measures of success and implications on society and the environment (Esinah, 2014).

Green procurement practice is about the process of purchasing goods and services that take into account the social, economic and environmental impact that such purchasing has on people and communities. Green procurement is defined as a practice whereby purchasers seek to procure goods and services with reduced environmental loads throughout their life cycle with consideration of their necessity, from suppliers who make constant efforts to be environmentally conscious. It is about considering what the products are made of, where they have come from, who has made them, how they are transported and how they are eventually disposed of. Green Public Procurement has become a policy tool for many organizations due to concerns of the environment, Sustainability, climate change and its effects. Many governments and international agencies are consciously including environmental and social considerations in their procurement processes (Alshura & Awawdeh, 2016).

There are several green procurement practices that organization can adopt to improve both organizational and organization performance. These include reverse logistic, green technology, supplier selection and development, supplier assessment and green training. However, this study utilized green training.

Organizational performance is the ability of an organization to fulfil its mission through sound management, strong governance and a persistent rededication to achieving results. Sarkis (2010) proposed that firms delivering services must broaden their examination of productivity from the conventional company-oriented perspective to a dual company-customer perspective. This broadened approach can help reconcile conflicts or leverage synergies between improving service quality and boosting service productivity.

Kenya hotel industry falls under the Ministry of Tourism and Wildlife. The industry is regulated by Tourism Regulatory Authority (TRA). The industry is subdivided into nine regions namely Nairobi, North rift, South rift, Western, Eastern, North Eastern, Coast, Central and Northern. TRA is charged with the responsibility of hotel classification. In classifying the hotels, factors such as location, building design, hotel capacity, information services, beverage cooling systems, waste collection, security, human resource policy are some of the feature that the regulator considers in determining the classification (Tourism Act Authority Regulations, 2014).

### **Statement of the Problem**

Increased demand on energy supply, demand of water, increased burden on solid waste management and the pollution of water bodies, soil and air are among the high level of negative environmental effects in the hospitality sector. Kenya Tourism Board report of 2017 indicated that hotels have high cost of operation due to high cost of water, energy and over dependence of non-recycle materials (KTB, 2017). Unlike hotels in other cities such as Nairobi and Mombasa, Ecotourism Kenya failed to identify hotels in Kisumu city which are environmentally sustainable basing on all eco-rating indicators (Ecotourism Kenya, 2016). County Government of Kisumu revealed that hotels in the city generate larger quantities of solid and liquid waste and consuming a lot of water. National Environment Management Authority has directed hotels to acquire technology to ensure they treat

their waste and reduce dependency on non-bio-degradable material (NEMA, 2017).

Fourth Climate Change Assessment Report by Intergovernmental Panel on Climate Change (IPCC, 2017) shows that the hotel sector has the biggest potential for greenhouse gas emissions reduction; hence, it is important for hotels to adopt green practices. The poor organization performance of star rated hotels in Kisumu has significant effect not only to the environment but on the organizational performance of the hotel. According to GoK (2017), the discharge of organic waste from commercial building such as hotel has resulted to growth of hyacinth in Lake Victoria which has reduced fishing activities in the lake. Majority of household in the region depends on the lake resources directly or indirectly for their livelihood. On the other, hotels which are not environmental compliance in the wake of global warming and climate change campaign risk to loss businesses opportunities. According to Diamantopoulos et al (2013), consumers worry more for the environment and change gradually their behavior toward consumption of green products and services. Therefore, hotels which do not adopt green procurement practices face stiff competition from those which have adopted, hence reduction in their profitability, sales and market share.

Green procurement practices have increasingly gained more supporters, specifically in sectors that concern climatic change and forest protection. However, none of the study have investigate green procurement and organization performance in hotel industry in Kisumu city. Islam, Turki, Murad and Karim (2017) no evidence of a significant direct impact of the summary measures of green procurement practices on financial performance, while the indirect impact of green procurement practices via organizational nonfinancial performance on financial performance was found to be statistically significant. Nderitu and Ngugi (2014) established the contribution of green procurement concepts to performance of the East African Breweries Limited (EABL) although the study

did not reveal how it affected performance. Other studies have focused on the adoption of green procurement practices (Khisa 2011, Pembere, 2014; Nasiche & Ngugi, 2014; Omusebe, Iravo & Ismail, 2017). Therefore, this study sought to examine influence of green procurement training on organization performance on star rated hotels in Kisumu City.

## **Objectives of the Study**

The objective of the study was to examine influence of green procurement training on organization performance on star rated hotels in Kisumu City.

## Research Hypotheses

**H<sub>01</sub>:** Green procurement training has no significant influence on organization performance on Star rated hotels in Kisumu City

## LITERATURE REVIEW

## Theoretical Framework

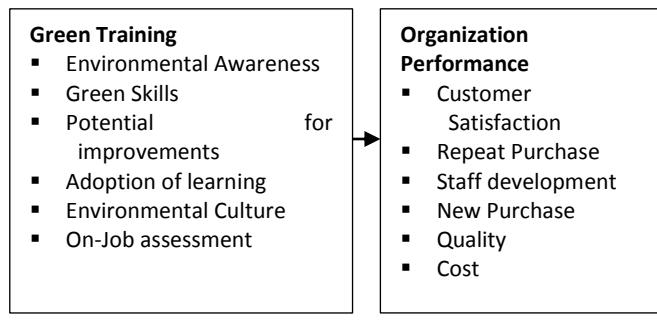
## Bloom's Taxonomy of Learning Theory

The taxonomy theory of learning advanced by Bloom in 1956 tries to identify different cognitive skills (Chimwani, Iravo & Tirimba, 2014). The theory classifies thinking into six cognitive levels of complexity; information, understanding, request, enquiry, synthesis, and assessment, whereby undertaking from level 6 from 1, signifies an rise in the level of intricacy of cognitive capability (Wilson, 2013). The taxonomy learning levels are seen as stairways in which if someone has grasped a sophisticated level then he is seen as having understood the lower stages. The three lesser echelons are simpler compared to the sophisticated stages hence, higher demands are made of the abilities (Chimwani, Iravo & Tirimba, 2014).

The relevance of this theory to this study comes in that procurement performance depends highly on staff qualifications and skills. Hotel management is quite complex hence performance can be optimized through staffing, training, and education. In the procurement management in the hotel industry, the higher qualified staff take on the more sophisticated tasks while the less qualified take on

the less demanding jobs though they are encouraged to increase their skills to achieve the analytical skills. Through learning and experience, the procurement staff should be able to comprehend each phase of action in the procedure and how the stages relate to each other embracing best practices resulting in best overall procurement performance.

## **Conceptual Framework**



## **Independent Variables**

**Figure 1: Conceptual F**

Human resources practices, particularly regarding environmental training, play a key role in the dissemination of sustainable supply chain practices, especially sustainable procurement. Both environmental training and sustainable procurement can prompt environmental maturity among organizations. Green training is very effective to all employment function and other related functions for efficient implementation of government policies on green public procurement policy formulated. With the help of employees to implement the GP policies will be easier and take short lead time to get other stakeholders aware of the merits of GPP. Creating a green culture often involves reinforce behavior that people want to adopt, but there is still a need for the appropriate tools and training in order to change (Olson, 2008) In order to get the right picture on how an institution a green strategy is working, it is important to know what knowledge the staff have on how sustainable procurement facilities decisions

and transformation initiatives that improve the environment and the competitive position of the institution, having an environmentally conscious mindset can help employees implement the green procurement practices in the system.

### **Empirical Review**

Aragão and Jabbour (2017) investigated the relationship between environmental training and the adoption of sustainable procurement in three Brazilian public/state universities. This research is qualitative and includes an exploratory study based on in-depth interviews with experts from the procurement section of Brazilian public universities. A methodological framework is proposed to analyze the results. According to the results' analysis, the impact of sustainable procurement practices among the public organizations analyzed was almost void. The environmental training produced limited accomplishments, although respondents viewed it as a source of potential improvement, which indicates a co-evolution of sustainable procurement, environmental training and EM. In the cases analyzed, an alignment was identified among the levels of sustainable procurement and environmental training adoption.

In order to analyze the relationship between green training and green supply chains, a survey of Brazilian firms with ISO 14001 certification was conducted by Teixeira, Jabbour, de Sousa Jabbour, Latan and De Oliveira (2016). The main characteristics of green training in the sample were also explored. The research results indicated that green training tends to help firms improve their green supply chain management to cooperate with customers and implement green purchasing. The main characteristics of green training that can galvanize green supply chain management, including the following: green training topics that are appropriate and current for company activities, green training contents created through a systematic analysis of training gaps and needs; and employees who receive green training and have the opportunity to apply green knowledge in everyday activities.

Kimbwereza (2016) assess the implementation of green public procurement in Tanzania a case study of Morogoro Municipal Council, Tanzania. A descriptive research design was used in this study. The target population of this study comprised of the Procurement managers, Procurement officers, Stores, Engineering and Environmental managers at all the departments of the Council comprising of a total of 100 respondents. The researcher used schedule of questionnaires as a methods of gathering relevant information and data of the study. The results revealed that there are no training performed to impart knowledge and skills to employees to simplify the implementation of the green public procurement.

Nderitu and Ngugi (2014) sought to establish the contribution of green procurement concepts to performance of the East African Breweries Limited (EABL). The study adopted Descriptive Research Design. The target population was 122 employees of the EABL while the sample size considered was 37 which represented 30% of the target population. The researcher utilized both primary and secondary data. Data was analyzed using both descriptive and inferential statistics where regression analysis was used to establish the effect of independent variables on the dependent variable. Competence of the staff members on green procurement concepts was essential contributor to the effects of green procurement to performance.

Chari, Zivanai and Kandenga (2016) sought to ascertain factors that facilitate the successful implementation of green procurement in the manufacturing industry of Zimbabwe. Descriptive research approach was adopted. Questionnaires were used to gather primary data and secondary data was gathered from business journals. From a target population of 93 participants, a sample of 31 participants was selected using stratified random sampling technique. The study concluded that staff training significantly affects implementation of green procurement, although at different levels.

Chari and Chiriseri (2014) investigated the factors that hinder the adoption of sustainable

procurement in Zimbabwe. The study found out that lack of management support, unavailability of sustainable products, lack of knowledge and wrong perception that sustainable product is expensive were limiting factors in the adoption of sustainable procurement. The study suggests that employees should be trained and educated on sustainability practices.

## METHODOLOGY

This study adopted a descriptive method of research design in view of the fact that descriptive method enabled the researcher to get the results she wants and identify the relationship between independent variable and dependent variable. The target population for the study was 17 star-rated hotels in Kisumu County according to Directorate of Tourism, County Government of Kisumu. These hotels formed the target population and therefore, they were unit of analysis in the study. There is one 4-star hotel, 5 3-star hotels and 4 2-star hotels and 7 1-star hotels. The unit of observation were senior procurement officers (1 per each), procurement officers (2 per each), and accounting/financing officer (1 per each), secretary to procurement committee (1 per each) and one member who sit in the procurement department (1 per each). Therefore, the target population was 95 employees of 17 star rated hotels in Kisumu City. The main instrument of primary data collection for this study was questionnaires. Structured questionnaires were the most appropriate for their ability to be easily administered, completed and analyzed Creswell

(2013). Responses in the questionnaires were tabulated, coded and processed by use of a computer statistical package for sciences (SPSS) version 20 program to analyze the data using descriptive.

## FINDINGS

### Descriptive Analysis

The study examined influence of green procurement training on organization performance on star rated hotels in Kisumu City. Descriptive statistics were summarized in form of frequencies, percentages, means and standard deviation which summarized respondents perceived responses to each of the statements on the study variables using likert scale of values ranging from 1 to 5; that is; 1=strongly disagree, 2=disagree, 3= Uncertain, 4=agree and 5= strongly agree. Descriptive statistics are summations of responses based on independent variables (green training) on the dependent variable (organization performance). The results were presented in table form showing percentage of responses as per each statement plus its corresponding frequencies in brackets.

### Green training

This section analyzed and presented data relating to the objective of the study; the influence of green training on organization performance of hotels in Kisumu City. Respondents were asked seven questions and their responses summarized in table 1.

**Table 1: Green Training**

Green Training	1	2	3	4	5	Mean	SD
My organization has been conducted regular green training to enhance environmental awareness among its human resources in procurement process	5.1%(4)	8.9%(7)	39.2%(31)	40.5%(32)	6.3%(5)	3.34	.918
My organization provide green training to its workforce so as to improve their green skills during procurement	7.6%(6)	6.3%(5)	44.3%(35)	31.6%(25)	10.1%(8)	3.30	1.005

The green training programs have potential for improvement in the procurement practices in my organization	5.1%(4)	7.6%(6)	29.1%(23)	43%(34)	15.2%(12)	3.56	1.010
Employees are motivated to participate in green procurement practices	7.6%(6)	19%(15)	41.8%(33)	26.6%(21)	5.1%(4)	3.03	.987
My organization has adopted green procurement learning framework and its regularly reviewed to reflect new policies	3.8%(3)	16.5%(13)	26.6%(21)	41.8%(33)	11.4%(9)	3.41	1.019
Environmental culture of the organization promotes environmental responsibility through regular green training in procurement	8.9%(7)	15.2%(12)	15.2%(12)	48.1%(38)	12.7%(10)	3.41	1.160
There are systems and structures that support on job assessment of green procurement practices	1.3%(1)	2.5%(2)	40.5%(32)	39.2%(31)	16.5%(13)	3.67	.828

First, respondents were asked whether their organization had been conducted regular green training to enhance environmental awareness among its human resources in procurement process. Majority of respondents (40.5%) were agreed followed by 38.2% who were undecided while 6.3% strongly agreed. This implied some organizations had been conducting regular green training to enhance environmental awareness among its human resources in procurement process. Secondly, 44.3% of respondents were uncertain while only 31.6% agreed that their organization provided green training to its workforce so as to improve their green skills during procurement while 10.1% strongly agreed on the same.

Further, 43.0% and 15.2% of respondents agreed and strongly agreed respectively that green training programs have potential for improvement in the procurement practices in my organization. A mean of 3.5 implies that green training programs have potential for improvement in the procurement practices in my organization

Only 36.6% agreed and 5.1% of the respondents agreed and strongly agreed respectively that employees were motivated to participate in green procurement practices as compared to 41.8% who were undecided. This assertion was also supported by a mean of 3.03. Further, 41.8% of respondents agreed while 11.4% strongly agreed that their organization has adopted green procurement learning framework and it's regularly reviewed to reflect new policies. A mean of 3.41 implies that some organizations have adopted green procurement learning framework and its regularly reviewed to reflect new policies.

Moreover, majority of respondents (48.1% agreed and 12.7% strongly agreed) were in agreement that environmental culture of the organization promotes environmental responsibility through regular green training in procurement. This showed that existing environmental culture of the organization promotes environmental responsibility through regular green training in procurement. Lastly, 39.2% of respondents agreed while only 16.5% strongly agreed that there are systems and structures that support on job assessment of green procurement

practices. A mean of 3.67 shows that there were systems and structures that support on job assessment of green procurement practices.

### **Organization Performance**

Organization performance in this study was used as dependent variable. It was measured using

**Table 2: Organization Performance**

Performance	1	2	3	4	5	Mean	SD
Level of customer satisfaction has increased due to green procurement practices	1.3%(1)	10.1%(8)	24.1%(19)	50.6%(40)	13.9%(11)	3.66	0.89
Level of market share has improved with introduction green procurement practices	2.5%(2)	7.6%(6)	40.5%(32)	36.7%(29)	12.7%(10)	3.49	0.90
Level of cost reduction has improved with introduction of green procurement	0.0	19%(15)	31.6%(25)	43%(34)	6.3%(5)	3.87	0.86
Green procurement enhances organizational operations improving organizational performance	0.0	13.9%(11)	39.2%(31)	41.8%(33)	3.8%(3)	3.83	0.81
The quality of procured products and services contributes to organizations performance	0.0	11.4%(9)	27.8%(22)	38%(30)	20.3%(16)	4.2	1.02
Green procurement has resulted to increase in repeat purchase of our products and services	0.0	6.3%(5)	45.6%(36)	31.6%(25)	8.9%(7)	3.88	0.99
Green procurement has resulted to new customers growth	0.0	17.7%(14)	40.5%(32)	25.3%(20)	8.9%(7)	3.80	1.05
Green procurement practices has led to staff growth	0.0	11.4%(9)	46.8%(37)	26.6%(21)	12.7%(10)	3.75	0.93

From Table 2, half of the respondents (50.6%) agreed and further 13.9% strongly agreed that the level of customer satisfaction has increased due to green procurement practices. This was supported by a mean of 3.66 with a standard deviation of 0.89. The results also revealed that 36.7% (29) and 12.7% (10) agreed and strongly agreed respectively that the level of market share has improved with introduction green procurement practices. The results further indicated that 43% agreed that the level of cost reduction has improved with

customer satisfaction, market share, revenue, quality products, repeat and new purchase. The details of descriptive analysis are presented in table 2.

introduction of green procurement and additional 6.3% agreed to the statement.

The results further revealed that 41.8 % (33) and 3.8% (3) of the respondents agreed and strongly agreed that green procurement enhances organizational operations improving organizational performance. A mean of 3.83 and standard deviation of 0.81 revealed that there is some deviation from mean. On the other hand, 20.3% (16) of the respondents strongly agreed and 38%

(30) agreed that the quality of procured products and services contributes to organizations performance. This assertion was supported by a mean of 4.2 with insignificant standard deviation of 0.82.

In regard to repeat purchase, 31.6% (25) and 8.9% (7) agreed and strongly agreed that green procurement has resulted to increase in repeat purchase of our products and services although 45.6% were uncertain with this statement. Further, 40.5% of the respondents were undecided whether green procurement has resulted to growth on new customers while 25.3% agreed and 8.9% strongly agreed on the same. Lastly, 26.6 %(21) and 12.7%(10) of the sampled respondents agreed and strongly agreed respectively that green procurement practices has led to staff growth although 46.8% were uncertain. A mean of 3.75 implied that some hotels in Kisumu had realized growth in staff due to green procurement.

### **Inferential Analysis**

#### **Influence of Green training on Organization performance**

This tested objective one of the study; to establish the influence of green training on organization

performance on Star rated hotels in Kisumu City. The model summary in table 3 showed that R squared ( $R^2$ ) = 0.185 implying that 18.5% of variation in the dependent variable (Organization performance) is explained by the independent variable (Green trainings). This therefore means that other latent variables not in the model contribute 81.5% of organization performance of hotels in Kisumu City. This percentage change in organization performance was significant as indicated by  $F(1,78)= 17.470 .000, P=0.000$

Further, regression results using unstandardized beta coefficients show that there exists a positive and significant effect of green training on organization performance of hotels in Kisumu City. ( $\beta=0.459$ ; significant at  $p<.01$ ). This implied that increasing green trainings by a unit leads to 0.459 increase in organization performance of hotels in Kisumu City. The simple linear regression equation for direct influence of green training on organization performance of hotels in Kisumu City is;

$$(i) Y= 1.879+ 0.459X_1 \text{ Where:}$$

$Y$  = Organization performance of hotels in Kisumu City

$X_1$  = Green training

**Table 3: Influence of Green training on Organization performance**

<b>Model Summary<sup>b</sup></b>						
Model	R	R Square	Adjusted R Square		Std. Error of the Estimate	
1	.430 <sup>a</sup>	.185		.174		.5510459
a. Predictors: (Constant), Green Training						
b. Dependent Variable: Organization Performance						
<b>ANOVA<sup>a</sup></b>						
Model	Sum of Squares		Df	Mean Square	F	Sig.
	Regression	5.305	1	5.305	17.470	.000 <sup>b</sup>
1	Residual	23.381	77	.304		
	Total	28.686	78			
a. Dependent Variable: Organization Performance						
b. Predictors: (Constant), Green Training						
<b>Coefficients<sup>a</sup></b>						
Model	Unstandardized Coefficients			Standardized Coefficients	T	Sig.
	B	Std. Error		Beta		
1	(Constant)	1.879	.365		5.150	.000
	Green Training	.459	.110	.430	4.180	.000

## a. Dependent Variable: Organization Performance

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### Testing Null Hypotheses

**H<sub>01</sub>:** Green training has no significant influence on organization performance on Star rated hotels in Kisumu City

**H<sub>A</sub>:** Green training has significant influence on organization performance on Star rated hotels in Kisumu City

**B Unstandardized Coefficient results:** ( $B_1 = 0.207$ ;  $p=0.000 < 0.05$ )

**Verdict:** The null hypothesis **H<sub>01</sub>** was rejected.

**Results interpretation:** **H<sub>A</sub>:** Green training has significant influence on organization performance on Star rated hotels in Kisumu City

### SUMMARY

The objective of the study was to establish the influence of green training on organization performance on Star rated hotels in Kisumu City. With this objective, the study sought to test first null hypothesis, **H<sub>01</sub>:** Green has no significant influence on organization performance on Star rated hotels in Kisumu City using multiple linear regression. Descriptive statistics indicated hotels in Kisumu city are yet to fully perform green training to enhance green procurement practices. Majority of the respondents (58.2%) confirmed that green training programs have potential for improvement in the procurement practices in my organization and this was supported by a mean of 3.56. The results further revealed that 55.7% of the respondents were in agreement that there are systems and structures that support on job assessment of green procurement practices and this was supported by a mean of 3.67. However, not all hotels in Kisumu have environmental culture of the organization promotes environmental responsibility through regular green training in procurement as indicated by standard deviation of 1.12.

Simple linear regression analysis revealed an  $R^2 = 0.185$ ,  $P=0.000$  implying that 18.5% of variation in the organization performance of hotels in Kisumu City is significantly explained by green training.

Therefore, green training in hotels in Kisumu City is significant green procurement practice predictor of organization performance. Multiple linear regression results using unstandardized B coefficients revealed that there exists a positive and significant influence of green training on organization performance of hotels in Kisumu City ( $B=0.207$ ,  $p=.037$ ). This implies that controlling the influence of other variables in the model, a unit increase in green training would result to significant increase in the organization performance by 0.207 units. Hence the first null hypothesis was rejected as  $B_1 \neq 0$  and  $P < 0.05$ .

### CONCLUSIONS

First the study concluded that green training has significant positive influence on organization performance. Missing the training on green procurement makes the employees to miss the necessary skills and knowledge to perform their work. The green training programs have potential for improvement in the procurement practices in hotels. However, environmental culture of the organization promotes environmental responsibility through regular green training in procurement has not been adopted. Creating a green culture often involves reinforce behavior that people want to adopt, but there is still a need for the appropriate tools and training in order to change.

### RECOMMENDATIONS

At the organizational level, management should train and develop staff on green procurement and its importance. Hotels should recruit professional environmentalists to guide the organization on green awareness. Hotels are required to do necessary efforts to establish the training need assessment and the gap that is available nationally and plan a strategic training that will aim in imparting knowledge and skills to all employees involved in green procurement practices. Having environmentally conscious mindset can help employees implement the green procurement practices.

## **Areas for Further Research**

The study focused on green procurement training and organizational performance of service industry Kenya. Similar study should be done on green procurement training and performance of manufacturing industry in Kenya.

The study focused on organization performance against green procurement training; however, due to global warming and climate change, it is imperative for future studies to examine relationship between green procurement practices and environmental performance.

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