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**THE ADOPTION OF GREEN PRACTICES BY SMALL AND MEDIUM  
SIZED HOTELS IN SOUTHERN THAILAND**



**DOCTOR OF PHILOSOPHY  
UNIVERSITI UTARA MALAYSIA  
January 2017**

**THE ADOPTION OF GREEN PRACTICES BY SMALL AND  
MEDIUM SIZED HOTELS IN SOUTHERN THAILAND**



**Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
Universiti Utara Malaysia,  
In Fulfillment of the Requirement for the Degree of Doctor of Philosophy**



**Pusat Pengajian Pengurusan Perniagaan**  
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(Title of the Thesis / Dissertation) : **The Adoption Of Green Practices By Small And Medium Sized Hotels  
In Southern Thailand**

Program Pengajian  
(Programme of Study) : **Doctor of Philosophy**

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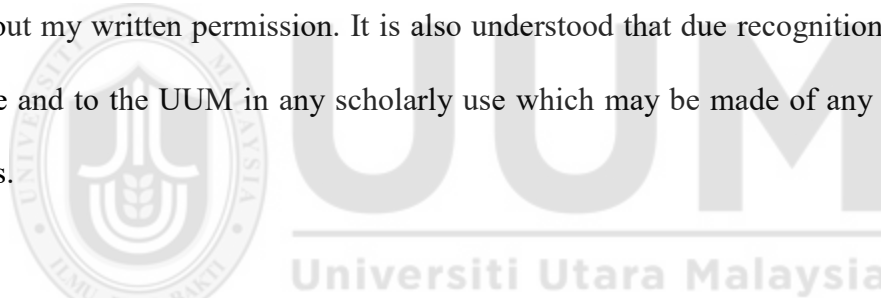


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## ABSTRACT

There have been some encouraging trends in recent years towards green and sustainable practices. Green practices from the foundation to certification schemes are increasingly important for companies involved in tourism and hospitality industries. There are a number of factors driving the demand for green. In hotel industry, however, it is claimed that small and medium-sized enterprises are not actively involved in green practices. The question is whether or not SME owner-managers of hotels are ready to keep abreast of the changes in the dynamic market environment. Using institutional theory as the underpinning theory, this study is to investigate factors that influence the adoption of green practices among small and medium sized hotels in Phuket and Krabi, Southern Thailand. The study adopts a quantitative approach. Data of quantitative analysis was collected through a survey of 145 owner-managers. Results show that internal push factors such as owner-manager attitudes and environmental awareness, and external pull factors such as supply chains positively influence the adoption of green practices. Interestingly, fund availability moderates the relationship between the independent and dependent variables. Policy, theoretical and practical implications are also discussed. Finally, this research provides suggestions for future work.

**Key words:** Green practices, Institutional theory, Small and medium sized hotels, Southern Thailand

## ABSTRAK

Kebelakangan ini amalan kecintaan terhadap alam sekitar yang lestari semakin mendapat tempat dalam kalangan anggota masyarakat. Amalan hijau ini yang bermula daripada skim asas hinggalah skim bersijil menjadi semakin penting untuk syarikat yang terlibat dengan industri pelancongan dan hospitaliti. Terdapat beberapa faktor yang memacu desakan untuk amalan hijau. Walau bagaimanapun, dalam industri perhotelan, perusahaan kecil dan sederhana (SME) dikatakan tidak bergiat secara aktif dalam amalan hijau. Isu utama yang perlu ditangani ialah sama ada pemilik yang juga pengurus hotel SME bersedia untuk mengikuti perkembangan terbaru dalam persekitaran pasaran yang dinamik. Kajian kuantitatif ini yang mengupayakan teori institusi sebagai teori dasar cuba menyelidik faktor yang mempengaruhi penerimgunaan amalan hijau dalam kalangan hotel bersaiz kecil dan sederhana di Phuket dan di Krabi yang terletak di selatan Thailand. Data untuk analisis kuantitatif diperoleh menerusi tinjauan soal selidik yang dikendalikan terhadap 145 orang pemilik yang juga pengurus hotel. Dapatan memperlihatkan bahawa faktor daya tolak dalaman seperti sikap pemilik dan pengurus hotel serta kesedaran persekitaran dan faktor daya tarik luaran seperti rangkaian bekalan mempengaruhi secara positif penerimgunaan amalan hijau. Kajian juga mendapati ketersediaan dana bertindak sebagai penyederhana hubungan antara pemboleh ubah bebas dengan pemboleh ubah bersandar. Implikasi dasar, teori dan amali turut dibincangkan dalam kajian ini. Kajian turut mengetengahkan saranan untuk kajian pada masa akan datang.

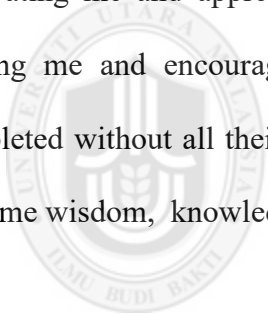
**Kata kunci:** Amalan hijau, Teori institusi, Hotel bersaiz kecil dan sederhana, Selatan Thailand



## ACKNOWLEDGEMENTS

I would like to express my sincere thanks of gratitude to my supervisor, Dr. Noor Azmi Hashim as well as my co-supervisor, Assoc. Prof. Dr. Zolkafli B. Hussin who gave me the inspiration to do this thesis, which also helped me overcome my weakness and provided academic guidance, constant encouragement and monitoring during the period of this thesis. I not only enjoyed doing this thesis, but also learned a lot of new things that I am really thankful to them.

Secondly, I would like to thank my colleagues in St Theresa International College for motivating me and appreciating my work. I would also like to thank my sisters for helping me and encouraging me to take my own path. This thesis would not be completed without all their support. Last but not least, I would like to thank God, who gave me wisdom, knowledge and happiness.



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## LIST OF ABBREVIATIONS

CFCs:	Chlorofluorocarbons
EFPs:	Environmentally Friendly Practices
EM:	Environment Management
EMS:	Environment Management System
GLF:	Green Leaf Foundation
G-Practices:	Green Practices
ICT:	Information and Communication Technologies
MSMEs:	Micro, Small and Medium-Sized Enterprises
NGOs:	Non-Governmental Organizations
SME:	Small and Medium Enterprise
SMHs:	Small and Medium Sized Hotels
STAs:	Small-Sized Tourism Accommodations
STP:	Sustainable Tourism Practices

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## CHAPTER 1

### INTRODUCTION

#### 1.1 Background of the Study

Today, tourism is regarded as one of the largest and most rapidly expanding industrial sectors in the world. More than 980 million people travelled internationally in 2011 and by 2030, it is estimated that the figure will increase to about 1.8 billion (UNWTO 2012). It is an essential economic engine, making a vital and significant contribution to GDPs. It is also an economically enticing industry in most countries around the globe. Thailand takes tourism to be significant for economic development. The hotel industry, being a subsector of the tourism industry, is thus recognized as a great part of Thailand's economy, operating 24 hours a day, seven days a week (O'Neill, Harrison, Cleveland, Almeida, Stawski, & Crouter, 2009). Hotels and accommodation are businesses directly related to the source of job creation and can generate country revenues (Leonidou, Leonidou, Fotiadis, & Zeriti, 2013). Interestingly, small and medium enterprises (SMEs) account for 98.5 percent of all enterprises in Thailand. They create about 11.78 million jobs, representing 80.4 percent of total employment in the country. The contribution of SMEs to Thai GDP is around 40 percent (Government Public Relations Department, 2013). Thailand is one of the world's top tourist destinations. There are more than 15.5 million tourists who visit it every year. International tourist arrivals to Thailand from 2000 to 2014 show a significant increase since 2000. If in the year 2000 is used as benchmarking with 10 million tourist arrivals, it was reached 26.74 million tourists who visited in 2013, an increase of 167 percent. During 2014 arrivals decreased by 6.66 percent due to huge political protests, followed by the military overthrowing the government. A

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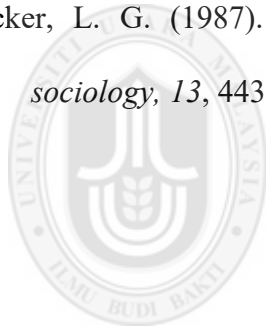
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**APPENDICES**



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## Appendix A

### *Istilah untuk Terjemahan Abstrak*

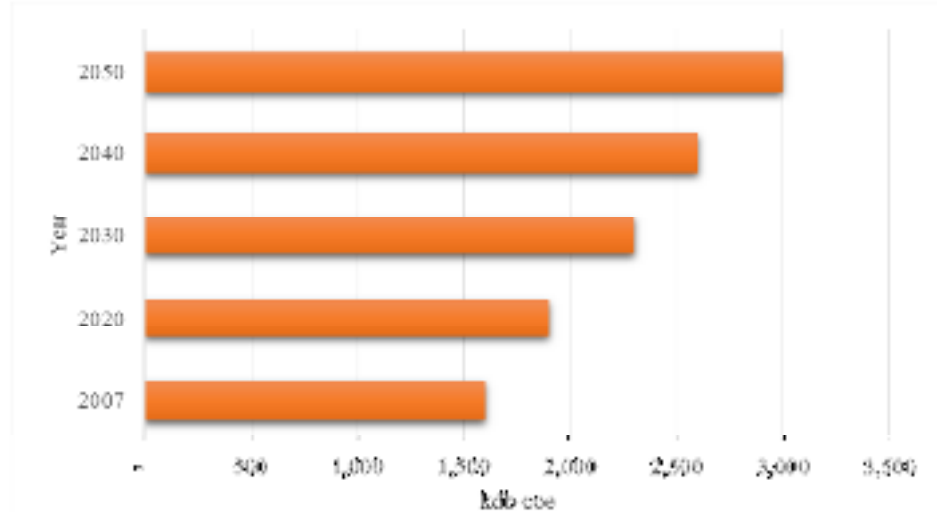
<b>Istilah Bahasa Inggeris</b>	<b>Istilah Bahasa Melayu</b>
green and sustainable practice	amalan hijau lagi mampan
certification scheme	skim pengakuan
small and medium-sized enterprise	perusahaan kecil dan sederhana
owner-manager	pengurus yang juga pemilik (pengurus-pemilik)
institutional theory	teori institusi
adoption	penerimgunaan
small and medium-sized hotel	hotel bersaiz kecil dan sederhana
internal push factors	faktor daya tolak dalaman
external push factors	faktor daya tarik luaran
supply chains	rantaian bekalan
fund availability	ketersediaan dana
moderates	menyederhana
independent variables	pemboleh ubah tak bersandar
dependent variables	pemboleh ubah bersandar



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## Appendix B

### *Thailand's Primary Energy Consumption*



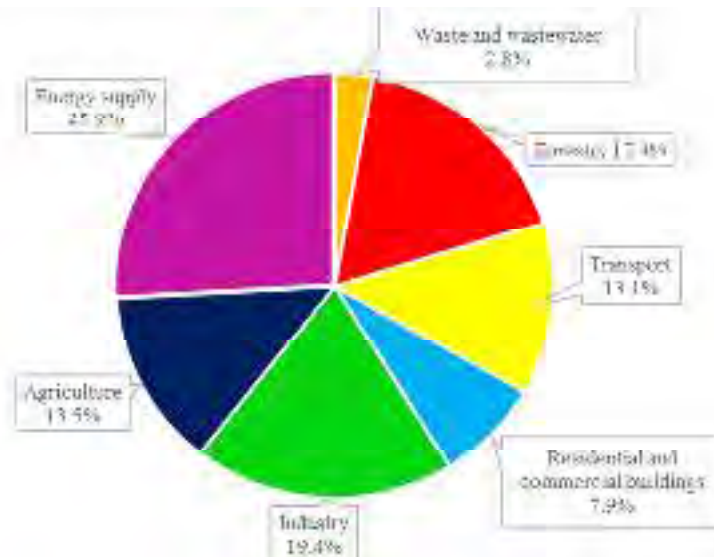
Source: Energy for Environment Foundation, 2009

### **Global Warming and Carbon Dioxide Emission and Energy Consumption Trend**

As shown above, all countries will be forced to jointly solve the problem of global warming. The needs of commercial energy in Thailand will increase at least 90 percent in 2050 from the present. Even to maintain GHG emissions on current levels, it might be very difficult for Thailand. IPCC proposed to maintain the level of greenhouse gas (GHG) in the atmosphere at 450 ppm CO<sub>2</sub> that means global GHG emissions in 2050 will be reduced from the level in 1990. Annex-1 Party must be reduced approximately 25-40 percent by 2020 and 80-95 percent by 2050. Non-Annex-1 Party (e.g. Thailand) must be reduced by 15-30 percent by 2020.

Scientific evidence suggests that global warming is much more severe than expected. Maintaining GHG level at 450 ppm CO<sub>2</sub> is too high. It may be necessary to reduce the level to 350-400 ppm. If GHG level is maintained at 350 ppm CO<sub>2</sub>, Global GHG emissions will begin to decline by 2015. In 2050, it will be reduced by 85 percent from

1990. Meanwhile, the burden of solving the global warming crisis should be shared fairly.



Source: Energy for Environment Foundation, 2009

CO2 EMISSIONS FROM FOSSIL FUELS IN 2005 & PRIMARY ENERGY CONSUMPTION (PEC) IN 2007			
Country	CO2 Emissions		PEC
	Total (M.Tons)	Per capita (Tons/person)	Per Capita (Tons/person)
Australia	407	20.24	6.05
China	5,327	4.07	1.42
France	415	6.59	4.05
Germany	844	10.24	3.77
India	1,166	1.07	0.37
Japan	1,230	9.65	4.06
Malaysia	156	6.49	2.39
Netherlands	270	16.44	5.59
Russia	1,696	11.88	4.85
South Korea	450	10.27	5.34
<b>Thailand</b>	<b>234</b>	<b>3.65</b>	<b>1.33</b>
United Kingdom	577	9.55	3.57
United States	5,957	20.14	7.98
<b>World</b>	<b>28,193</b>	<b>4.37</b>	<b>1.72</b>

Source: US Department Of Energy and British Petroleum, 2007

**Appendix C**  
*The Environmental Impacts of a Hotel*

<b>Service/Activity</b>	<b>Description</b>	<b>Main Environmental Impacts</b>
<b>Administration</b>	Hotel management Reception of guests	Energy, water and materials (mainly paper) Generation of waste and hazardous waste (toner cartridges)
<b>Kitchen</b>	Food conservation Food preparation Dish washing	Consumption of energy and water Packaging waste Oil waste Organic waste Generation of odors
<b>Laundry</b>	Washing and ironing of guest clothes Washing and ironing of hotel linens	Consumption of energy and water Use of hazardous cleaning products Generation of waste water
<b>Restaurant/Bar</b>	Breakfast, lunch, dinner Beverages and snacks	Energy, water and raw materials consumption Packaging waste Organic waste
<b>Room Use</b>	Use by guests Products for guests' use Housekeeping	Energy, water and raw materials consumption Use of hazardous products Generation of waste packaging Generation of waste water
<b>Technical Services</b>	Equipment for producing hot water and heating Air conditioning Lighting Swimming pools Green areas Mice and insect extermination Repairs and maintenance	Energy and water consumption Consumption and generation of a wide range of hazardous products Air and soil emissions Generation of waste water Pesticides use

Source: Graci (2009)

**Appendix D**  
*Research Instrument*

**SCHOOL OF BUSINESS MANAGEMENT  
UNIVERSITI UTARA MALAYSIA**



**THE ADOPTION OF GREEN PRACTICES BY SMALL AND MEDIUM  
SIZED HOTELS IN SOUTHERN THAILAND**

For further information, please contact Sruangporn Satchapappichit,  
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**THANK YOU FOR COMPLETING THIS QUESTIONNAIRE**





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## เรียน ท่านเจ้าของ/ผู้จัดการ

ดิฉันเป็นนักศึกษาที่ Universiti Utara Malaysia กำลังทำปริญญาเอก  
 ภา น วิ จ ย ต า น ก า ร ต ล า ด  
 แบบสอบถามนี้เป็นส่วนหนึ่งของการศึกษาเรื่องการปรับเปลี่ยนเข้าสู่แนวทางป  
 ฏิบัติในการจัดการสีเขียวโดยสถานประกอบการโรงแรมขนาดกลางและเล็กใ  
 น ภ า ค ใ ต้ ข อ ง ป ร ะ เ ท ศ ใ ท ย  
 กลุ่มเป้าหมายของการศึกษาครั้งนี้เป็นผู้จัดการ/เจ้าของธุรกิจโรงแรม  
 ความช่วยเหลือของท่านในการกรอกข้อมูลในแบบสอบถามนี้มีคุณค่าอย่างมา  
 ก และมีความสำคัญที่จะทำให้เสร็จสิ้นการศึกษาค้นคว้าครั้งนี้  
 โดยเฉพาะอย่างยิ่งการวิจัยนี้ไม่ได้มีวัตถุประสงค์ในเชิงพาณิชย์  
 คำตอบที่ได้รับจากท่านจะมีคุณค่ามากที่จะช่วยให้เข้าใจปัจจัยที่มีผลต่อระดับ  
 ข อ ง ก ำ ร ป ฏิ บัติ ใ ก ำ ร สี เขี ย ว  
 คำตอบของท่านจะได้รับการเก็บรักษาไว้เป็นความลับ  
 ผลการศึกษานี้สามารถนำเสนอตามคำขอ

## ขอแสดงความนับถือ

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.....  
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 .....

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Co-supervisor

Email: zolkafli@uum.edu.my

คำชี้แจง ไม่มีคำตอบไหนถูกหรือผิด เพียงให้คำตอบที่แท้จริงของท่าน  
โปรดมั่นใจได้ว่าคำตอบของท่านจะถูกเก็บรวบรวมโดยไม่ระบุชื่อ



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Dear Owner-managers,

I am a student at Universiti Utara Malaysia, currently doing Ph.D. thesis research in Marketing. This questionnaire is part of my study into the adoption of green practices by small and medium sized hotels in Southern Thailand. The target group of this study is owner-managers of the hotel businesses. Your help in filling in this questionnaire is highly appreciated and significant to complete this study. Particularly, this research does not have a commercial purpose. The answers received from you will be very valuable to help understand the factors that influence levels of green practices adoption. Your answers will be treated with the strictest confidence. The results of this study can be offered on request.

Yours truly,

.....

Sruangporn Satchapapichit

PhD Candidate

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.....

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**INSTRUCTIONS:** There are no ‘right’ or ‘wrong’ answers, only answers that are true for you. Please be assured that your responses will be collected anonymously.

**ตอนที่ 1. สิ่งทีปฏิบัติหรือมาตรการที่เป็นมิตรกับสิ่งแวดล้อมของโรงแรม**

**SECTION 1. GREEN PRACTICES IN YOUR HOTEL**

คำถามในส่วนนี้

จะพิจารณาถึงระดับสิ่งทีปฏิบัติหรือมาตรการที่เป็นมิตรกับสิ่งแวดล้อมภายในโรงแรมของท่าน โปรดทำเครื่องหมาย

รอบหมายเลขคำตอบทีตรงกับความเป็นจริงในโรงแรมของท่านมากที่สุด How much does your hotel engage in these green practices? (Please choose one of the following five alternatives and circle the number of your choice).

1	2	3	4	5
<i>ไม่เคยทำเลย</i> <i>Not at all</i>	<i>ไม่ค่อยได้ทำ</i> <i>lightly</i>	<i>ทำบางครั้ง</i> <i>Mod</i> <i>rately</i>	<i>ทำบ่อยครั้ง</i> <i>Very</i>	<i>ทำเสมอ</i> <i>Extrem</i> <i>ely</i>

1. มีมาตรการหรือติดตั้งระบบเพื่อควบคุมการส่องสว่างในพื้นที่สาธารณะให้ มีประสิทธิภาพ เช่น การติดตั้งเซ็นเซอร์เพื่อปิดไฟฟ้าเมื่อไม่มีผู้ใช้งาน Energy-efficient lighting in public areas. e.g.	1	2	3	4	5
2. มีการใช้อุปกรณ์ประหยัดน้ำ Water efficient fixtures.	1	2	3	4	5
3. มีการเชิญชวนแขกที่เข้าพักร่วมกันในการใช้ผ้าเช็ดตัวมากกว่า 1 ครั้ง Encouraging guests to reuse towels.	1	2	3	4	5
4. เลือกใช้สุขภัณฑ์ที่ช่วยประหยัดน้ำ Dual-flush toilets.	1	2	3	4	5
5. มีการคัดแยกของเสียในห้องพัก Sorting waste in guest rooms.	1	2	3	4	5

6. การเลือกใช้ผลิตภัณฑ์ทำความสะอาดที่เป็นมิตรกับสิ่งแวดล้อม (เช่น ย่อยสลายนำมาใช้ซ้ำ รีไซเคิล ฯลฯ) Purchase of environmentally friendly cleaning products (e.g. biodegradable, ...)	1	2	3	4	5
7. จัดซื้อวัตถุดิบประกอบอาหารที่เป็นสินค้าเกษตรอินทรีย์ Purchase of organically grown foods.	1	2	3	4	5
8. จัดซื้อสินค้าจำนวนมาก หรือกำหนดเงื่อนไขต่อคู่สัญญา เพื่อลดการใช้บรรจุภัณฑ์ เช่น การใช้บรรจุภัณฑ์หมุนเวียน การงดการใช้ถุงพลาสติกและโฟม Purchase in bulk to reduce packaging usage or specify conditions to suppliers to reduce packaging usage, e.g. reusable packaging, no plastic bags and foam.	1	2	3	4	5
9. การเชิญชวนแขกที่เข้าพักให้เข้าร่วมกิจกรรมส่งเสริมความเป็นมิตรกับสิ่งแวดล้อม Encouraging guests to be eco-friendly.	1	2	3	4	5

1	2	3	4	5
<i>ไม่เคยทำเลย</i> Not at all	<i>ไม่ค่อยได้ทำ</i> Slightly	<i>ทำบางครั้ง</i> Moderately	<i>ทำบ่อยครั้ง</i> Very	<i>ทำเสมอ</i> Extremely

10. มีการผสมผสานข้อความที่คำนึงถึงสิ่งแวดล้อมในผลิตภัณฑ์ Incorporating environmental messages in their products.	1	2	3	4	5
11. มีการบริจาคเฟอร์นิเจอร์ที่ใช้แล้ว Donation of used hotel furniture.	1	2	3	4	5
12. มีการให้บริการห้องพักปลอดบุหรี่และการจัดสถานที่สูบบุหรี่ Provision of designated non-smoking rooms.	1	2	3	4	5
13. เสนอเมนูสุขภาพที่มีใสสารเคมีให้ใสปริมาณน้อยที่สุด และควรเป็นเมนูที่มีอาหารครบห้าหมู่ Provision of a healthy menu with minimal chemical additives.	1	2	3	4	5
14. จัดให้มีการฝึกอบรมด้านสิ่งแวดล้อมสำหรับพนักงาน Provision of environmental training sessions for employees.	1	2	3	4	5
15. มีรถบริการโรงแรมให้แขกผู้มาพัก Encouraging car-pooling whenever if possible for hotel's guests.	1	2	3	4	5

16. มีการตรวจสอบ เช่นการใช้พลังงาน, น้ำConducting an audit e.g. energy, water.	1	2	3	4	5
17. มีการกำหนดนโยบายด้านการจัดการ สิ่งแวดล้อมHaving a written policy.	1	2	3	4	5

**ตอนที่ 2. ความคิดเห็นต่อสิ่งแวดล้อม**  
**SECTION 2. YOU AND THE ENVIRONMENT**

คำถามในส่วนนี้ จะถามถึงทัศนคติของท่านที่มีต่อสิ่งแวดล้อม และความคิดเห็นต่อปัจจัยที่ส่งผลต่อการปรับเปลี่ยนเข้าสู่สิ่งที่เป็นมิตรกับสิ่งแวดล้อม ให้ท่านสำรวจความคิดเห็นของตนเอง แล้วโปรดทำเครื่องหมาย O รอบหมายเลขคำตอบที่ตรงกับความคิดเห็นของท่านมากที่สุด How much do you agree or disagree with each of these statements regarding your attitudes, opinions and perceptions toward the environment? (Please choose one of the following five alternatives and circle the number of your choice).

1	2	3	4	5
<i>ไม่เห็นด้วย</i> <i>Strong Disagree</i>	<i>น้อย</i> <i>Disagree</i>	<i>ปานกลาง</i> <i>Neither Agree nor Disagree</i>	<i>มาก</i> <i>Agree</i>	<i>มากที่สุด</i> <i>Strongly Agree</i>

**ทัศนคติ Owner-Manager Attitudes**

18. บ้านที่สร้างขึ้นในพื้นที่ใหม่ควรได้รับการสร้างขึ้นรอบๆ ต้นไม้ซึ่งไม่ควรถูกตัดลง House built in a new area should be built around trees, which should not be cut down.	1	2	3	4	5
19. ประเทศของเรามีต้นไม้จำนวนมากซึ่งไม่มีความจำเป็นในการรีไซเคิลกระดาษ Our country has so many trees that there is no need to recycle paper.	1	2	3	4	5
20. มีน้ำมากในประเทศนี้เราไม่เห็นว่ามีใครคนมีความกังวลใจเกี่ยวกับก๊อกน้ำรั่ว With so much water in this country, we do not see why people are worried about leaky faucets.	1	2	3	4	5
21. เรามีไฟฟ้ามากซึ่งเราไม่ต้องกังวลเกี่ยวกับการอนุรักษ์ We have so much electricity that we do not have to worry about conservation.	1	2	3	4	5

22. การรีไซเคิลสร้างปัญหามากเกินไป Recycling is too much trouble.	1	2	3	4	5
23. เนื่องจากเราอยู่ในประเทศที่ใหญ่ มลพิษใดๆ ที่เร่อสร้างจะแพร่กระจายได้ง่ายและ ดังนั้นเราไม่ต้องกังวล Since we live in such a big country, any pollution we create is easily spread out and therefore is	1	2	3	4	5
24. ไม่มีอะไรที่ประชาชนโดยเฉลี่ยสามารถ ทำได้เพื่อช่วยหยุดมลพิษทางสิ่งแวดล้อม There is nothing the average citizen can do to help stop environmental pollution.	1	2	3	4	5
25. เรามีการดำเนินงานด้านสิ่งแวดล้อม ที่เพียงพอเพื่อตอบสนองความต้องการ ทางกฎหมาย We take sufficient environmental action to meet legislation	1	2	3	4	5
26. บริษัทของเราไม่ก่อให้เกิดผลกระทบต่อ สิ่งแวดล้อม Our company does not have an environmental impact.	1	2	3	4	5
	1	2	3	4	5
<i>ไม่เห็นด้วย</i> <i>Strong</i> <i>Disagree</i>	<i>น้อย</i> <i>Disagree</i>	<i>ปานกลาง</i> <i>Neither</i> <i>Agree nor</i> <i>Disagree</i>	<i>มาก</i> <i>Agree</i>	<i>มากที่สุด</i> <i>Strongly</i> <i>Agree</i>	
27. การลดผลกระทบต่อสิ่งแวดล้อมของ เราทำให้สามารถสร้างประสิทธิภาพ ด้านต้นทุนอย่างมีนัยสำคัญ Reducing our environmental impact can have significant cost benefits	1	2	3	4	5
28. การปรับปรุงการดำเนินงานที่เป็นมิตร กับสิ่งแวดล้อมมักจะช่วยเพิ่มประสิทธิภาพ การผลิต Improving environmental performance usually improves production efficiency.	1	2	3	4	5
29. การดำเนินกิจกรรมที่เป็นมิตรต่อ สิ่งแวดล้อมในธุรกิจก่อให้เกิดประโยชน์ ต่อโรงแรม Business environmental initiatives are of benefit to the hotel.	1	2	3	4	5
30. เป็นที่ชัดเจนสิ่งที่แสดงให้เห็นถึง 'วิธีปฏิบัติที่เป็นเลิศ' ในการดำเนินงานที่เป็นมิตรกับสิ่งแวดล้อม It is clear what represents 'best practice' in	1	2	3	4	5
31. เป็นที่ชัดเจนว่ากฎหมายมีผลต่อเรา It is clear how legislation affects us.	1	2	3	4	5

32. นโยบายการจัดการสิ่งแวดล้อมก่อให้เกิดผลประโยชน์เชิงพาณิชย์ในเวลา นี้ There are currently commercial benefits to my company in having an environmental policy.	1	2	3	4	5
<b>ประโยชน์ที่ธุรกิจได้รับ Benefits Businesses Can Gain</b>					
33. ประหยัดต้นทุนเพิ่มขึ้น Increase cost saving.	1	2	3	4	5
34. ทำกำไรเพิ่มขึ้น Increase profitability.	1	2	3	4	5
35. เพิ่มประสิทธิภาพในการผลิต Increase efficiency.	1	2	3	4	5
36. ให้เราได้เปรียบในการแข่งขันเหนือคู่แข่งของเรา Give us a marketing advantage over our competitors.	1	2	3	4	5
37. เสริมสร้างภาพลักษณ์ของโรงแรม Enhance hotel's image.	1	2	3	4	5
	1	2	3	4	5
<i>ไม่เห็นด้วย</i> <i>Strong Disagree</i>	<i>น้อย</i> <i>Disagree</i>	<i>ปานกลาง</i> <i>Neither Agree nor Disagree</i>	<i>มาก</i> <i>Agree</i>	<i>มากที่สุด</i> <i>Strongly Agree</i>	
38. ปรับปรุงความพึงพอใจของลูกค้า Improve customer satisfaction.	1	2	3	4	5
39. ปรับปรุงความสัมพันธ์กับชุมชน Improve relationship with the community.	1	2	3	4	5
40. ปรับปรุงขวัญกำลังใจของพนักงาน Improve employee morale.	1	2	3	4	5
41. การปฏิบัติตามกฎหมาย Complying with legislation.	1	2	3	4	5
42. สร้างสภาพแวดล้อมการทำงานที่สะอาด Create cleaner working environment.	1	2	3	4	5
43. ลดการปล่อยก๊าซคาร์บอน Reduce carbon emissions.	1	2	3	4	5

**การใส่ใจพนักงาน Concern for Employees**

44. ความกังวลของพนักงานด้านสิ่งแวดล้อมส่งผลกระทบต่อการผลิตเสมอ Employee concerns always affect productivity.	1	2	3	4	5
45. เราปฏิบัติตามคำแนะนำจากพนักงานเกี่ยวกับเรื่องสิ่งแวดล้อมใดๆ We act upon any environmental matters suggested by employees.	1	2	3	4	5
46. การใส่ใจสิ่งแวดล้อมเพื่อพนักงานเป็นส่วนสำคัญของการทำงานของเรา Employee concerns are an important part of our work.	1	2	3	4	5
47. พนักงานมักจะมองหาธุรกิจที่เป็นมิตรต่อสิ่งแวดล้อม Employees tend to look for an environmental friendly business.	1	2	3	4	5

1	2	3	4	5
<b>ไม่เห็นด้วย</b> Strong Disagree	<b>น้อย</b> Disagree	<b>ปานกลาง</b> Neither Agree nor Disagree	<b>มาก</b> Agree	<b>มากที่สุด</b> Strongly Agree

**ระเบียบข้อบังคับ Regulatory**

48. ธุรกิจของเราให้ความร่วมมือกับตัวแทนรัฐในการรักษาสิ่งแวดล้อม Our business has established collaborative partnership with the govt agents to protect the environment.	1	2	3	4	5
49. ข้อกำหนดกฎหมายสิ่งแวดล้อมมีผลกระทบต่อธุรกิจของเรา โดยต้องมีการจัดการมลพิษสิ่งแวดล้อมที่ไม่เป็นอันตรายต่อสุขภาพมนุษย์และสิ่งแวดล้อม เช่น นำเสียบกำหนดให้มีค่า BOD ปล่อย่อยออกไม่เกิน 20 mg/l สถานที่ต้องถูกชลक्षण	1	2	3	4	5
50. เราปฏิบัติตามข้อกำหนดของกฎหมาย เช่นมาตรา 7-9 มีเซนสนนถูกส่งปิด Environmental legislation is not relevant to our business.	1	2	3	4	5

**ผู้บริโภคสีเขียว Green Consumers**



51. ปัญหาด้านสิ่งแวดล้อมนั้นมีผลต่อลูกค้าในการตัดสินใจเลือกซื้อสินค้าที่เป็นมิตรกับสิ่งแวดล้อม Environmental issues critically affect the buying decisions of our customers.	1	2	3	4	5
52. ลูกค้าของเรามักจะพูดถึงปัจจัยด้านสิ่งแวดล้อมเมื่อตัดสินใจเลือก Our customers often mention environmental factors when making choices.	1	2	3	4	5
53. ลูกค้าต้องการสินค้าที่เป็นมิตรกับสิ่งแวดล้อม Customers desire for environmental friendly products.	1	2	3	4	5
54. ลูกค้ายินดีจ่ายในราคาที่สูงกว่าสำหรับสินค้าที่เป็นมิตรกับสิ่งแวดล้อม Customers are willing to spend more money on green products.	1	2	3	4	5

### ห่วงโซ่อุปทาน Supply Chains

55. เราได้รับข้อมูลจากผู้ขายวัตถุดิบของเราเกี่ยวกับสิ่งที่ปฏิบัติที่เป็นมิตรกับสิ่งแวดล้อมของพวกเขา We obtains information from our suppliers about their environmental management practices.	1	2	3	4	5
--	---	---	---	---	---

1	2	3	4	5
<i>ไม่เห็นด้วย</i> <i>Strong Disagree</i>	<i>น้อย</i> <i>Disagree</i>	<i>ปานกลาง</i> <i>Neither Agree nor Disagree</i>	<i>มาก</i> <i>Agree</i>	<i>มากที่สุด</i> <i>Strongly Agree</i>

56. ความใส่ใจต่อสิ่งแวดล้อมของซัพพลายเชน มีผลกระทบต่อธุรกิจของเรา Supply chains' environmental concerns have impacted on our business.	1	2	3	4	5
57. ความต้องการซัพพลายเชนเพื่อสิ่งแวดล้อมเข้ามามีบทบาทสำคัญในการปรับปรุงการดำเนินการ Supply chain requirements can play an important role in improving environmental performance.	1	2	3	4	5
58. ซัพพลายเออร์ของเราพิจารณาประเด็นด้านสิ่งแวดล้อมเป็นสิ่งสำคัญมาก Environmental issues are considered to be very important for our supplier.	1	2	3	4	5

### ชุมชนท้องถิ่น Local Communities

59. ความกดดันจากนักกิจกรรมชุมชนส่งผลกระทบต่อการทำงานของบริษัทของเรา Pressure from community activists has affected our company's conduct.	1	2	3	4	5
60. ชุมชนท้องถิ่นสร้างแรงกดดันต่อบริษัทที่มีการดำเนินงานที่เป็นมิตรกับสิ่งแวดล้อมที่ไม่ดี Local communities put pressure on companies that have bad environmental practices.	1	2	3	4	5
61. สมาชิกชุมชนจัดทำโครงการสีเขียวเสมอ Green projects have always been led by community members.	1	2	3	4	5
62. ธุรกิจของเราส่วนใหญ่มีแนวโน้มที่มุ่งมั่นในการพัฒนาชุมชนในท้องถิ่น Our business is most likely to be committed to communities in the local.	1	2	3	4	5

**คู่แข่ง Competitors**

63. การลงทุนในสินค้าของเราทำให้เรามีความแตกต่างจากคู่แข่ง Investing in products differentiate our products.	1	2	3	4	5
--	---	---	---	---	---

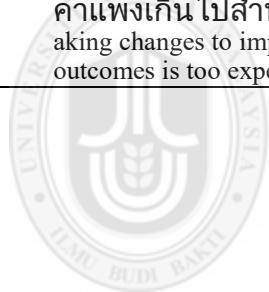
1	2	3	4	5
<i>ไม่เห็นด้วย</i> <i>Strong Disagree</i>	<i>น้อย</i> <i>Disagree</i>	<i>ปานกลาง</i> <i>Neither Agree nor Disagree</i>	<i>มาก</i> <i>Agree</i>	<i>มากที่สุด</i> <i>Strongly Agree</i>

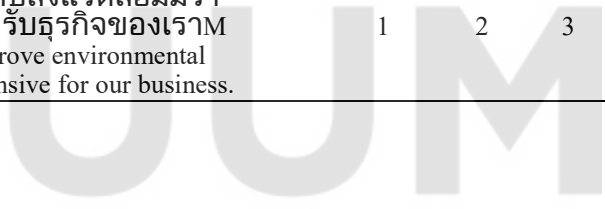
64. การปรับปรุงการดำเนินงานที่เป็นมิตรกับสิ่งแวดล้อมจะช่วยให้เราแข่งขันกับคู่แข่ง Improving environmental performance helps us keep up with competitors.	1	2	3	4	5
65. การปฏิบัติที่เป็นมิตรกับสิ่งแวดล้อมส่งผลให้เกิดนวัตกรรมของสินค้า Environmentally friendly actions result in product innovations.	1	2	3	4	5

**ความพร้อมของเงินทุน Funds Availability**

66. มีวิธีการวิเคราะห์ผลประโยชน์ต้นทุนที่ไม่ครอบคลุม Non-comprehensive cost-benefit analysis methods.	1	2	3	4	5
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67. มีการคำนวณกำไรระยะสั้นด้วยไม่มีความอดทนเพียงพอซึ่งระยะเวลาในการคืนทุนจะช้าในการลงทุนของอุปกรณ์	1	2	3	4	5
Short-term profit calculations resulting in low tolerance for longer payback periods of equipment investment.					
68. ขาดความยืดหยุ่นในการลงทุนเนื่องจากมีอัตรากำไรต่ำ A lack of capital investment flexibility due to low profit margin.	1	2	3	4	5
69. การขาดความเข้าใจในการพยากรณ์ค่าใช้จ่ายที่คาดว่าจะเกิดขึ้นในอนาคต (เช่นการกำจัดของเสีย)	1	2	3	4	5
A lack of understanding in predicting future liability costs (e.g. waste disposal).					
70. การประหยัดจากขนาดการผลิตได้ขจัดขวางบริษัทขนาดเล็กจากการลงทุนในความคิดที่จะลดของเสีย (เช่นเทคโนโลยี)	1	2	3	4	5
Economies of scale preventing smaller firms from investing in waste reduction opinions (e.g. technologies).					
71. การเปลี่ยนแปลงเพื่อปรับปรุงการดำเนินงานที่เป็นมิตรกับสิ่งแวดล้อมมีราคาแพงเกินไปสำหรับธุรกิจของเรา	1	2	3	4	5
making changes to improve environmental outcomes is too expensive for our business.					



  
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### ตอนที่3. ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

#### SECTION 3. SOME QUESTIONS ABOUT YOU AND YOUR BUSINESS

โปรดทำเครื่องหมาย ✓ ลงใน □ หรือเติมข้อความลงในช่องว่างตรงตามความเป็นจริง

Please answer by ticking ✓ □ the relevant box or writing an answer.

1. ผู้ให้ข้อมูล Informant

เจ้าของ Owner  ผู้จัดการ Manager

2. เพศ Gender

ชาย Male  หญิง Female

3. อายุ Age

20-29  30-39  40-49  50-59  60-69  ≥70

4. ระดับการศึกษาสูงสุด Level of Education

ประถมศึกษา Primary  มัธยมศึกษาตอนต้น  
Secondary  มัธยมศึกษาตอนปลาย High school  
 อนุปริญญา Diploma  ปริญญาตรี Bachelor degree  
 สูงกว่าปริญญาตรี Post graduate degree

5. ระยะเวลาการทำงานของท่านที่อยู่ในตำแหน่งนี้ How long have you been in your position?

<1 ปี  2-5 ปี  6-10 ปี  
 11-15 ปี  >16 ปี

6. ราคาห้องพักต่อคืนต่อคน: How much do you charge per room per night?  
บาท

<500 บาท  500-999 บาท  1,000-1,500 บาท

7. ธุรกิจที่פקแห่งนี้ก่อตั้งขึ้นมากี่ปี How many operating ages of your business run this establishment? \_\_\_\_\_

8. ธุรกิจที่פקของท่านมีจำนวนพนักงานทั้งหมดกี่คนรวมเจ้าของและผู้จัดการ How many people are employed here, including the owner and/or the manager? \_\_\_\_\_

9. ธุรกิจที่פקของท่านมีจำนวนห้องพักทั้งหมดกี่ห้อง How many rooms do you have? \_\_\_\_\_

10. สถานที่ที่ท่านตั้งธุรกิจที่พัก Where is your location of business?

- กะทู้ Kathu       กลาง Thalang       เมืองภูเก็ต Phuket City
- เกาะลันตา Koh Lanta       เมืองกระบี่ Krabi City   
เหนือคลอง Nuea      Khlong
- อ่าวลึก Aou Luk

11. มาตรฐานที่กิจการเคยได้รับ Standard (ตอบได้มากกว่า 1 ข้อ) Receiving Standards (Answer more than 1 item)

- มาตรฐานโรงแรมไทยระดับ\_\_\_\_\_ดาว ของสมาคมโรงแรมไทย Thai Hotel Standard
- มาตรฐานรางวัลสถานประกอบการท่องเที่ยวดีเด่นของททท. Thailand Tourism Standard
- มาตรฐานโรงแรมใบไม้เขียวระดับ\_\_\_\_\_ใบ ของมูลนิธิใบไม้เขียว Green Leaf Environmental Standard
- มาตรฐานโรงแรมปลอดบุหรี่ ของมูลนิธิใบไม้เขียว Smoke-free Hotel Standard
- มาตรฐานอาหารอร่อย สะอาด ปลอดภัย Clean Food Good Taste
- มาตรฐานสปาไทยระดับ\_\_\_\_\_ของสมาคมสปาไทย Thai Spa
- มาตรฐาน ISO 14001 ISO 14001 Standard
- มาตรฐานอื่นๆ โปรดระบุ Other Standards
- 
- ไม่เคยได้รับมาตรฐานใดๆ Never receiving any standard

**ขอขอบคุณเป็นอย่างสูงที่ท่านได้ให้ความอนุเคราะห์ในการตอบแบบ  
สอบถาม**

**Thank you for completing this questionnaire.**

**Appendix E**  
*Demographic Profiles*

**Informant**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Owner	34	23.4	23.4	23.4
	Manager	111	76.6	76.6	100.0
	Total	145	100.0	100.0	

**Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	60	41.4	41.4	41.4
	Female	85	58.6	58.6	100.0
	Total	145	100.0	100.0	

**Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	14	9.7	9.7	9.7
	30-39	69	47.6	47.6	57.2
	40-49	38	26.2	26.2	83.4
	50-59	16	11.0	11.0	94.5
	60-69	8	5.5	5.5	100.0
	Total	145	100.0	100.0	

**Education**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary	1	.7	.7	.7
	High school	10	6.9	6.9	7.6
	Diploma	5	3.4	3.4	11.0
	Bachelor degree	105	72.4	72.4	83.4
	Post graduate degree	24	16.6	16.6	100.0
	Total	145	100.0	100.0	

**Year of Service**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-1	17	11.7	11.7	11.7
	2-5	63	43.4	43.4	55.2
	6-10	38	26.2	26.2	81.4
	11-15	11	7.6	7.6	89.0
	>16	16	11.0	11.0	100.0
	Total	145	100.0	100.0	

**No of Employee**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<50	91	62.8	62.8	62.8
	50-200	54	37.2	37.2	100.0
	Total	145	100.0	100.0	

**Price/day**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<500	10	6.9	6.9	6.9
	500-999	56	38.6	38.6	45.5
	1000-1500	79	54.5	54.5	100.0
	Total	145	100.0	100.0	

**Location**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kathu	33	22.8	22.8	22.8
	Thalang	2	1.4	1.4	24.1
	Phuket city	44	30.3	30.3	54.5
	Koh Lanta	11	7.6	7.6	62.1
	Krabi city	55	37.9	37.9	100.0
	Total	145	100.0	100.0	

**Descriptive Statistics**

	N	Mean	Std. Deviation
Erect	145	9.36	8.327
No.of Room	145	71.12	58.686
Valid N (listwise)	145		



**Appendix F**  
*Factor Analysis*

**G-Practices**

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.817
Bartlett's Test of Sphericity	Approx. Chi-Square
	1272.402
	df
	105
	Sig.
	.000

**Communalities**

	Initial	Extraction
Energy-efficient lighting in public areas, e.g. sensors	1.000	.542
Water efficient fixtures.	1.000	.557
Encouraging guests to reuse towels.	1.000	.670
Dual-flush toilets.	1.000	.689
Sorting waste in guest rooms.	1.000	.681
Purchase of environmentally friendly cleaning products (e.g. biodegradable, reusable, recyclable, etc.).	1.000	.639
Purchase of organically grown foods.	1.000	.870
Purchase in bulk to reduce packaging.	1.000	.587
Encouraging guests to be eco-friendly.	1.000	.724
Incorporating environmental messages in their products.	1.000	.669
Donation of used hotel furniture.	1.000	.711
Provision of a healthy menu with minimal chemical.	1.000	.865
Provision of environmental training sessions for employees.	1.000	.666
Conducting an audit, e.g. energy, water.	1.000	.720
Having a written policy.	1.000	.761

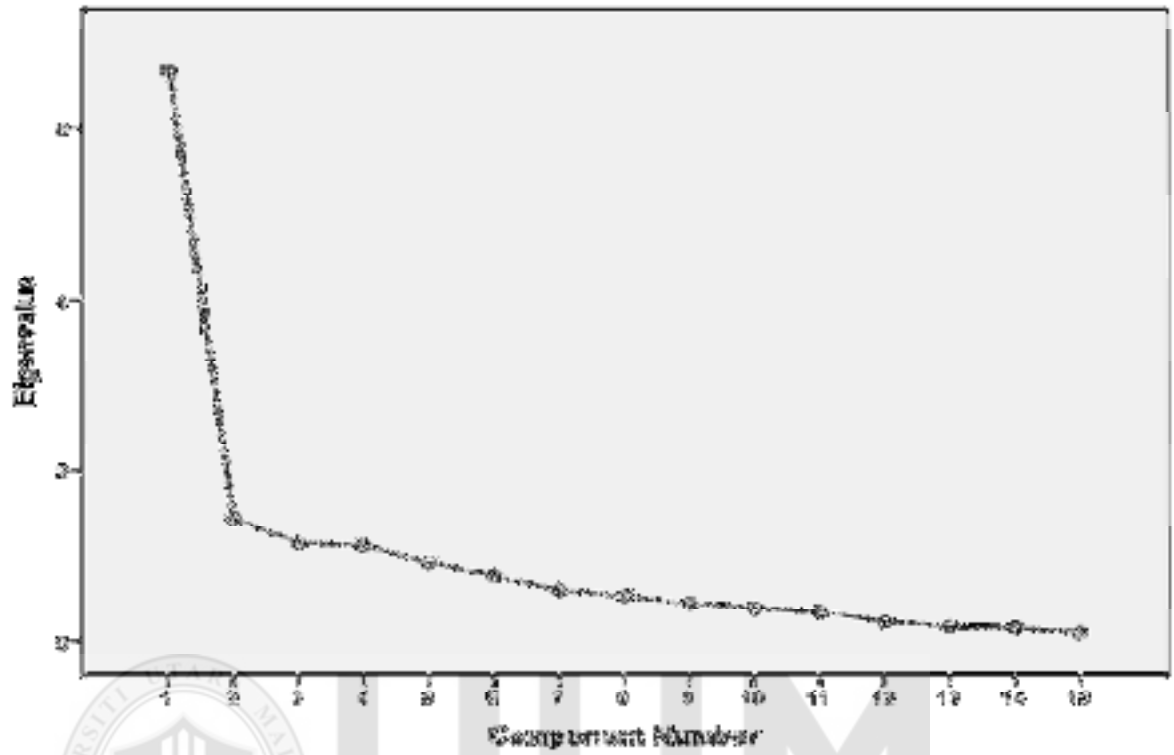
Extraction Method: Principal Component Analysis.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.660	44.400	44.400	6.660	44.400	44.400	3.155	21.032	21.032
2	1.427	9.515	53.915	1.427	9.515	53.915	2.808	18.723	39.754
3	1.148	7.654	61.569	1.148	7.654	61.569	2.300	15.333	55.088
4	1.115	7.433	69.002	1.115	7.433	69.002	2.087	13.915	69.002
5	.915	6.097	75.099						
6	.765	5.100	80.199						
7	.602	4.015	84.215						
8	.531	3.542	87.757						
9	.437	2.913	90.670						
10	.393	2.622	93.293						
11	.344	2.291	95.583						
12	.232	1.544	97.127						
13	.175	1.167	98.294						
14	.160	1.066	99.360						
15	.096	.640	100.000						

Extraction Method: Principal Component Analysis.

Scree Plot



UUM  
Universiti Utara Malaysia

Component Matrix<sup>a</sup>

	Component			
	1	2	3	4
Incorporating environmental messages in their products.	.803	-.121		
Encouraging guests to be eco-friendly.	.796	-.112	.134	-.243
Conducting an audit, e.g. energy, water.	.740	-.151	-.167	-.348
Dual-flush toilets.	.724	-.219		.330
Provision of environmental training sessions for employees.	.723	-.173		.325
Having a written policy.	.699	-.205	-.147	-.456
Water efficient fixtures.	.692	-.164	-.219	
Purchase of organically grown foods.	.664	.570	-.222	.234
Purchase of environmentally friendly cleaning products (e.g. biodegradable, reusable, recyclable, etc.).	.659	-.188	-.272	.309
Sorting waste in guest rooms.	.649	.231	.366	.268
Purchase in bulk to reduce packaging.	.574	.308	.370	-.159
Donation of used hotel furniture.	.563	.212	.474	-.352
Encouraging guests to reuse towels.	.514	-.466	.350	.257
Energy-efficient lighting in public areas, e.g. sensors	.510		-.466	-.250
Provision of a healthy menu with minimal chemical additives.	.592	.677	-.225	

Extraction Method: Principal Component Analysis.

a. 4 components extracted.

Rotated Component Matrix<sup>a</sup>

	Component			
	1	2	3	4
Dual-flush toilets.	.735	.301		.229
Encouraging guests to reuse towels.	.733		.273	-.229
Provision of environmental training sessions for employees.	.731	.204	.223	.201
Purchase of environmentally friendly cleaning products (e.g. biodegradable, reusable, recyclable, etc.).	.644	.366		.291
Incorporating environmental messages in their products.	.518	.450	.417	.155
Having a written policy.	.202	.788	.315	
Conducting an audit, e.g. energy, water.	.267	.741	.294	.112
Energy-efficient lighting in public areas, e.g. sensors.	.106	.683		.249
Encouraging guests to be eco-friendly.	.388	.542	.521	
Water efficient fixtures.	.495	.504		.225
Donation of used hotel furniture.		.218	.806	
Purchase in bulk to reduce packaging.	.144	.136	.688	.273
Sorting waste in guest rooms.	.498		.540	.372
Provision of a healthy menu with minimal chemical additives.		.212	.259	.866
Purchase of organically grown foods.	.252	.185	.207	.854

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

## Owner-Manager Attitudes

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.691
Bartlett's Test of Sphericity	Approx. Chi-Square
	353.376
	df
	21
	Sig.
	.000

### Communalities

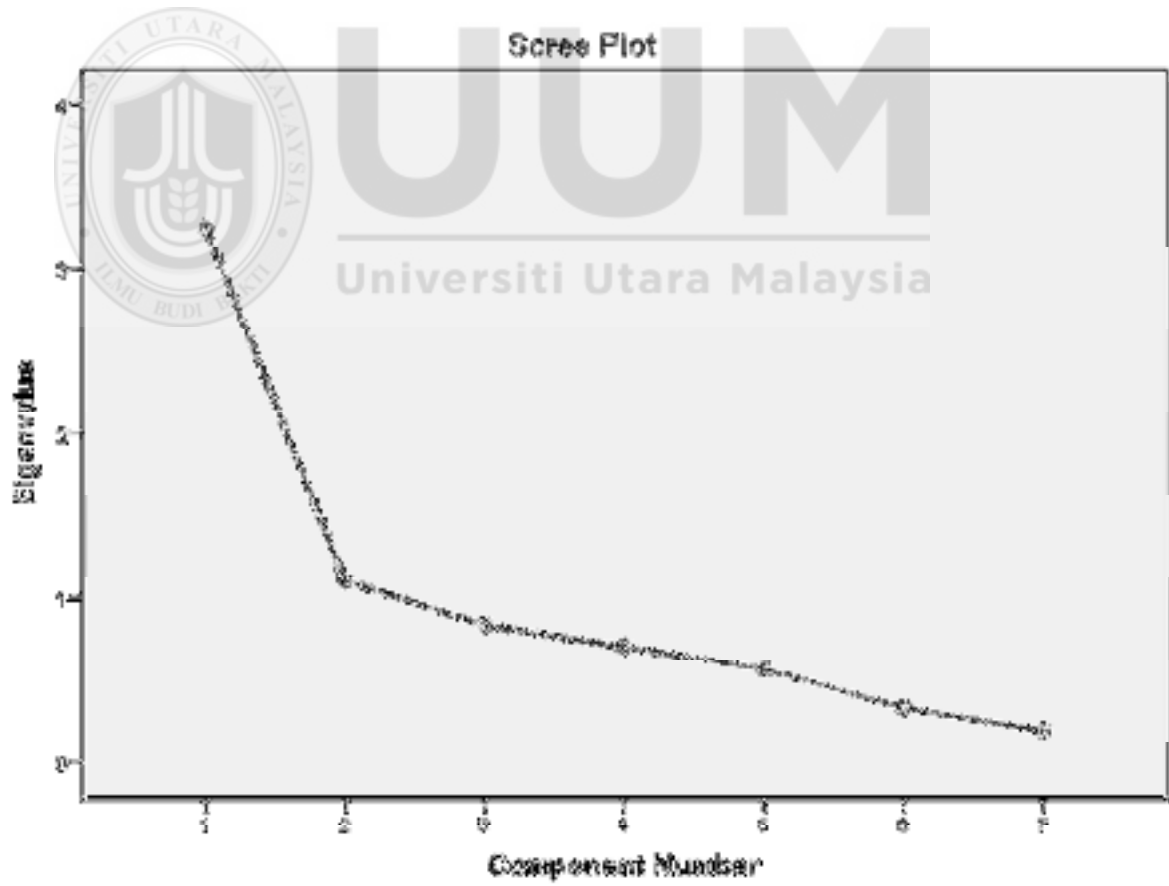
	Initial	Extraction
House built in a new area should be built around trees, which should not be cut down.	1.000	.783
Our country has so many trees that there is no need to recycle paper.	1.000	.634
With so much water in this country, we do not see why people are worried about leaky faucets.	1.000	.533
We have so much electricity that we do not have to worry about conservation.	1.000	.617
Recycling is too much trouble.	1.000	.583
Since we live in such a big country, any pollution we create is easily spread out and therefore is no concern to me.	1.000	.679
There is nothing the average citizen can do to help stop environmental pollution.	1.000	.520

Extraction Method: Principal Component Analysis.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.250	46.433	46.433	3.250	46.433	46.433	2.693	38.475	38.475
2	1.098	15.689	62.122	1.098	15.689	62.122	1.655	23.647	62.122
3	.837	11.961	74.083						
4	.710	10.147	84.230						
5	.566	8.081	92.311						
6	.338	4.822	97.134						
7	.201	2.866	100.000						

Extraction Method: Principal Component Analysis.



**Component Matrix<sup>a</sup>**

	Component	
	1	2
Since we live in such a big country, any pollution we create is easily spread out and therefore is no concern to me.	.820	
We have so much electricity that we do not have to worry about conservation.	.779	-.100
With so much water in this country, we do not see why people are worried about leaky faucets.	.710	-.169
There is nothing the average citizen can do to help stop environmental pollution.	.685	-.223
Recycling is too much trouble.	.646	.408
Our country has so many trees that there is no need to recycle paper.	.625	-.494
House built in a new area should be built around trees, which should not be cut down.	.435	.771

Extraction Method: Principal Component Analysis.

a. 2 components extracted.



**Rotated Component Matrix<sup>a</sup>**

	Component	
	1	2
Our country has so many trees that there is no need to recycle paper.	.789	-.107
We have so much electricity that we do not have to worry about conservation.	.722	.310
There is nothing the average citizen can do to help stop environmental pollution.	.704	.156
With so much water in this country, we do not see why people are worried about leaky faucets.	.697	.215
Since we live in such a big country, any pollution we create is easily spread out and therefore is no concern to me.	.668	.482
House built in a new area should be built around trees, which should not be cut down.		.885
Recycling is too much trouble.	.348	.679

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

## Environmental Awareness

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.855
Bartlett's Test of Sphericity	Approx. Chi-Square	539.399
	df	28
	Sig.	.000

### Communalities

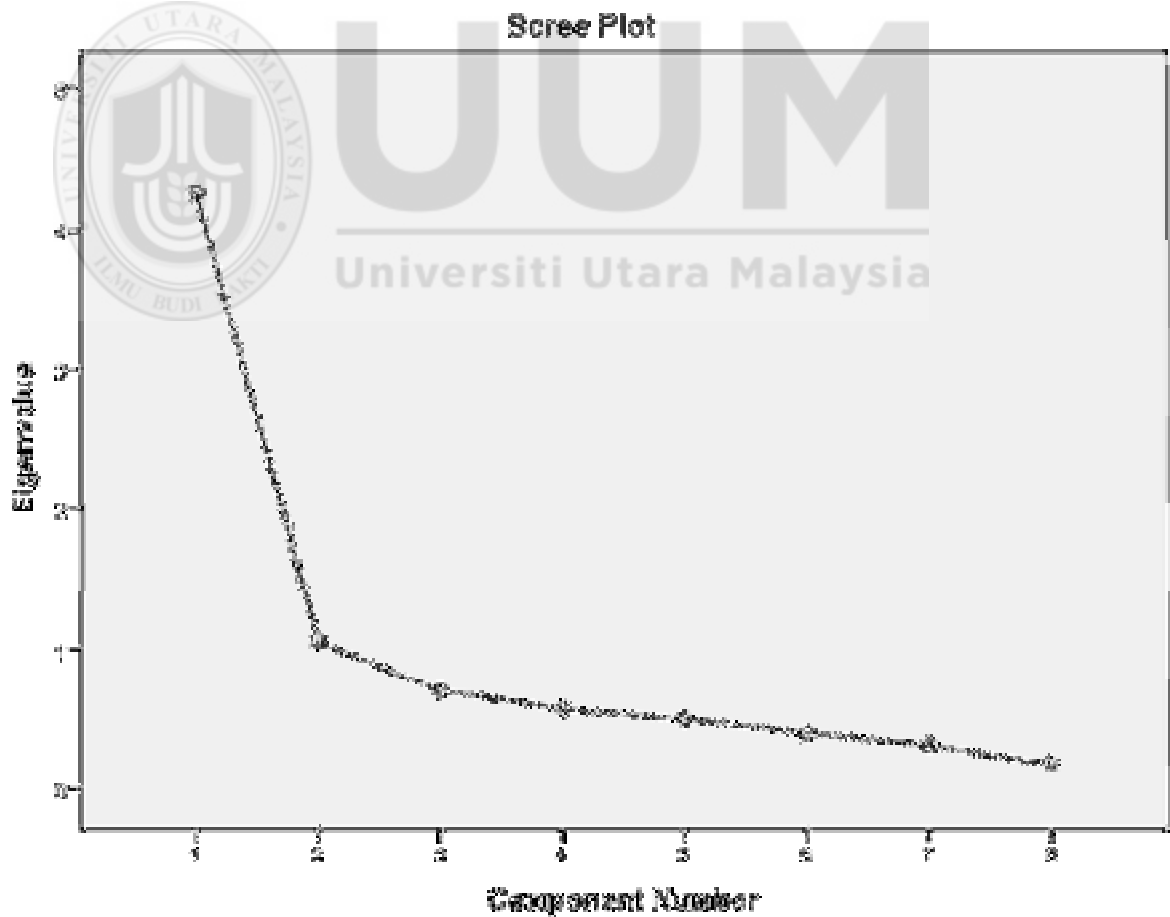
	Initial	Extraction
We take sufficient environmental action to meet legislation.	1.000	.704
Our company does not have an environmental impact.	1.000	.488
Reducing our environmental impact can have significant cost benefits.	1.000	.588
Improving environmental performance usually improves production efficiency.	1.000	.820
Business environmental initiatives are of benefit to the hotel.	1.000	.682
It is clear what represents 'best practice' in environmental performance.	1.000	.617
It is clear how legislation affects us.	1.000	.662
There are currently commercial benefits to my company in having an environmental policy.	1.000	.755

Extraction Method: Principal Component Analysis.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	1	4.253	53.168	53.168	4.253	53.168	53.168	2.985	37.317
2	1.063	13.290	66.458	1.063	13.290	66.458	2.331	29.141	66.458
3	.705	8.817	75.275						
4	.571	7.134	82.409						
5	.500	6.255	88.664						
6	.405	5.060	93.725						
7	.319	3.993	97.717						
8	.183	2.283	100.000						

Extraction Method: Principal Component Analysis.



**Component Matrix<sup>a</sup>**

	Component	
	1	2
There are currently commercial benefits to my company in having an environmental policy.	.868	
Improving environmental performance usually improves production efficiency.	.846	-.325
It is clear what represents 'best practice' in environmental performance.	.785	
Business environmental initiatives are of benefit to the hotel.	.767	-.305
It is clear how legislation affects us.	.702	.412
Reducing our environmental impact can have significant cost benefits.	.616	-.457
Our company does not have an environmental impact.	.614	.333
We take sufficient environmental action to meet legislation.	.576	.611

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

**Rotated Component Matrix<sup>a</sup>**

	Component	
	1	2
Improving environmental performance usually improves production efficiency.	.861	.281
Business environmental initiatives are of benefit to the hotel.	.788	.247
Reducing our environmental impact can have significant cost benefits.	.766	
There are currently commercial benefits to my company in having an environmental policy.	.700	.514
It is clear what represents 'best practice' in environmental performance.	.624	.477
We take sufficient environmental action to meet legislation.		.837
It is clear how legislation affects us.	.285	.762
Our company does not have an environmental impact.	.267	.645

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

## Benefits Business Can Gain

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.899
Bartlett's Test of Sphericity	Approx. Chi-Square	1279.733
	df	55
	Sig.	.000

### Communalities

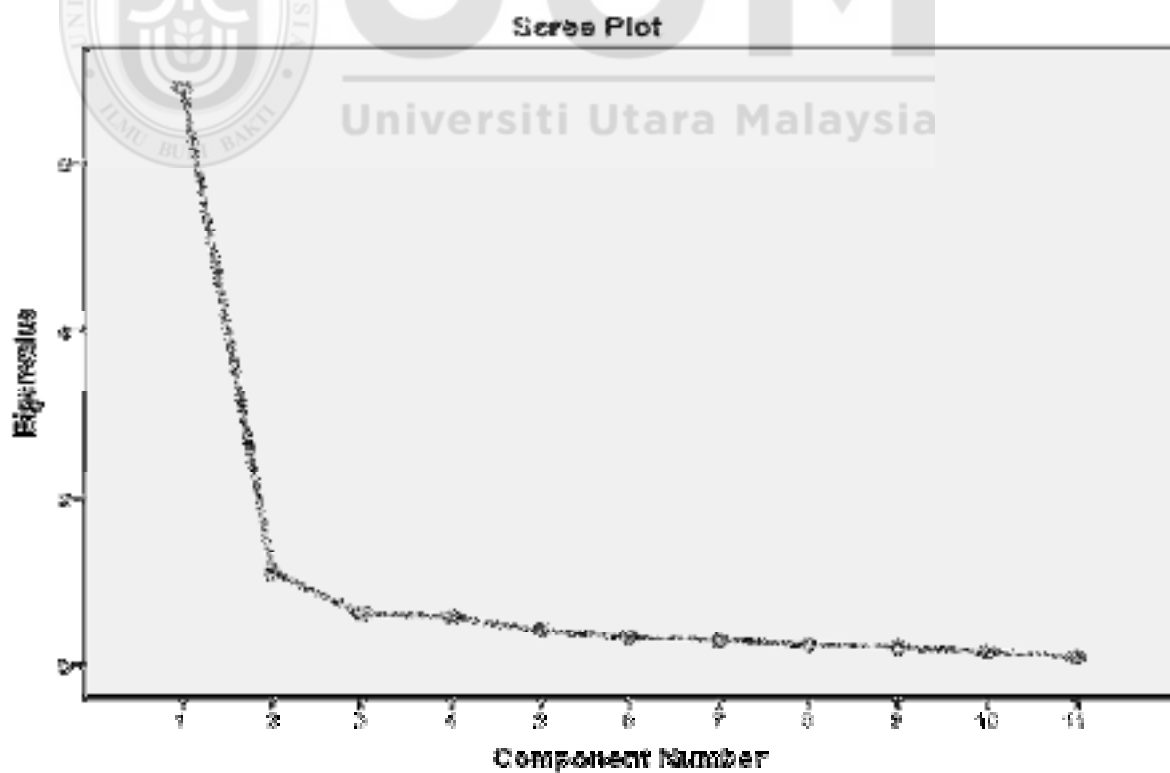
	Initial	Extraction
Increase cost saving.	1.000	.763
Increase profitability.	1.000	.819
Increase efficiency.	1.000	.770
Give us a marketing advantage over our competitors.	1.000	.752
Enhance hotel's image.	1.000	.653
Improve customer satisfaction.	1.000	.731
Improve relationship with the community.	1.000	.738
Improve employee morale.	1.000	.715
Complying with legislation.	1.000	.501
Create cleaner working environment.	1.000	.781
Reduce carbon emissions	1.000	.786

Extraction Method: Principal Component Analysis.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.894	62.675	62.675	6.894	62.675	62.675	4.274	38.857	38.857
2	1.115	10.134	72.809	1.115	10.134	72.809	3.735	33.952	72.809
3	.624	5.674	78.483						
4	.590	5.363	83.846						
5	.420	3.816	87.661						
6	.334	3.033	90.695						
7	.300	2.729	93.423						
8	.245	2.228	95.651						
9	.215	1.957	97.608						
10	.159	1.449	99.057						
11	.104	.943	100.000						

Extraction Method: Principal Component Analysis.

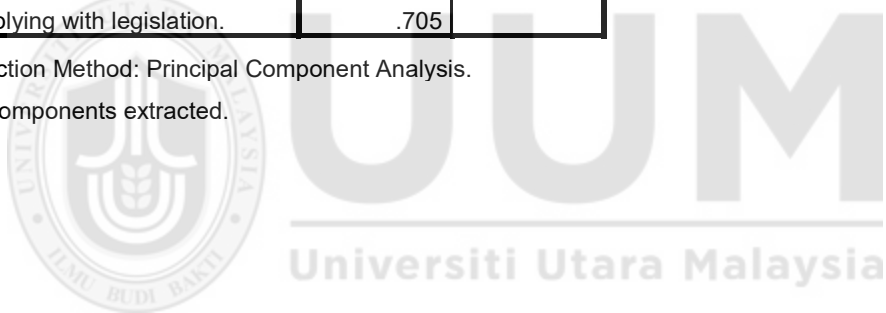


**Component Matrix<sup>a</sup>**

	Component	
	1	2
Improve customer satisfaction.	.855	
Increase cost saving.	.834	-.260
Give us a marketing advantage over our competitors.	.834	-.239
Improve employee morale.	.828	.172
Enhance hotel's image.	.798	-.126
Improve relationship with the community.	.797	.321
Increase profitability.	.793	-.435
Increase efficiency.	.774	-.414
Create cleaner working environment.	.749	.469
Reduce carbon emissions	.728	.507
Complying with legislation.	.705	

Extraction Method: Principal Component Analysis.

a. 2 components extracted.





**Rotated Component Matrix<sup>a</sup>**

	Component	
	1	2
Increase profitability.	.880	.212
Increase efficiency.	.851	.215
Increase cost saving.	.791	.370
Give us a marketing advantage over our competitors.	.777	.384
Enhance hotel's image.	.675	.444
Improve customer satisfaction.	.613	.596
Reduce carbon emissions	.197	.865
Create cleaner working environment.	.238	.851
Improve relationship with the community.	.372	.774
Improve employee morale.	.496	.684
Complying with legislation.	.483	.517

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

## Concern for Employees

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.689
Bartlett's Test of Sphericity	Approx. Chi-Square	216.197
	df	6
	Sig.	.000

### Communalities

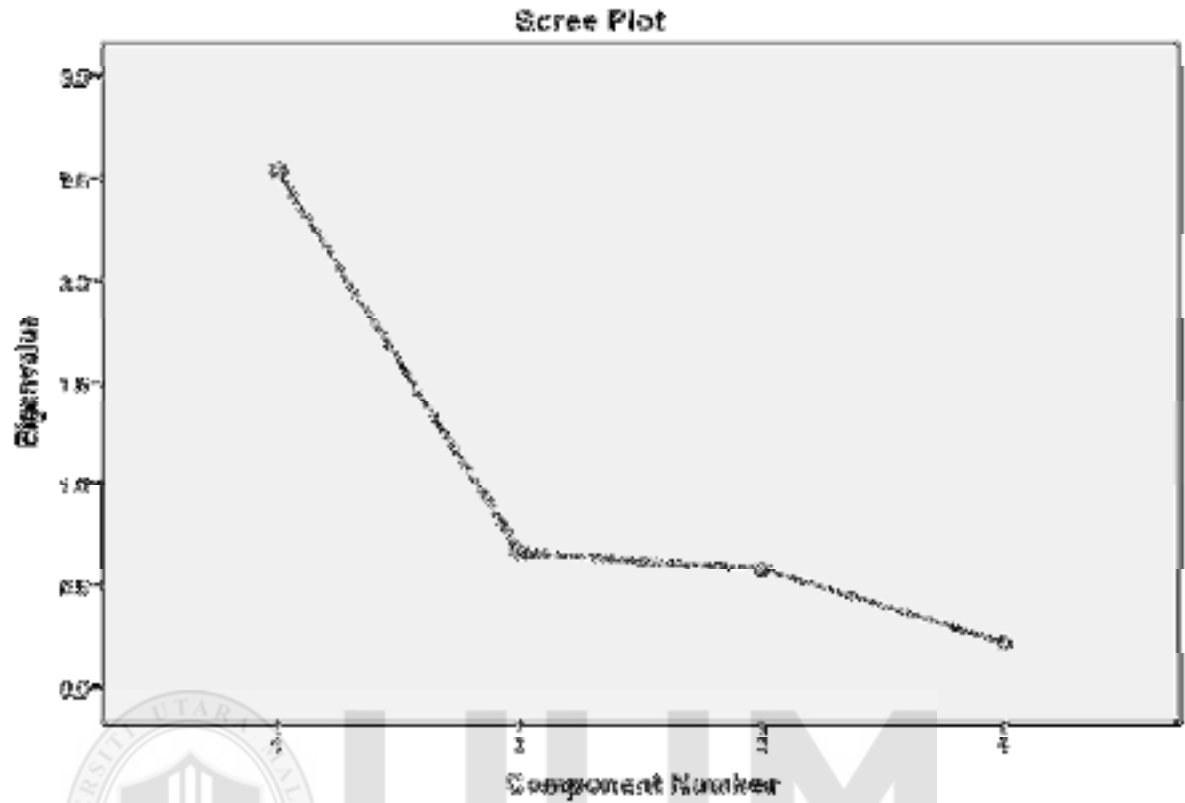
	Initial	Extraction
Employee concerns always affect productivity.	1.000	.762
We act upon any environmental matters suggested by employees.	1.000	.744
Employee concerns are an important part of our work.	1.000	.520
Employees tend to look for an environmental friendly business.	1.000	.507

Extraction Method: Principal Component Analysis.

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.533	63.320	63.320	2.533	63.320	63.320
2	.667	16.665	79.984			
3	.577	14.428	94.412			
4	.224	5.588	100.000			

Extraction Method: Principal Component Analysis.



Component Matrix<sup>a</sup>

	Component
	1
Employee concerns always affect productivity.	.873
We act upon any environmental matters suggested by employees.	.863
Employee concerns are an important part of our work.	.721
Employees tend to look for an environmental friendly business.	.712

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

## Regulations

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.693
Bartlett's Test of Sphericity	Approx. Chi-Square	143.487
	df	3
	Sig.	.000

### Communalities

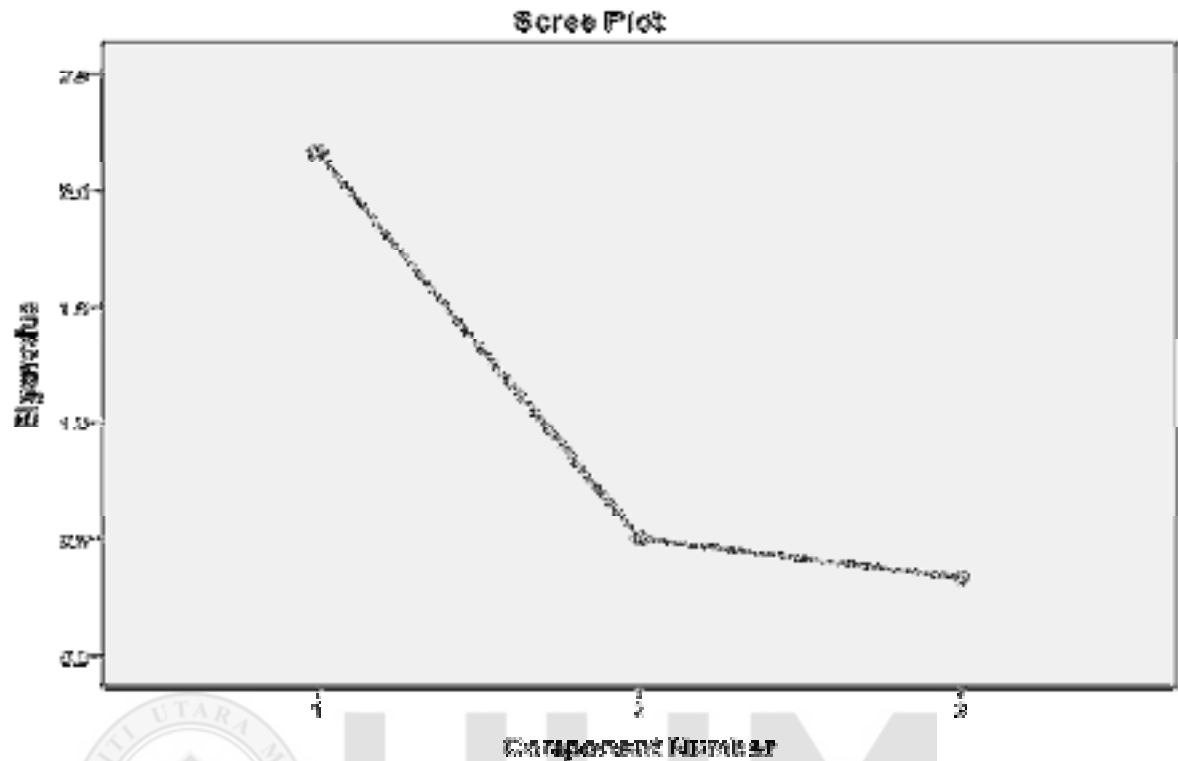
	Initial	Extraction
Our business has established collaborative partnership with the govt agents to protect the environment.	1.000	.785
Environmental legislative requirements impact on our business.	1.000	.701
Environmental legislation is not relevant to our business.	1.000	.677

Extraction Method: Principal Component Analysis.

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.163	72.087	72.087	2.163	72.087	72.087
2	.501	16.700	88.786			
3	.336	11.214	100.000			

Extraction Method: Principal Component Analysis.



**Component Matrix<sup>a</sup>**

	Component
	1
Our business has established collaborative partnership with the govt agents to protect the environment.	.886
Environmental legislative requirements impact on our business.	.837
Environmental legislation is not relevant to our business.	.823

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

## Green Consumers

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.829
Bartlett's Test of Sphericity	Approx. Chi-Square	462.670
	df	6
	Sig.	.000

### Communalities

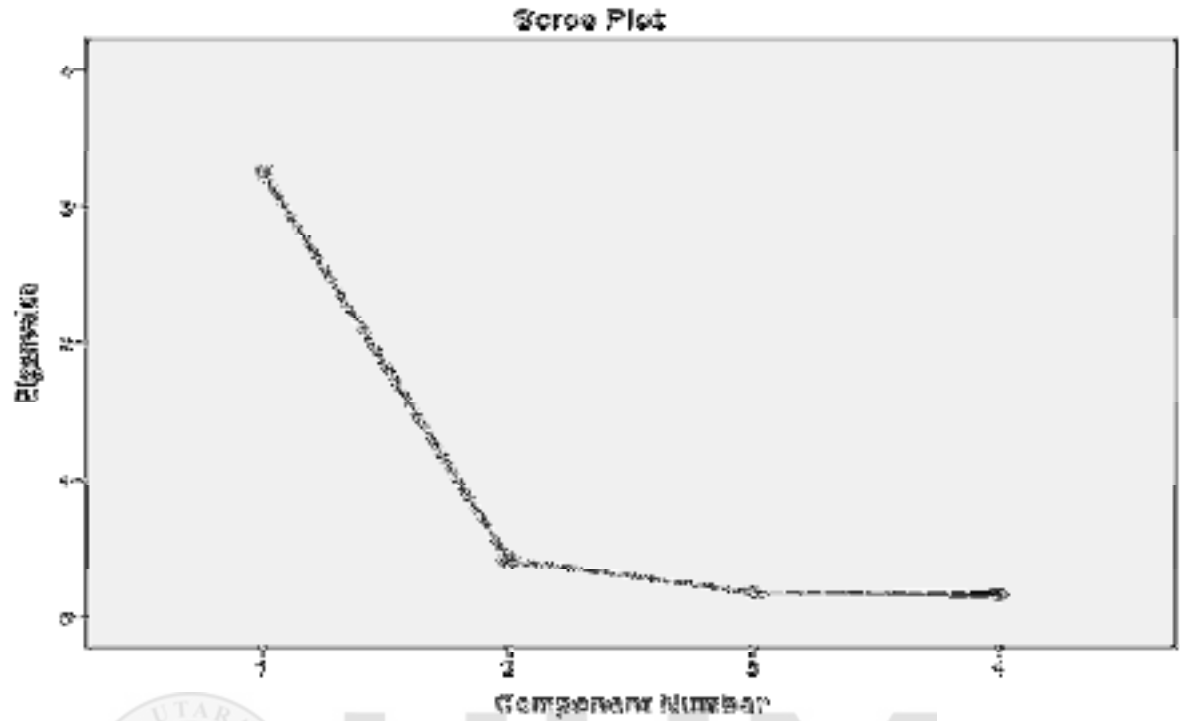
	Initial	Extraction
Environmental issues critically affect the buying decisions of our customers.	1.000	.693
Our customers often mention environmental factors when making choices.	1.000	.839
Customers desire for environmental friendly products.	1.000	.881
Customers are willing to spend more money on green products.	1.000	.833

Extraction Method: Principal Component Analysis.

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.246	81.161	81.161	3.246	81.161	81.161
2	.417	10.415	91.576			
3	.176	4.404	95.980			
4	.161	4.020	100.000			

Extraction Method: Principal Component Analysis.



Component Matrix<sup>a</sup>

	Component
	1
Customers desire for environmental friendly products.	.939
Our customers often mention environmental factors when making choices.	.916
Customers are willing to spend more money on green products.	.913
Environmental issues critically affect the buying decisions of our customers.	.833

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

## Supply Chains

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.814
Bartlett's Test of Sphericity	Approx. Chi-Square	375.700
	df	6
	Sig.	.000

### Communalities

	Initial	Extraction
We obtains information from our suppliers about their environmental management practices.	1.000	.810
Supply chains' environmental concerns have impacted on our business.	1.000	.648
Supply chain requirements can play an important role in improving environmental performance.	1.000	.739
Environmental issues are considered to be very important for our supplier.	1.000	.864

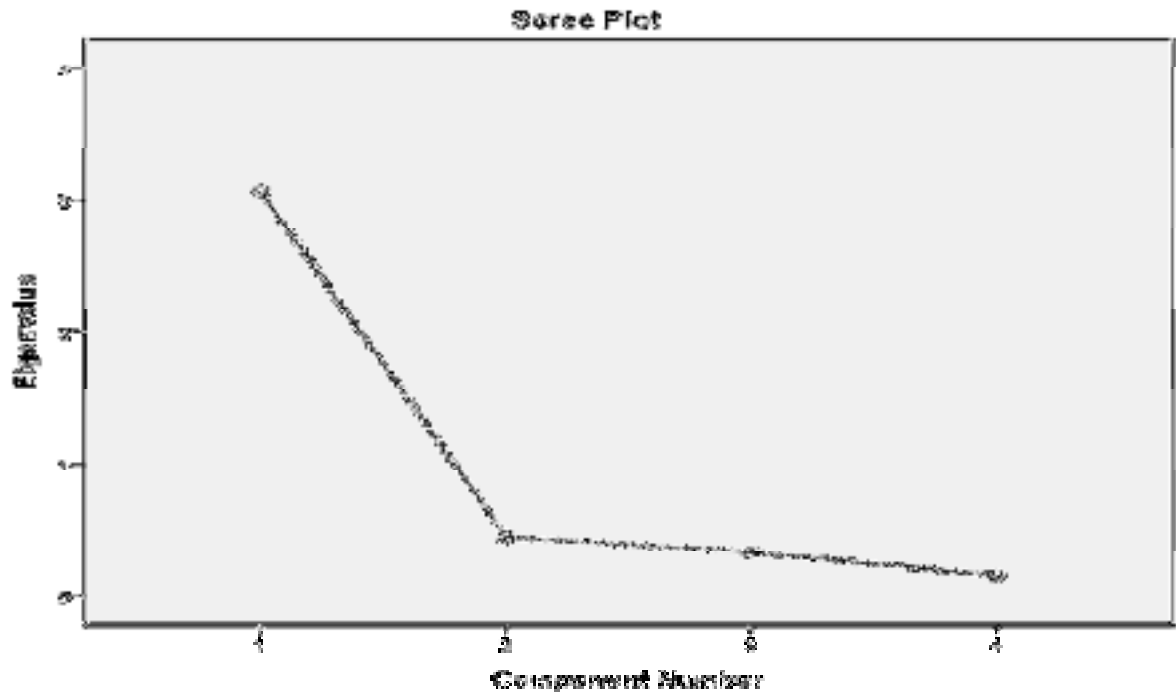
Extraction Method: Principal Component Analysis.

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.061	76.526	76.526	3.061	76.526	76.526
2	.452	11.312	87.838			
3	.333	8.331	96.169			
4	.153	3.831	100.000			

Extraction Method: Principal Component Analysis.





**Component Matrix<sup>a</sup>**

	Component
	1
Environmental issues are considered to be very important for our supplier.	.929
We obtains information from our suppliers about their environmental management practices.	.900
Supply chain requirements can play an important role in improving environmental performance.	.860
Supply chains' environmental concerns have impacted on our business.	.805

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

## Local Communities

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.717
Bartlett's Test of Sphericity    Approx. Chi-Square	213.883
df	6
Sig.	.000

### Communalities

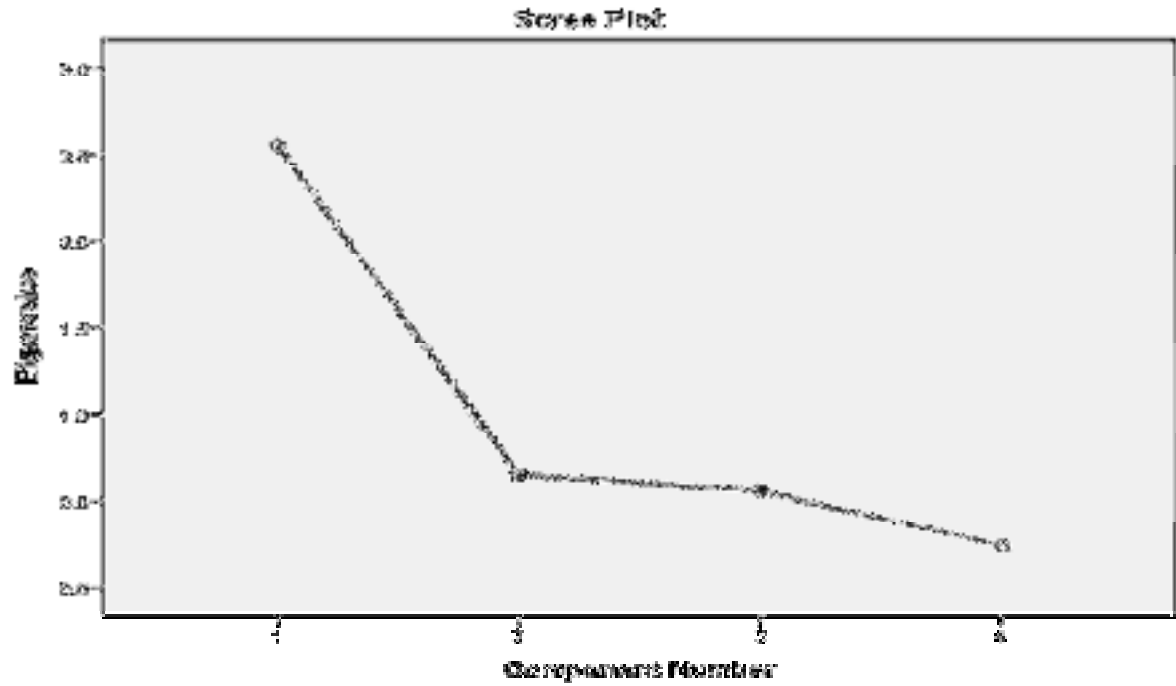
	Initial	Extraction
Pressure from community activists has affected our company's conduct.	1.000	.483
Local communities put pressure on companies that have bad environmental practices.	1.000	.609
Green projects have always been led by community members.	1.000	.795
Our business is most likely to be committed to communities in the local.	1.000	.666

Extraction Method: Principal Component Analysis.

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.553	63.827	63.827	2.553	63.827	63.827
2	.649	16.221	80.048			
3	.559	13.976	94.025			
4	.239	5.975	100.000			

Extraction Method: Principal Component Analysis.



**Component Matrix<sup>a</sup>**

	Component
	1
Green projects have always been led by community members.	.892
Our business is most likely to be committed to communities in the local.	.816
Local communities put pressure on companies that have bad environmental practices.	.780
Pressure from community activists has affected our company's conduct.	.695

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

## Competitors

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.705
Bartlett's Test of Sphericity    Approx. Chi-Square	196.543
df	3
Sig.	.000

### Communalities

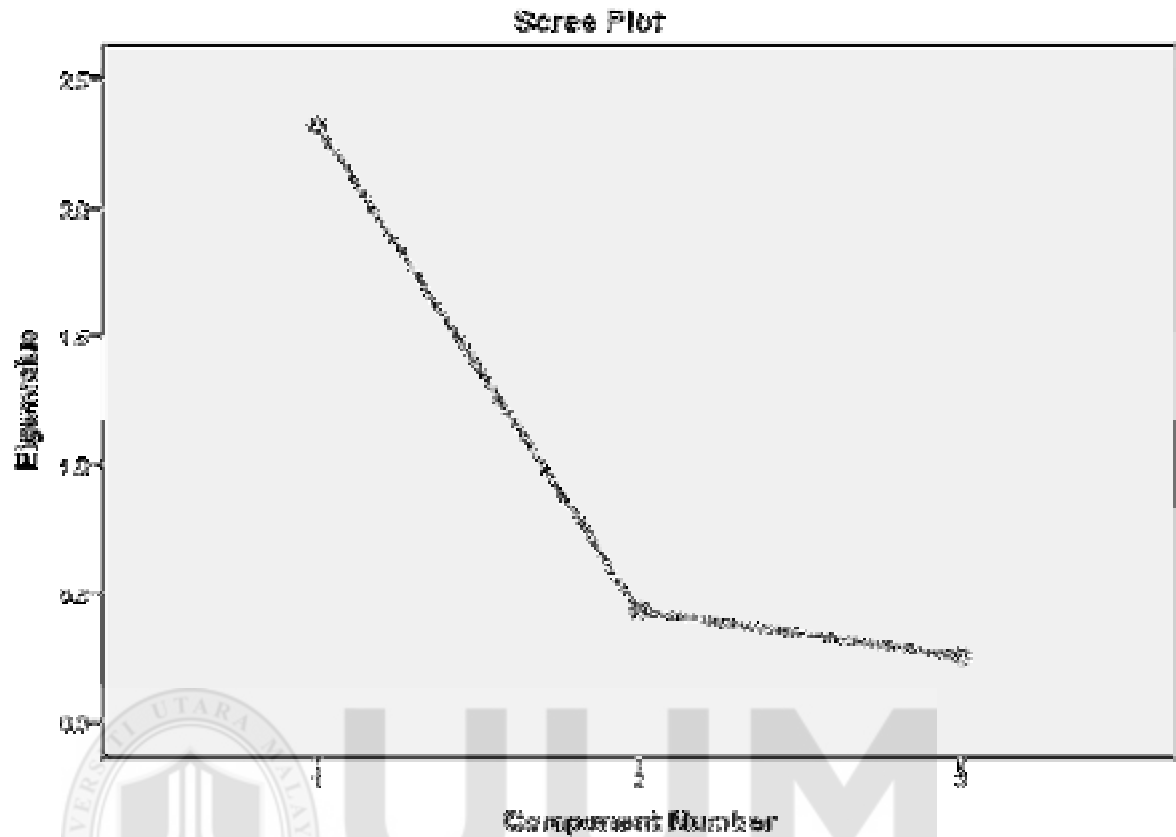
	Initial	Extraction
Investing in products differentiate our products.	1.000	.735
Improving environmental performance helps us keep up with competitors.	1.000	.837
Environmentally friendly actions result in product innovations.	1.000	.748

Extraction Method: Principal Component Analysis.

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.320	77.349	77.349	2.320	77.349	77.349
2	.425	14.171	91.521			
3	.254	8.479	100.000			

Extraction Method: Principal Component Analysis.



Component Matrix<sup>a</sup>

	Component
	1
Improving environmental performance helps us keep up with competitors.	.915
Environmentally friendly actions result in product innovations.	.865
Investing in products differentiate our products.	.857

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

## Funds Availability

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.744
Bartlett's Test of Sphericity	Approx. Chi-Square	369.519
	df	15
	Sig.	.000

### Communalities

	Initial	Extraction
Non-comprehensive cost-benefit analysis methods.	1.000	.819
Short-term profit calculations resulting in low tolerance for longer payback periods of equipment investment.	1.000	.819
A lack of capital investment flexibility due to low profit margin.	1.000	.671
A lack of understanding in predicting future liability costs (e.g. waste disposal).	1.000	.642
Economies of scale preventing smaller firms from investing in waste reduction opinions (e.g. technologies).	1.000	.731
Making changes to improve environmental outcomes is too expensive for our business.	1.000	.814

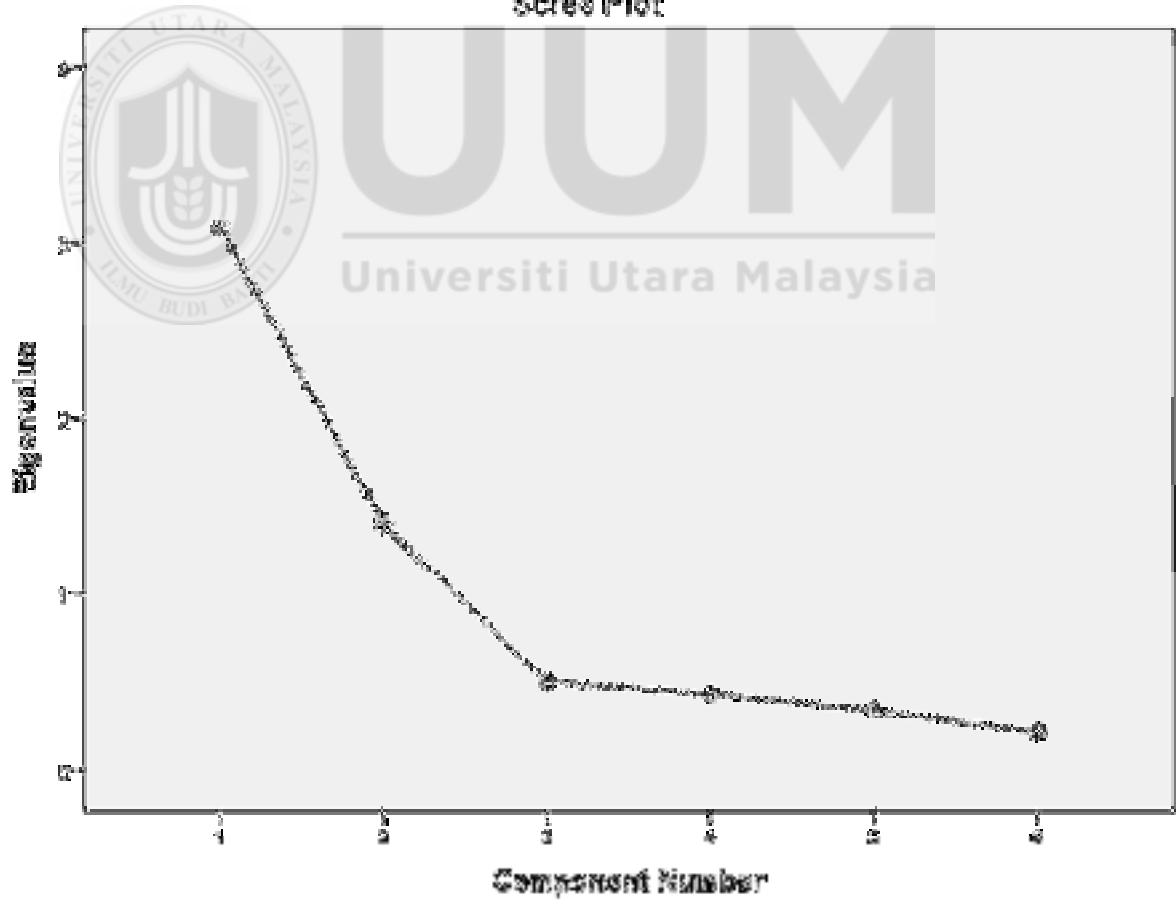
Extraction Method: Principal Component Analysis.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.095	51.586	51.586	3.095	51.586	51.586	2.473	41.212	41.212
2	1.402	23.364	74.950	1.402	23.364	74.950	2.024	33.738	74.950
3	.501	8.352	83.302						
4	.432	7.205	90.507						
5	.344	5.727	96.234						
6	.226	3.766	100.000						

Extraction Method: Principal Component Analysis.

**Scree Plot**



**Component Matrix<sup>a</sup>**

	Component	
	1	2
A lack of capital investment flexibility due to low profit margin.	.819	
A lack of understanding in predicting future liability costs (e.g. waste disposal).	.801	
Short-term profit calculations resulting in low tolerance for longer payback periods of equipment investment.	.780	-.458
Non-comprehensive cost-benefit analysis methods.	.679	-.598
Economies of scale preventing smaller firms from investing in waste reduction opinions (e.g. technologies).	.645	.562
Making changes to improve environmental outcomes is too expensive for our business.	.544	.720

Extraction Method: Principal Component Analysis.

a. 2 components extracted.



**Rotated Component Matrix<sup>a</sup>**

	Component	
	1	2
Non-comprehensive cost-benefit analysis methods.	.903	
Short-term profit calculations resulting in low tolerance for longer payback periods of equipment investment.	.898	.109
A lack of capital investment flexibility due to low profit margin.	.662	.483
A lack of understanding in predicting future liability costs (e.g. waste disposal).	.619	.509
Making changes to improve environmental outcomes is too expensive for our business.		.902
Economies of scale preventing smaller firms from investing in waste reduction opinions (e.g. technologies).	.172	.838

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

**Appendix G**  
*Reliability*

**Scale: G-Practices**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.904	15

**Scale: Owner-manager Attitudes**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.782	7

**Scale: Environmental Awareness**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.859	8

**Scale: Benefits Business Can Gain**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.938	11

**Scale: Concern for Employees**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.804	4

**Scale: Regulations**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.789	3

**Scale: Green Consumers**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.921	4

**Scale: Supply Chains**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.896	4

**Scale: Local Communities**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.808	4

**Scale: Competitors**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.852	3

**Scale: Funds Availability**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.806	6