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Original Article

Effects of Organizational Support for Green Environment Practices Implementation on Hotel Performance in Uganda's Conservation Areas

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Keywords:

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The study sought to determine the effect of organisational support (OS) for energy-saving, water conservation, and waste management practices implementation on hotel performance (HP) in conservation areas in Uganda. The study used a correlational research design with quantitative methods about OS and HP. Krejcie and Morgan's 1970 sample size determination table was applied in selecting 265 participants from a population of 851 employees in 19-star-rated hotels from the study area. These participants were selected using multistage sampling consisting of stratified, proportional, and simple random sampling. Data was collected via self-administered questionnaires distributed with the help of trained research assistants. Construct validity was evaluated through factor analysis, using both exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). Data was subjected to descriptive and factor analysis in SPSS 25 and partial least structural equation modelling (PLS-SEM) in SmartPLS4 for modelling and hypothesis testing. The results indicate that the OS accounts for 54.4% ($R^2 = 0.538$) of the variation in hotel performance. Specifically, the results show that OS ($P < 0.05$), had a direct significant effect on hotel performance in conservation areas in Uganda. The blindfolding results confirm adequate predictive relevance, with the lowest Q^2 value at 0.538. The results show that all of the Q^2 predicted statistics for the endogenous latent variable and the measurement variables of the endogenous construct are greater than 0. The study concluded that organizational support mechanisms for green environment practices implementation are essential, and have a significant effect on hotel performance in conservation areas in Uganda. The results of this study are useful to policymakers and industry practitioners by providing relevant insights in guiding decision-making to improve hotel performance. It also adds to the existing body of knowledge on the discussions relating to organizational support and hotel performance.

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INTRODUCTION

Tourism has been experiencing increased growth and diversification, which places it among the world's fastest-expanding financial industries. Tourism businesses and related activities are increasingly impacting destinations. As such, the accommodation sector is regarded as one of the most profitable industries worldwide (Malhotra et al., 2022). Many countries accept the contribution of this sector to economic growth, and Uganda is no exception.

Despite this, environmental concerns have emerged, and there is a growing concern about green environmental practices and performance within the hospitality industry. Hotels in conservation areas often engage in unsustainable practices such as overuse of resources and waste mismanagement (Barakagira & Paapa, 2024) that contribute to environmental degradation, threatening biodiversity and ecosystem services (Grace, 2022)

Hotels within conservation areas contribute significantly to environmental degradation (Abdou et al., 2020) due to the different environmental footprints arising from unsustainable green practices. A wide range of adverse impacts on ecosystems are created by hotels in protected areas, often resulting from the construction, hotel business operations emerging from excessive use of water and energy, inappropriate waste management practices and behaviour of guests (Barakagira & Paapa, 2023). Due to the activities of hotels in

conservation areas, Uganda is experiencing a significant loss of its rich biodiversity (Grace, 2022). Despite the various conservation efforts, biodiversity loss is estimated at 10 to 11 % a decade (National Environmental Authority, 2016). Mainly because of unsustainable resource use. There are concerns that this will result in the collapse of hotel businesses that are heavily dependent on ecosystem services.

Green environmental practices (GEP) such as energy and water efficiency and waste reduction have been recognized as a potential solutions to mitigate these impacts, yet the adoption of such practices in Uganda's hospitality sector remains inconsistent, particularly outside urban areas.

Organizational support, including leadership commitment and resource allocation, is crucial for the successful implementation of green practices in hotels, yet challenges like skills gaps and financial constraints hinder widespread adoption. While research on green practices and their effects on hotel performance has been conducted globally, few studies have focused on the Ugandan context, especially regarding small and medium-sized hotels in protected areas. Research gaps exist in understanding the role of organizational support in facilitating the implementation of GEP and its impact on hotel performance, especially in Uganda's unique cultural and economic context.

Statement of the Problem

The performance of hotels in Uganda's nature reserves is negatively impacted by unsustainable operations that harm the ecosystem, leading to biodiversity loss (10-11% per decade), hence diminishing tourist attractions on which hotel businesses heavily depend. Further to these, unsustainable resource consumption by hotels may cause various negative impacts on hotel performance, such as higher operating costs, lower revenue, lower guest satisfaction, and loss of competitive advantage. This is escalated by the limited research on the role of green environmental practices and organizational support in improving both environmental and financial performance. Research gaps exist in understanding the role of organizational support in facilitating the implementation of green environmental practices and their effect on hotel performance, especially in Uganda's conservation areas.

Objectives of the Study

The study's main objective was to measure the effect of organizational support for green environment implementation on hotel performance in conservation areas in Uganda.

THEORETICAL AND EMPIRICAL REVIEWS

Human Capital Development (HCD) Theory

Theodore W., an economist, proposed the Human Capital Development (HCD) theory. The framework, developed by Schultz in the 1960s, stresses human resources investments in developing employee skills, knowledge, and expertise. These, he believed would help a firm enhance its performance and secure a sustained competitive advantage. According to HCD theory, firms can achieve better results by investing in the development of their people because people are valuable assets. The HCD theory accentuates the significance of investing in staff training and development (Mara et al., 2021) to improve their

capabilities and effectiveness in performing their roles (Erasmus, Loedolff, & Mda, 2015).

In the context of hotels, offering sustainability-focused training programs can enable employees to recognize the value of environmental preservation (Bilderback, 2023), and adopt green initiatives in their daily operations (Bilderback, 2023; Mara et al., 2021). For example, training programs on energy conservation, waste management, and water conservation can help employees implement green environmental practices in hotel operations (Omune et al., 2021; Pham et al., 2020).

According to HCD theory, workers are more likely to be inspired and engaged at work if they have opportunities for skill development and career advancement (Prakash et al., 2023). Engaged employees are crucial for driving sustainability initiatives within hotels as they actively participate in green practices and contribute innovative ideas for improvement (Abuelhassan & Elsayed, 2020). Furthermore, workers are more likely to embrace sustainability goals and coordinate their efforts with more general environmental objectives if they feel appreciated and supported by the company (Bilderback, 2023).

The HCD theory places a strong emphasis on how corporate culture influences the attitudes and actions of employees. Hotels prioritising sustainability and HCD fosters an environment where employees are encouraged to incorporate eco-friendly practices into their daily work routines (Alola et al., 2022). By nurturing a culture of sustainability, hotels can establish norms and expectations that support the adoption and maintenance of green initiatives over the long term (Abuelhassan & Elsayed, 2020).

According to HCD theory, firms that invest in their human capital are more likely to innovate and pursue continuous improvement. Employees with the requisite knowledge and abilities can spot opportunities for waste reduction, resource conservation, and operational efficiencies in the context of hotel sustainability (Abuelhassan &

Elsayed, 2020; Nisar et al., 2022). By encouraging employee participation in sustainability initiatives, hotels can leverage their human capital to drive innovation and implement best practices that contribute to environmental stewardship and improved performance (Nisar et al., 2022).

Ultimately, integrating HCD principles with sustainability practices contributes to enhanced hotel performance. Hence, the current study contends that hotels can raise customer satisfaction, cut expenses, increase operational efficiency, and set themselves apart by investing in human capital development and promoting a sustainable culture. Customers who care about the environment are gaining interest in sustainable hotels (Demir et al., 2021; Han, 2021), resulting in increased long-term competitiveness and better financial and environmental achievement in the hospitality sector (Nisar et al., 2022).

In summary, linking Human Capital Development theory with hotel sustainability practices and performance accentuates the importance of investing in workforce knowledge and skills in addition to abilities in driving environmental initiatives and achieving sustainable business success in the hotel industry.

Organisational Support

Organizational support includes leadership commitment, resource allocation, and the creation of policies and procedures that give sustainability initiatives top priority (Aboramadan & Karatepe, 2021). This assistance is pertinent since it gives hotel employees the structure and tools they need to adopt an eco-friendly lifestyle (Abdou et al., 2022).

First and foremost, setting the tone for a hotel's sustainability initiatives requires the dedication of the leadership. Employees will understand that sustainability is a top priority if senior managers show sincere dedication to environmental stewardship (Pham et al., 2019). This dedication can take many different forms, including active involvement in green projects, consistent

communication of sustainability goals, and the incorporation of sustainability goals into the hotel's mission statement.

In order to successfully implement green environmental practices, resource allocation is required. These include allocating funds for green technology purchases, staff training initiatives, and the creation of specialized staff or green teams to manage sustainability projects (Elshaer et al., 2021). Hotels' attempts to be more sustainable may be hampered if they lack the resources necessary to implement and uphold eco-friendly procedures.

Implementing green environmental practices can also be done in an organized manner by establishing policies and procedures. Clearly defined policies and procedures aid in standardizing sustainability initiatives among hotel departments (Irani et al., 2022). Hotels, for instance, might use water conservation techniques, energy-saving procedures, or waste reduction policies to lessen their environmental impact (Elshaer et al., 2021, 2022).

Organizational support initiatives play important roles in helping hotels successfully adopt environmentally friendly practices. Numerous studies highlight how important supportive organizational cultures are for advancing sustainability initiatives inside a company (Aboramadan & Karatepe, 2021; Aboramadan et al., 2022; Hameed et al., 2022). The implementation of green practices is facilitated when hotel management exhibits a dedication to sustainability and invests funds in environmental projects (Yang et al., 2023).

Abdou et al. (2023) for instance. (2023) found that hotels with robust management support for sustainability were more likely to adopt green inclusive practices, such as waste reduction and energy-saving techniques. These demonstrate how important it is for hotel leaders to take part in setting the standard for environmental stewardship. In addition, Quan et al. (2022), Senior management's role in establishing policies, providing resources,

and encouraging staff to engage in environmentally friendly behaviour is emphasized.

Additionally, organizational support initiatives like training courses, staff development, and channels of communication help to raise environmental consciousness and cultivate sustainability (Bhutto et al., 2021; Karatepe et al., 2022; Thabet et al., 2023). Hotels can equip their staff with the knowledge and abilities necessary to successfully adopt green practices by investing in employee training initiatives (Chang et al., 2019).

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Furthermore, allowing workers to take part in sustainability-related decision-making processes boosts their sense of ownership and dedication to environmental objectives, which affects employee satisfaction, productivity, and overall effectiveness as well as organizational success and overall performance (Corbeanu & Iliescu, 2023; González-Gancedo et al., 2019; Karatepe et al., 2022).

Prioritizing sustainability in organizational support initiatives can help a hotel stand out from the competition, draw in eco-aware visitors, and improve brand recognition. The hotel's competitive position may be further strengthened by green initiatives that lead to cost savings due to decreased resource consumption.

Conversely, Paillé and Meija-Morelos (2019) argue that employee environmental performance is unlikely to be impacted by organizational environmental support for those with limited or no dispositional inclination.

Hotel Performance

Organisational performance is determined by the extent to which it achieves its goals and targets. It is a multidimensional concept that covers the various aspects of organisational functions. Financial and non-financial parameters are used to measure

performance in this study. The financial performance in the hotel sector is measured using occupancy rates, average daily rate (ADR), revenue per available rooms (RevPAR), gross operating profit per available room (GOPAR), market share, direct booking percentage (Herath et al., 2023; Njue, 2022; Panno, 2020; Wang et al., 2021). Conversely, the hotel non-financial performance is classified as customer satisfaction (Han, 2021), employee productivity and satisfaction (Vlašić & Poldrugovac, 2022), innovation and adaptability, corporate social responsibility (Alatawi et al., 2023; Panno, 2020), brand image and marketing effectiveness (Kiena & Hab, 2020), environmental sustainability (Miguez et al., 2023; Zareh et al., 2023), repeat business and customer loyalty (Nazari et al., 2020). However, the results of these studies are not sufficiently conclusive.

For example, the outcomes of Langgat et al. (2023) study show that host community involvement and waste management practices significantly impacted overall hotel performance. On the contrary, they reported that conservation practices did not impact overall hotel performance. Barakagira and Paapa (2023) show that waste management and water conservation practices have a significant impact on the performance of hotels. The same results also indicate that waste management does not contribute significantly to the performance of five-star hotels. Furthermore, the same study showed that energy conservation practices had no impact on hotel performance. Kularatne et al. (2019) investigated Sri Lanka to examine if implementing environmentally sustainable practices in large hotels will increase their efficiency. Results show that, particularly concerning energy efficiency and waste management, being environmentally responsible increases the effectiveness of hotel operations. However, in the area of efficiency improvement, water consumption is shown to have a conflicting outcome with a contradictory effect.

Mixed results have emerged from hotel guest satisfaction studies about environmentally friendly practices; some studies showed a favourable

relationship, whereas others did not (Zareh et al., 2023).

Literature has shown that in other parts of the world, studies on green practices have been carried out, as well as some sectors outside hospitality. In Uganda, similar studies have been carried out in hospitality facilities in urban areas focusing on 5-star hotels only. Little is known about green environmental practices in protected areas and all those areas away from cities.

Organisational Support and Hotel Performance

Many published studies in this field struggle with generalizability because they are primarily conducted in Western nations and pay little attention to Uganda's distinct cultural and economic context. In Uganda's hospitality industry, research on the mediating function of organizational support in the relationship between green environmental practices and hotel performance is specifically needed.

The majority of research on the sustainability of hospitality concentrates on large hotel chains and ignores the function of small and mid-sized hotels in Uganda. Research involving SMEs is crucial in order to comprehend the opportunities and challenges encountered when implementing sustainable practices, given Uganda's diverse hotel landscape. Conversely, according to some researchers (Paillé & Meija-Morelos, 2019), organizational support alone isn't always enough to improve environmental performance among employees.

Prior research has not given much attention to internal organizational support. For example, most studies concentrate on external factors such as suppliers, NGOs, government regulations, consumer demand for GEP, or market trends that impact green practices, but they do not examine the role of internal organizational support (training, management dedication, and resource distribution) (Aboramadan & Karatepe, 2021b). Similarly, one of the challenges the hotel industry is currently facing

in implementing green practices is a growing skills gap. Unfortunately, there is still a skills gap in the workforce when it comes to implementing green environment practices and hotel performance, even with easier access to training. According to El-Said et al. (2020), this implies that the shortage is caused more by a general lack of knowledge about the process of putting training into practice than by a lack of training.

Numerous studies acknowledge the value of green practices, but they don't particularly discuss how organizational support (The implementation and efficacy of these practices, as well as the ultimate performance of the hotel, are influenced by factors such as management commitment and resource allocation. The mechanisms underlying successful implementation are thus not fully understood (Pham et al., 2023). Limited investigation of performance outcomes, as demonstrated by earlier research that examines the adoption of green practices without evaluating the direct effects of these practices on overall hotel performance (financial results, visitor contentment, and staff involvement). There may still be a lack of research on the relationship between sustainability initiatives and business outcomes.

Research that is currently available frequently concentrates on discrete metrics, like environmental performance, without connecting these practices to more comprehensive hotel performance metrics (brand loyalty, customer satisfaction, and financial performance). Understanding how green practices contribute to overall success in the hotel industry is limited by this narrow focus (Elshaer et al., 2021)

A few studies investigate organizational support (e.g. 3. , leadership, resources, training) for green practices, but many don't offer a thorough framework that methodically looks at all types of support, such as monetary, emotional, and information-based support. Additional investigation may look into the ways in which various forms of organizational support interact and aid in the adoption of green practices (Cop et al., 2020).

Numerous studies treat hotels as if they were one single entity and ignore the variety of operating environments they face, including differences in size, location, destination market and ownership structure. Additional research is needed in order to identify how these context factors affect the link between organisational support and the success of green practices.

Little is known about how green practices impact overall performance outside of financial metrics. Studies usually ignore non-financial indicators like employee well-being, brand loyalty, and customer satisfaction (Pham et al., 2020). It might be possible to develop a more comprehensive perspective that incorporates operational and social performance metrics.

Despite the possibility of notable cultural and regional variations in green practices and the function of organizational support, little research has been done on conservation areas. Cultural context can affect the adoption of green practices and how they affect performance (Haldorai et al., 2022).

Many studies focus on management perspectives, but they fail to sufficiently take into account the perspectives of other significant stakeholders, such as suppliers, customers, employees, and local communities. Understanding their obligations could lead to more nuanced viewpoints on the effectiveness of green projects. Green practices' positive effects on the environment and hotel reputation are frequently discussed, but their effects on operational performance metrics like competitive advantage, customer satisfaction, and operational efficiency receive less attention. Studies that link green practices, organizational support, and multifaceted hotel performance may lack a thorough framework (Raza & Khan, 2022).

Lastly, the literature currently in publication emphasizes how important organizational support is in deciding whether environmentally friendly practices are implemented and how they affect hotel management in protected areas. However, little is

known about how organizational support functions in Uganda in mediating the relationship between hotel performance and green environmental practices.

A research gap exists in Uganda on organizational support for green practices implementation and hotel performance in conservation areas. This study determined whether there were any direct correlations between the variables under investigation.

The following hypotheses were developed.

H0₁: Organisational support does not significantly affect hotel performance in conservation areas in Uganda.

MATERIALS AND METHODS

The study applied the research philosophy of positivism to establish cause-and-effect relationships between variables. A deductive research approach was used to allow for a systematic and structured investigation that minimizes biases and maintains consistency. The study followed a quantitative methodological choice, which involved the collection and analysis of numerical data through statistical methods. A correlational research design was applied with a survey research strategy using a self-administered questionnaire. This allowed the researcher to collect data systematically and objectively, without influencing the participants' responses. The questionnaire's validity and reliability were examined for an accurate assessment through a pilot study. Multistage sampling (i.e., stratified, proportional, and simple random sampling) was used. A sample size of 265 participants from a population of 851 employees including managers, chefs, housekeepers, receptionists, and waitrons in 19-star-rated hotels from the study area was determined using Krejcie and Morgan's 1970 table of sample size determination. Results are more generalizable and representative of the population. The study engaged a multi-analytical approach using SPSS and PLS SEM. Factor analysis in SPSS

and Partial Least Square - Structural Equation Modelling in Smart PLS was applied.

RESULTS

Descriptive Statistics

Hotels and lodges in conservation areas that were sampled were given questionnaires. The researcher sent out 265 questionnaires to receive the desired number of responses; 255 (96 percent) of them were returned. As a result, the 96 percent response rate in this study was considered appropriate. 64.6% of the sample were males, and 35.7% were females. Following the initial review, SPSS version 22 software was used to perform a preliminary analysis on all 255 eligible cases.

Descriptive Statistics for Organisational Support

The findings highlight that the most prevalent form of organizational support in Ugandan conservation-area hotels and lodges is the allocation of financial resources, staff, and other necessary inputs to facilitate the adoption of green environmental practices. This is evident in hotel management's commitment to sustainability through the establishment of clear environmental objectives,

goals, and mission statements ($M = 4.082$, $SD = 0.862$). This suggests that management recognizes the importance of sustainability and is making strategic efforts to embed it into the organizational framework. For instance, investing in the use of energy-efficient technologies and the use of eco-friendly materials further demonstrates a proactive approach to sustainable hotel operations.

Additionally, hotels encourage departmental communication and cross-functional collaboration to incorporate sustainability considerations into other hotel operations ($M=4.031$, $SD=0.835$). This suggests that green practices are integrated into most aspects of hotel operations.

However, despite these efforts, the study identifies notable gaps in organizational support. For instance, employee training and educational opportunities regarding environmental issues were the least implemented support mechanisms ($M = 4.020$, $SD = 0.823$). This finding implies that although hotels invest in sustainability-related resources, they may not be sufficiently empowering their staff with the knowledge and motivation needed to drive these initiatives effectively.

Table 1: Descriptive Statistics for Organizational Support of Hotels and Lodges

Measurement Items- Engagement	Organizational Support and	Min	Max	Mean	Standard deviation
OSE1	Hotel management demonstrates commitment to sustainability by setting clear environmental objectives, goals, targets, and clear mission statements	1.000	5.000	4.082	0.862
OSE5	My Hotel promotes cross-functional collaboration and communication between departments to integrate sustainability considerations into various aspects of hotel operations	1.000	5.000	4.031	0.835
OSE6	My Hotel provides training and educational opportunities to employees to raise awareness about environmental issues and encourage active participation in sustainability initiatives.	2.000	5.000	4.020	0.823

Note: Valid N listwise = 255, 1 – Strongly Disagree; 2 Disagree; 3 – Neither Agree nor Disagree; 4 – Agree; and 5 – Strongly Agree

Descriptive Statistics for Hotel Performance of Hotels and Lodges

Table 2 displays the results of descriptive statistics regarding the performance of hotels and lodges. Employees generally agree that environmental protection measures have improved the image of the hotel among guests (mean = 3,949, SD = 0,850). Other stakeholders (likely suppliers, local community, industry) recognise the commitment of the hotel to the environment (mean = 3.898, SD = 0.824) and this can strengthen the partnership and external support to the hotel. Customers rank hotel services highly in terms of efficiency (mean = 3.933, SD = 0.845), which suggests that environmental practices did not compromise the quality of the service - indeed, they may have improved it.

Significant reductions in operating costs (mean = 3.859, SD = 0.828) are perceived, which suggests that green practices are cost-effective. Employees perceive a growth in revenues (mean = 3,933, SD = 0.867) and attribute this to the environmental initiatives of the hotel, which suggests that green practices contribute not only to cost savings but also to revenue generation (e.g. by attracting eco-conscious clients).

The overall conclusion is that the descriptive results indicate that, from the employees' point of view, environmental initiatives positively affect several aspects of hotel performance: the external image, the support of stakeholders, the efficiency of services, operating costs and financial performance. These results could suggest that green practices have strategic benefits beyond ethical obligations and directly improve the success of businesses.

Table 2: Showing Descriptive Statistics for the Performance of Hotels

Measurement Items- Hotel Performance		Min	Max	Mean	Standard deviation
HP10	Our hotel has a good image among guests due to our involvement in environmental protection.	1.000	5.000	3.949	0.850
HP3	Other stakeholders have recognized our hotel for its best practices in protecting the environment.	1.000	5.000	3.898	0.824
HP5	Our services are ranked high by our customers in terms of efficiency.	2.000	5.000	3.933	0.845
HP7	The costs of energy, water, and waste disposal have been reduced significantly.	1.000	5.000	3.859	0.828
HP9	The revenue at my hotels has increased significantly because of our involvement in protecting the environment	1.000	5.000	3.933	0.867

Note: Valid N listwise = 255; 1 – Strongly Disagree; 2 -Disagree; 3 – Neither Agree nor Disagree; 4 – Agree; and 5 – Strongly Agree

The Measurement Mode

The three fundamental types of measurement—average variance extracted (AVE), composite reliability (CR), and Cronbach's alpha (α)—are shown in Table 3.

Convergent, discriminant, and internal consistency validity were assessed to ascertain the survey's validity (Hair Jr et al., 2021). Factor loading values must be at least 0.708 in order to satisfy the minimal reliability requirement. The composite reliability

values, Rho_A, and omega coefficient (ω) in our instance were all higher than 0.70 (Becker et al., 2023), indicating that the bare minimum was met (refer to Table 3). Thirdly, the extracted average variance (AVE) must be less than 50. The AVE values in our case exceeded this cutoff (refer to Table 3). Considering that the outer model meets every requirement for convergent validity (Guenther et al., 2023)

Table 3: Item Loadings and Significance of the Reflective Measurement Models

Constructs/Measurement Items	Loading	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Hotel performance					
HP10	0.814	0.898	0.898	0.925	0.712
HP3	0.883				
HP5	0.886				
HP7	0.844				
HP9	0.787				
Organisational Support					
OSE1	0.925	0.922	0.922	0.950	0.865
OSE5	0.916				
OSE6	0.949				

Discriminant Validity

The results of the heterotrait-monotrait ratio (HTMT) are shown in Table 4. According to Rasoolimanesh (2022), this suggests that no construct had a statistically significant value greater than the 0.85 threshold. As stated by Hair et

al.(2021), every construct is reasonably separate. Additionally, the correlation between the latent variable and itself that is higher than its correlation with other constructs is known as the Fornel-Lacker criterion (see Table 4). Consequently, these tests showed excellent convergent and discriminant validity (Assaker & O'Connor, 2023)

Table 4. Discriminant Validity

Constructs	Fornell-Larcker criterion		Heterotrait-monotrait ratio (HTMT)	
	1	2	1	2
1 Hotel performance	0.844			
2 Organisational Support	0.737	0.930	0.809	

Investigating the Variance Inflation Factor (VIF) of the predictor's constructs allowed for the first examination of the structural model for potential collinearity or common bias method problems. All

of the VIF values were significantly below the 5.00 threshold (Hair et al., 2019) as indicated in Table 5, which was a clear sign that there were no problems with collinearity.

Table 5. Collinearity Statistics (VIF)

Measurement	VIF
HP10	3.672
HP3	4.844
HP5	4.423
HP7	3.775
HP9	3.552
OSE1	3.503
OSE5	3.021
OSE6	4.539

The Structural Model (Hypothesized Direct Relationship)

This study examined the direct relationship between variables OS and HP. Standardized Beta coefficients, which quantitatively range from 0.000 to 1.000, were used to interpret the path coefficients of the Partial Least Squares (PLS) structural model (Lowry & Gaskin, 2014) Hair et al. (2017) highlighted those values below 0 and 1 are typically regarded as non-significant. While non-significant or opposing paths do not support the earlier hypotheses, significant paths in the hypothesized direction offer empirical support for the proposed causal relationship (Hair et al., 2011). For direct associations, Smart PLS4 determined the significance of the route coefficients and associated t-values using a consistent PLS-SEM bootstrapping process. According to Wong (2013), a two-tailed t-test at a significance level of 5% considers a path coefficient significant if the T-statistic is higher than 1.96. The study discovered that the path coefficients of the inner model were statistically significant, indicating that the suggested connections between the model's variables are supported by empirical evidence and help to explain the difference in the endogenous variables.

Collinearity, Path Coefficients, R^2 and Effect Size (f^2)

Collinearity, explanatory power (R^2), and effect size (f^2) should be evaluated first in order to evaluate the structural model. The values and statistical

significance of path coefficients should then be examined (Hair et al., 2019).

The endogenous (dependent) variables' coefficient of determination (R^2) was then investigated. The R^2 of an endogenous construct indicates the amount of variance in the construct that can be accounted for by all of the exogenous (independent) variables in the model, indicating the structural model's explanatory power with respect to an endogenous construct. Considering that 0.25, 0.50, and 0.75 are regarded as having weak, moderate, and substantial explanatory power, respectively (Hair et al., 2019), as well as (Roldán & Sánchez-Franco, 2012).

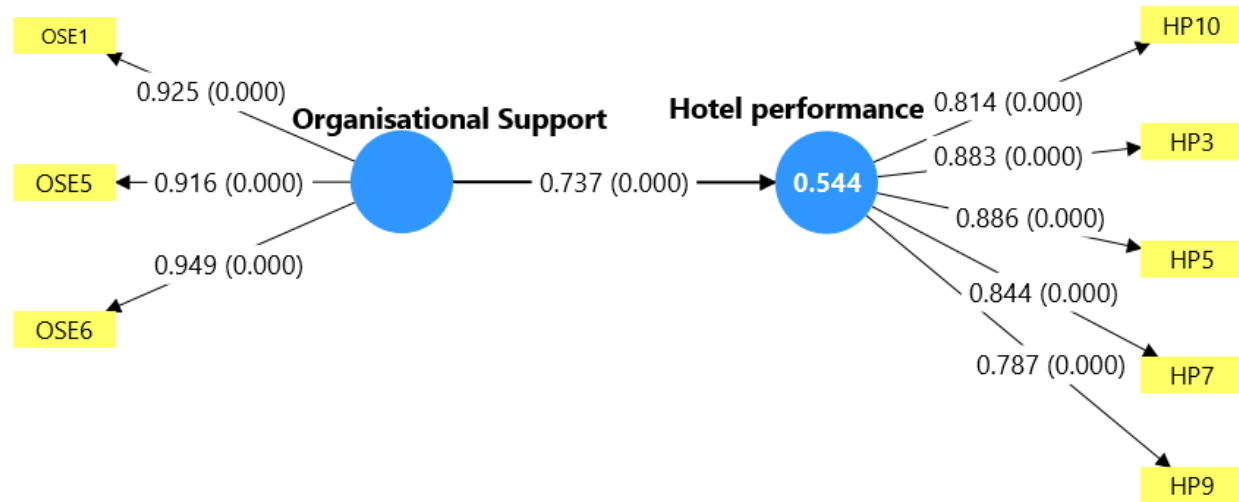
The results indicate that all the predictors (Independent variables), ie organizational support (OS) account for 54% ($R^2 = 0.544$) (table 6) of the variation in Hotel performance. Consequently, it can be said that the variance has been suitably explained by the current study and that the data is appropriate for additional hypothesis testing.

The Effect Size (f^2) indicates whether the endogenous variables' R^2 could be significantly altered by the removal of an exogenous (independent) variable. Organizational support (OS) had a large effect size (f^2) on hotel performance. This is in line with the notion that levels 0.02, 0.15, and 0.35 are small, medium, and large f^2 effect sizes, respectively (Cohen, 2013; Fey et al., 2023) Therefore, the large effect size is shown in Table 6.

Table 6. Showing the Collinearity, Path Coefficients, R^2 and Effect Size (f^2)

Hypotheses	Path	B	STDEV	T statistics	P Values	VIF	f^2	Remarks
H0 ₁	OS → HP	0.737	0.036	20.670	0.000	1.000	1.191	Not Supported
	R-square	R-square adjusted						
Hotel performance	0.544	0.542						

Note: β – beta coefficient, SDEV – Standard Deviation; VIF – Variance inflation factor; HP – Hotel Performance; OS- Organizational Support;

Figure 1: Structural Models Showing Path (β) Coefficients of the Direct Effects, P-value, Loadings, and R-square.

H0₁: Organizational support does not significantly affect hotel performance in conservation areas in Uganda. This hypothesis was rejected based on $P=0.000$ and $T=20.670$ (Table 6). These results, together with the path coefficient ($\beta=0.737$), indicate that organizational support (OSE) has a significant effect on hotel performance (HP).

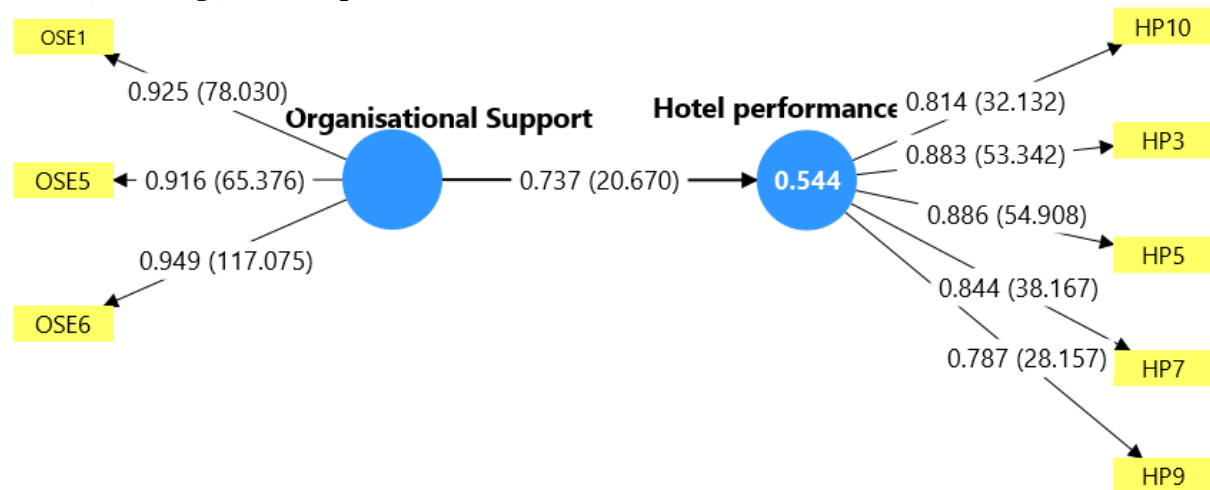
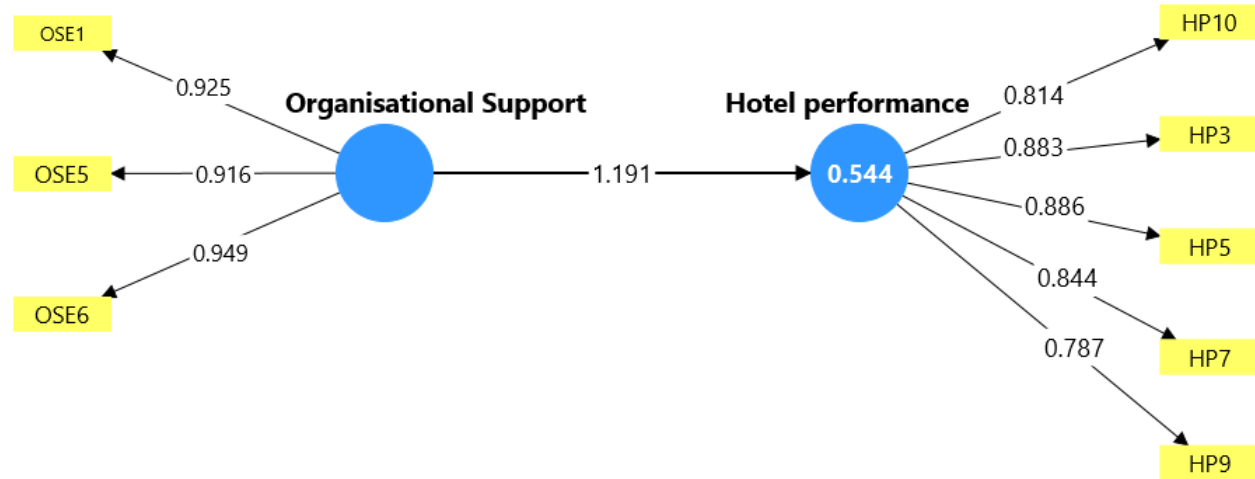
Figure 2: Structural Models Showing Path (β) Coefficients of the Direct Effects Path Coefficients, t-values, Loadings, and R-square.

Figure 3: PLS-SEM Algorithm: F-square, Outer Weights/loadings, and R-square.**Predictive Relevance Q^2 and PLSpredict.**

The outcomes of the model's predictive ability are shown in Table 7. The findings show that all of the Q^2 predict statistics for the endogenous latent variable (LV) HP and the measurement variables (MV) of the endogenous construct are greater than 0 (Becker et al., 2023), indicating that the proposed model was accurate and predictively relevant. For the MV, the Q^2 values were .362 to .413, whereas the LV's Q^2 was .539, suggesting that the model was capable of accurately predicting results (Kock, 2022).

A closer look at the linear regression model's (LM) PLSpredict statistic MAE and RMSE values in

comparison to the endogenous construct's (HP) RMSE and MAE values reveals that the model has a higher predictive power. Consequently, all endogenous construct indicators have RMSE and MAE values that are below the naïve LM benchmark (see Table 7), which indicates a strong predictive relevance. For instance, the LM_RMSE value of 0.684 for the same measurement variable HP10, is greater than the PLS-SEM_RMSE value of 0.682 for the measurement variable (MV) HP10. Similarly, for the same measurement variable HP1, the LM_MAE value of 0.556 is greater than the PLS-SEM_MAE value of 0.551, which is lower for MV HP1.

Table 7: PLSpredict MV summary

MV	Q^2_{predict}	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE
HP10	0.362	0.682	0.551	0.684	0.556
HP3	0.387	0.648	0.503	0.650	0.505
HP5	0.383	0.666	0.515	0.666	0.515
HP7	0.356	0.668	0.524	0.670	0.526
HP9	0.413	0.667	0.537	0.671	0.528
PLSpredict LV summary					
	Q^2_{predict}	RMSE	MAE		
Hotel performance	0.539	0.685	0.541		

MV- Measurement variables; LV – Latent Variables

DISCUSSION

The current study developed a null hypothesis (H0₁) that: Organizational support does not significantly affect hotel performance in conservation areas in Uganda. This hypothesis was rejected, indicating that organizational support plays a significant role in determining hotel performance. This is consistent with the findings of (Mahmoud et al., 2023), which suggest that Employees who receive positive management support use less water in hotels, particularly in the restrooms, kitchen, housekeeping, and laundry areas, as well as in water facility operations like irrigation, cleaning, maintenance, and HVAC (heating, ventilation, and air conditioning). This finding underscores the critical importance of organizational backing, particularly in environments like conservation areas, which often present unique operational challenges (Wijaya, 2018).

Organizational support refers to the extent to which an organization provides resources, training, and an enabling environment for employees to perform their roles effectively. The rejection of the null hypothesis indicates that these factors are directly linked to improved hotel performance, aligning with prior research (Karatepe et al., 2022; Rehman et al., 2023;) that emphasizes the role of support systems in enhancing operational efficiency and employee productivity.

Hotels that demonstrate strong organizational support are better positioned to implement and sustain eco-friendly practices, which both tourists and regulatory bodies increasingly demand. This support translates into competitive advantages, including enhanced reputation, operational cost savings, and compliance with conservation policies (Kularatne et al., 2019; Barakagira & Paapa, 2024).

This is consistent with the human capital development theory, which holds that businesses that put an emphasis on developing their employees' knowledge, skills, and abilities—known as human

capital—tend to be more productive and competitive, which enhances organizational performance (G. S. Becker, 1964). According to the HCDT, staff members who are given the chance to grow professionally are more likely to pick up knowledge and abilities that will help a hotel embrace and apply green environmental practices. According to Barakagira & Paapa (2023), these methods could involve waste minimization, energy conservation, and sustainable sourcing. Hotel performance has been found to improve when these practices are implemented in terms of cost savings, customer satisfaction, and reputation (Mbasera et al., 2016; Khalil et al., 2022; Barakagira & Paapa, 2023)

This evidence suggests that organizations that prioritize sustainability and provide resources for its implementation tend to outperform their less supportive counterparts.

The results are in contrast with the findings from previous studies by Paillé and Meija-Morelos (2019), who contend that organizational environmental support is unlikely to affect individual environmental performance because Organisational support is not always enough to encourage employee environmental performance.

Contributions

Theoretically, the study contributes to the literature on environmental management and human capital by emphasizing their interplay in achieving sustainability, particularly in conservation-sensitive areas. The study extends HCDT by demonstrating that human capital drives productivity and is essential for achieving sustainable practices and environmental performance, exemplified by a hotel in a conservation area.

Practically, This study provides actionable insights for hotel managers and policymakers in the conservation areas of Uganda on how to strengthen organisational support to improve the successful implementation of green practices, ultimately leading to improved hotel performance. It

underlines the crucial role of internal support mechanisms - such as staff training, allocation of resources and commitment to governance - in achieving environmental sustainability and business success. The findings provide a practical framework for hotels to propose support strategies that not only meet conservation objectives but also increase competitiveness, reputation, satisfaction of guests and financial performance.

CONCLUSIONS

The study examined how organizational support affected hotel performance in Ugandan conservation areas. Following a thorough examination of pertinent data, it is clear that organizational support is crucial to improving the performance of hotels situated in these distinctive locations. Hotel performance was found to be directly impacted by organizational support, which includes staff training, resource allocation and infrastructure development, and financial resources. In summary, this study demonstrates that hotel performance in Ugandan conservation areas is significantly influenced by organizational support. Hotel operators can boost customer satisfaction and improve operational efficiency, competitiveness, reputation, and financial performance.

Recommendations

The report suggests that hotels strengthen management's commitment to green initiatives by investing in environmental practices and establishing clear sustainability goals, creating formal green policies that are incorporated into strategic plans, and enhancing staff engagement and training in green initiatives. In order to draw in eco-aware tourists, it also recommends offering rewards for exceptional environmental contributions, cultivating a sustainable culture, working with outside parties, routinely observing and assessing green practices, and using green accomplishments as a competitive mark.

Areas of Further Research

Future studies could examine how organizational support for green environmental practices affects hotel performance over the long term in Uganda's various conservation areas, taking into account differences in hotel size and ownership. Research could also look into how government policies, community partnerships, and employee engagement function as moderating factors. Furthermore, studies that compare Uganda to other nations with comparable conservation environments would contribute to a better understanding of contextual influences.

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