

# Integrating perceived benefits of green practices and employees' green values in enhancing green supply chain management of restaurants in Tanzania

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## Abstract

**Purpose** – This paper explores the mediating role of managerial employees' green values, particularly interpersonal green trust (IGT) and environmental commitment (EC) on the relationship between perceived benefits of green practices (PBG) and green supply chain management (GSCM) of restaurants.

**Design/methodology/approach** – This study adopted a cross-sectional research design, which allowed the collection of quantitative data from 386 managerial employees, including managers and supervisors of restaurants in Arusha, Tanzania. Partial least squares-structural modelling was used to analyze the quantitative data collected from respondents through a structured questionnaire.

**Findings** – Findings revealed the significant influence of PBGP on GSCM of restaurants and this relationship is mediated by EC and not IGT.

**Research limitations/implications** – This study applied upper echelon theory (UET) by focusing solely on its theory's psychological attribute. Future studies should incorporate demographic attributes such as age, tenure, gender and educational background to examine how they interact with psychological attributes in enhancing GSCM of restaurants.

**Practical implications** – Depending on their position, stakeholders of the restaurant industry should invest on initiatives that enhance effective communication of the tangible benefits of green practices among key operators of restaurants. They should also focus on strengthening EC of restaurant employees who are responsible with GSCM of restaurants.

**Originality/value** – This study extends the hospitality literature by offering a novel UET's framework for adopting GSCM of restaurants in developing countries like Tanzania.

**Keywords** Perceived benefits of green practices, Interpersonal green trust, Environmental commitment, Green supply chain management

**Paper type** Research article

## 1. Introduction

Implementing green supply chain management (GSCM) has emerged as an essential environmental sustainability decision that contributes to the sustainable performance of organizations, particularly those operating in the hospitality sector (Haldorai *et al.*, 2025). The increasing importance of GSCM has been a result of frequently reported global



environmental problem that does not only result into climatic change and biodiversity loss, but also negatively affects human health and the society in general (Kuar *et al.*, 2022). Firms that support the implementation of GSCM tend to be morally right to the society by integrating environmental concerns into their supply chain operations (Jum'a *et al.*, 2024). However, individuals' cognitive perspectives such as their perceptions on green practices play a significant role in supporting or opposing environmental sustainability decisions of firms operating in the hospitality sector (Hamzah *et al.*, 2025).

Specifically, perceived benefits of green practices (PBG) has been found to influence various environmental sustainability decisions related to supply chain management (Choi and Han, 2019; Satchapappichit *et al.*, 2013; Shahir *et al.*, 2023). When managerial employees perceive green practices as beneficial in term of cost savings, waste reduction, improved brand reputation and increased customer loyalty, they may motivate colleagues to integrate environmental considerations into their supply chain operations (Kuar *et al.*, 2022). However, restaurants especially in developing economies have been slow to integrate environmental considerations into their supply chain operations (Wabanhu *et al.*, 2025; Elias and Chagalima, 2024). This might be due to inconsistencies in the literature surrounding the influence of PBGP on various GSCM dimensions.

For example while Lin *et al.* (2020) revealed a strong and positive effect of PBGP on GSCM, Etse *et al.* (2023) reported insignificant relationship. This indicates that additional factors, such as green values, could influence the connection between PBGP and GSCM. This study argues that PBGP plays a vital role in shaping organization's GSCM efforts, but its impact may be mediated by green values. This study focuses on two green values, particularly environmental commitment (EC) and interpersonal green trust (IGT) in examining their influence on GSCM. This focus is guided by Ha and Lee (2022) and Huda (2024), who argued that commitment and trust are the fundamental values of an individual that shape decision-making relating to sustainability issues. Furthermore, the upper echelon theory (UET) emphasizes on the need of integrating individuals' cognitive perspectives (e.g. their perception on the benefits of green practices) and values (e.g. their EC and IGT) in shaping organizational strategic decisions (Hambrick and Mason, 1984).

EC connotes individuals' ethical devotion to minimize environmental footprint (Bukhari *et al.*, 2022). Studies such as Kuar *et al.* (2022) and Shah *et al.* (2023) reported the significant role of EC in the relationship between individuals' perceptions and environmental sustainability decisions. Likewise, PBGP may influence EC of restaurant operators and facilitate the implementation of GSCM. On the other hand, interpersonal trust has been viewed as the key factor that enhance ethical collaborations among individuals toward environmental sustainability decisions (Lei *et al.*, 2019; Yuan and Ma, 2022). In the context of this study, IGT entails the employees' commitment to enhance emotional and relational bond relating to their actions in green practices. Righetti and Finkenauer (2011) and Simpson (2007), claim that interpersonal trust that enhances environmental sustainability initiatives may be predicted by perceptions of individuals who are responsible with those initiatives. Considering their claims, IGT, may play a significant role in mediating the relationship between PBGP and GSCM among restaurants.

The role of perception, trust and commitment toward sustainability decisions in the supply chain has been widely studied in various industrial contexts (Badar *et al.*, 2025; Bhatia and Jakhar, 2021; Etse *et al.*, 2023; Nasir *et al.*, 2023). However, it is unclear whether PBGP, EC and IGT should be integrated to enhance GSCM of restaurants, especially in developing countries where GSCM is still an emerging concept (Suleiman, 2023). Considering an existing global emphasis on sustainability of restaurants in developing countries, this study assesses the effect of PBGP on GSCM of restaurants in Tanzania. The relevance of Tanzania in this study stems from the growing hospitality industry that play a crucial role in food supply chains where inadequate integration of environmental concerns in its supply chain operations can lead to environmental problems (Wabanhu *et al.*, 2025; Lyakurwa, 2023). Given the existing inconsistencies regarding the influence PBGP on GSCM, this study further examines the mediating role of IGT and EC in the relationship.

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The study contributes to GSCM literature by offering empirical evidence of the mediation role of EC in the relationship between PBGP and GSCM of restaurants, a domain that has received limited attention. Drawing on the UET, this study further extends the theoretical discourse by highlighting how cognitive perspective and values may be integrated to shape GSCM of restaurants. Addressing these gaps, contributes theoretically to the literature on GSCM and provides practical insights for both decision makers and policymakers seeking to enhance GSCM of restaurants in developing economies.

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## 2. Theoretical foundation of the study and hypothesis development

### 2.1 Theoretical foundation of the study

The UET by [Hambrick and Mason \(1984\)](#) suggests that an organization's outcomes such as strategic decision are largely influenced by the characteristics of its top management team. The theory argues that experiences, values and cognitive perspectives of top managers and leaders shape their ways of interpreting and responding to business situations, ultimately affecting organizational strategies and outcomes. This study applies UET in examining how managerial employees' values (IGT and EC) may be integrated with their cognitive perspectives (PBGP) to shape environmental sustainability decisions, particularly the implementation of GSCM. This framework is relevant in restaurant industry, particularly in the developing countries where integrating environmental concerns in supply chain operations of hospitality firms is still an emerging issue ([Suleiman, 2023](#)).

Previous studies ([Bhatia and Jakhari, 2021](#); [Wang et al., 2016](#)) have examined the influence of UET's characteristics on various sustainability decisions in different industries. However, they have not extensively examined how these characteristics can be integrated to enhance environmental sustainability decisions, particularly GSCM of restaurants in developing countries like Tanzania. This study conceptualizes EC and IGT as mediating variables in the relationship between PBGP and GSCM of restaurants. By bridging this gap, the study contributes to both theoretical and practical discussions on how PBGP drive GSCM of restaurants through EC and IGT in developing economies.

### 2.2 Hypotheses development

This section reviews the literature related to the direct influence of PBGP on GSCM, as well as the mediating roles of IGT and EC in the relationship. [Table 1](#) serves as a synthesis of the reviewed literature, offering a structured representation of how prior studies relate to the current research model and formulated hypotheses.

**2.2.1 Perceived benefits of green practices and GSCM.** According to [Hambrick and Mason \(1984\)](#), upper echelons' cognitive perspective such as their perceptions, play a significant role towards organizational strategic decisions. Earlier studies (e.g. [Kuei et al., 2015](#); [Park and Kim, 2014](#); [Wang et al., 2013](#)) explored how these benefits encourage firms to engage in green initiatives like GSCM. However, these studies primarily focused in manufacturing contexts where environmental efforts often align with operational efficiency and cost savings. As GSCM field evolves, recent research (e.g. [Etse et al., 2023](#); [Lin et al., 2020](#); [Shahir et al., 2023](#)) has sought to empirically examine the link between PBGP and GSCM, providing contradicting findings. For example, [Lin et al. \(2020\)](#) and [Shahir et al. \(2023\)](#) found a significant positive relationship between PBGP and GSCM. This suggest that organizations that recognize the value of green practices are more likely to effectively implement GSCM. However, [Etse et al. \(2023\)](#) reported insignificant relationship, implying that factors other than perception on green practices might play a role in influencing this relationship.

A notable limitation to recent studies is their focus on organizations operating in manufacturing ([Etse et al., 2023](#); [Lin et al., 2020](#)) and education ([Shahir et al., 2023](#)) sectors, with limited attention to the restaurant industry. This is a critical gap as restaurant industry differ markedly from other industries. The reliance of restaurants on perishable inputs,

**Table 1.** Summary of literature review

| Author(s)                         | Year | Key focus   | Context/Industry             | Key findings  | Research gap  |
|-----------------------------------|------|---|------------------------------|---|---|
| Hambrick and Mason                | 1984 | Upper Echelon Theory and managerial influence on decisions                          | General/Strategic Management | Managerial values (e.g. perception, commitment, trust) influence strategic organizational decisions | Not specific to environmental sustainability or green practices           |
| Chen and Chang                    | 2013 | Green trust and perceived quality/satisfaction                                      | Electronic/IT                | Trust is influenced by perceived green quality and satisfaction                                     | Focused on consumer perspective on products, not organizational decisions |
| Coy <i>et al.</i>                 | 2013 | Environmental commitment and support for green campus initiatives                   | Education                    | Commitment influences participation in green initiatives  | Not focused on supply chain settings                                      |
| Wang <i>et al.</i>                | 2013 | Green management standards for restaurants through GSCM                             | Restaurant                   | Environmental commitment enhances green supply chain decisions                                      | Lacks behavioral/mediating variables                                      |
| Park and Kim                      | 2014 | Environmental proactivity in hotel operations                                       | Hospitality/Hotels           | Ownership type moderates environmental strategies   | Not focused on perceived benefits or interpersonal trust                  |
| Kuei <i>et al.</i>                | 2015 | Determinants of GSCM and performance improvement                                    | Manufacturing                | Perceived benefits (e.g. cost saving) drive GSCM adoption   | Manufacturing focus, not hospitality sector                               |
| David and Golan                   | 2017 | Interpersonal trust in virtual teams  | Various industries           | Trust mediates collaboration  | Not applied to environmental or green contexts                            |
| Johansson Sevä and Kulin          | 2018 | Citizens' commitment to environmental protection across nations                     | Various industries           | Low commitment limits environmental initiative participation  | Focus on individuals, not organizational strategies                       |
| Bulińska-Stangrecka and Bagienska | 2019 | HR practices and interpersonal trust affecting collaboration and innovation         | Telecommunication            | Trust supports teamwork and innovation  | No green context included   |
| Cop <i>et al.</i>                 | 2020 | Role of green training and perceived behavioral control in environmental commitment | Hospitality/Hotels           | Perceived control mediates training and commitment  | Does not directly address GSCM or perceived green practice benefits       |
| Lin <i>et al.</i>                 | 2020 | Adoption of GSCM among SMEs and impact of perceived green benefits                  | Manufacturing                | Positive link between PBGP and GSCM   | SME and manufacturing focus, not restaurants                              |

*(continued)*

**Table 1.** Continued

| Author(s)              | Year | Key focus   | Context/Industry   | Key findings  | Research gap  |
|------------------------|------|---|--------------------|---|---|
| Kuar <i>et al.</i>     | 2022 | Hotel green practices and top managers' environmental commitment                      | Hospitality/Hotels | Perceived benefits drive commitment and green practice adoption             | Context limited to hotels, not restaurants                        |
| Etse <i>et al.</i>     | 2023 | Perceptions and sustainable procurement practices                                     | Various industries | Found insignificant link between PBGP and sustainability practices          | Inconclusive results on PBGP and GSCM link, no hospitality focus  |
| Shah <i>et al.</i>     | 2023 | Perceived CSR, environmental consciousness, and commitment influencing green behavior | Manufacturing      | PBGP enhances environmental commitment and pro-environmental behavior       | No exploration of GSCM link                                       |
| Shahir <i>et al.</i>   | 2023 | Perceived green benefits as key drivers of green practices                            | Education          | Cost reduction and improved image are major PBGP influencing sustainability | Broad view, lacks industry-specific insights                      |
| Tabrizi <i>et al.</i>  | 2025 | Green HRM enhancing green voice behavior through job embeddedness                     | Restaurant         | Interpersonal green trust fosters sustainability behavior                   | Lacks focus on GSCM or perceived benefit link                     |
| Mawardi <i>et al.</i>  | 2024 | Determinants of green trust in restaurant repurchase intentions                       | Restaurant         | Green trust influenced by perception and behavior                           | No examination of trust as a mediator in GSCM adoption            |
| Robinson <i>et al.</i> | 2024 | Challenges in restaurant sustainability practices                                     | Restaurant         | Restaurants face unique challenges (e.g. food waste, perishables)           | Lacks empirical study on PBGP–GSCM relationship                   |
| Haldorai <i>et al.</i> | 2025 | Sustainability in restaurants   | Restaurant         | Emphasizes contextual complexity of sustainability in food sector           | Not focused on PBGP or mediators                                  |
| Karatepe <i>et al.</i> | 2025 | GHRM, spirituality, environmental commitment, and green behavior                      | Hospitality        | Commitment mediates the effect of GHRM on green behavior                    | No direct link to PBGP or GSCM in sub-Saharan African restaurants |

**Source(s):** Authors' own compilation based on reviewed literature

susceptibility to food waste, changing consumer expectations and evolving regulatory demands introduce unique and more complex sustainability challenges to restaurants (Haldorai *et al.*, 2025; Robinson *et al.*, 2024). In such a complexity and challenging setting, understanding the relationship between PBGP and GSCM of restaurants, particularly those operating in developing countries like Tanzania where environmental awareness is rising, offers valuable insights into specific strategies and policies that promote sustainability in the restaurant industry. Based on this rationale, we propose the following hypothesis:

H1. PBGP positively and significantly influence GSCM of restaurants.

2.2.2 *The mediating role of interpersonal green trust in the relationship between perceived benefits of green practices and GSCM.* Trust has long been recognized as the key human factor that enhances decision-making. For example, Hambrick and Mason (1984) in the UET emphasized the role of managerial values like trust on strategic decisions. Later, scholars such as Chen and Chang (2013) managed to establish the linkage between green trust and sustainability decisions related to the products. Recently, researchers have shifted from product oriented trust to individual trust, identifying interpersonal trust as the key values of individuals that enhances collaboration toward sustainable decision-making (Bulińska-Stangrecka and Bagińska, 2019; David and Golan, 2017). Likewise, restaurant operators with strong IGT are more likely to make appropriate sustainability decisions like the implementation of GSCM.

Studies that are more recent noted that trust is not a static construct but can be shaped by individual perceptions (Mawardi *et al.*, 2024). This implies that IGT that enhances sustainability initiatives, may vary depending on individual perception on green practices. From a behavioral standpoint, the study by Badar *et al.* (2025) found that trust mediates the adoption of sustainability strategies in supply chains, suggesting that even when individuals recognize the benefits of green practices such as cost reduction or improved customer satisfaction, a lack of trust, particularly IGT can hinder effective implementation of environmental sustainability strategies, particularly GSCM. In the restaurant industry, IGT may influence how PBGP translate into GSCM. This mediating role is underexplored in developing contexts like Tanzania, where environmental efforts face various challenges (Issa, 2023). Grounded on the UET, it is assumed that a strong IGT may significantly enhance GSCM of restaurants especially when restaurant operators perceive green practices as beneficial. Thus, the study proposes the following hypothesis:

H2. IGT mediates the relationship between PBGP and GSCM of restaurants.

2.2.3 *The mediating role of environmental commitment in the relationship between perceived benefits of green practices and GSCM.* EC is a key personal value that influences sustainability behaviors. This has been supported by the UET that individual values like EC may predict sustainability outcomes of an organization (Hambrick and Mason, 1984). Earlier studies (Coy *et al.*, 2013; Johansson Sevä and Kulin, 2018; Wang *et al.*, 2013) have insisted on the need of EC for enhancing sustainability initiatives. For example, Coy *et al.* (2013); Johansson Sevä and Kulin (2018) show that low commitment leads to reduced participation in environmental initiatives, reflecting a motivational gap. In the other hand, Wang *et al.* (2013) emphasize that individuals with high EC are more likely to integrate green concerns into supply chain decisions. This is particularly relevant in restaurants, where employees directly affect environmental sustainability initiatives like GSCM.

Recent research has begun to view EC not just as a fixed value but as an outcome of individual perceptions related to green benefits (Cop *et al.*, 2020; Kuar *et al.*, 2022; Shah *et al.*, 2023). For example, Cop *et al.* (2020) and Shah *et al.* (2023) found that individuals are more committed to sustainability when they perceive clear benefits from green practices. Similarly, Kuar *et al.* (2022) argue that both tangible and intangible benefits of green practices increase EC toward sustainability initiatives. This suggest a reciprocal relationship, where employees who perceive advantages in green initiatives become more committed to environmental protection and ultimately implement environmental sustainability strategies. This confirms the significant mediating role of EC towards the implementation of environmental sustainability strategies in various contexts. Despite these insights, limited attention has been given to the restaurant industry in sub-Saharan Africa. The most recent studies in restaurant industry (Karatepe *et al.*, 2025) support the mediating role of EC toward green behavior, ignoring its mediating role toward GSCM. This study advances precious theoretical frameworks by integrating EC as a mediator through which PBGP translates into actual GSCM

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in restaurants. Built on the UET, it is expected that PBGP may effectively improve GSCM of restaurants when restaurant operators have EC. Therefore, this study proposes the following hypothesis:

*H3.* EC mediates the relationship between PBGP and GSCM in restaurants.

### 3. Methods

#### 3.1 Sample and data collection

This study adopted a cross-sectional survey design, following the assertion by [Saunders and Lewis \(2017\)](#) that such a design enables the collection of quantitative data related to study's variables at a single point in time. Arusha, Tanzania was selected as the study area due to its rapid growth in the tourism and hospitality sector where restaurants play a significant role ([Ndamgoba, 2024](#); [Njoroge et al., 2020](#)). The region has also been recognized as a suitable representative for investigating GSCM dimensions among hospitality firms in sub-Saharan Africa ([Suleiman, 2023](#)).

A two-stage sampling procedure was employed to enhance both the representativeness and reliability of the study's findings. In the first stage, simple random sampling was used to select restaurants from a population of 544 registered establishments in Arusha City. This approach aimed to minimize selection bias and improve the generalizability of the results. In the second stage, purposive sampling was applied to identify respondents within the selected restaurants, specifically targeting managerial staff particularly managers and supervisors responsible for overseeing supply chain operations. Given the unknown total number of such managerial employees in the population, [Cochran's \(1977\)](#) formula was employed to determine the minimum required sample size. Using a 95% confidence level, a 5% margin of error and an estimated population proportion of 0.5, the minimum sample size was calculated to be 384 respondents. In accounting for potential non-responses and incomplete submissions, a total of 660 questionnaires were distributed to managers and supervisors across 231 selected restaurants. Out of 660 questionnaires, 401 were returned, with 386 deemed sufficiently complete for analysis.

Ethical considerations were rigorously observed throughout the data collection process. Respondents were provided with consent forms to ensure voluntary participation. Participants were assured of confidentiality at all stages of the research process. They were also informed about the study's purpose and their right to withdraw from participation at any time without consequence. Prior to data collection, ethical approval for the study was obtained from the Moshi Co-operative University's ethical committee.

#### 3.2 Measures

In order to ensure validity of the questions, the questionnaire was pre-tested by using experts in supply chain management followed by the pilot study involving managers and supervisors of restaurants. The study had four main variables. GSCM referred in this study as dependent variable was measured by the extent in which restaurants integrate environmental considerations into supply chain operations. The six items to measure GSCM were inspired by studies of [Abbas and Hussien \(2021\)](#), [Wang et al. \(2013\)](#) and [Zhang et al. \(2021\)](#). PBGP, considered in this study as independent variable was measured by the extent in which managerial employees agreed or disagreed that adopting environmental friendly initiatives is advantageous to their restaurants. This variable was measured by using six items adapted from the study of [Kuar et al. \(2022\)](#) and [Park and Kim \(2014\)](#). Likewise, IGT, the mediating variable was measured by the extent to which managerial employees of restaurants have developed emotional and relational bond relating to their actions in green practices. The five items to measure IGT were adapted from the study of [Huo et al. \(2023\)](#). Finally, EC, another mediating variable was measured by the degree in which managerial employees devote to minimize

environmental footprint, using six items adapted from the study of [Keles et al. \(2023\)](#) and [Kim et al. \(2015\)](#). A five-point Likert scale from 1-strong disagree to 5-strong agree was used as the measurement scale.

### 3.3 Data analysis

Given the complexity of the proposed model, which seeks to examine how PBGP influence GSCM through mediating variables, partial least square structural equation modeling (PLS-SEM) was employed as the primary data analysis technique. This approach was chosen due to its predictive ability as well as handling complex models. Compared to the covariance-based structural equation modelling (CB-SEM), PLS-SEM offers distinct advantages, especially in predictive analysis and complex relationships among variable ([Hair et al., 2019](#)). Therefore, PLS-SEM was appropriate for this study, which aimed to explore the predictive power of PBGP on GSCM through the mediators (EC and IGT). Since the data were gathered through a cross-sectional survey using self-administered questionnaires filled out by managerial employees, it was crucial to address potential issues of common method bias (CMB).

In addition to implementing procedural strategies such as assuring respondent anonymity and confidentiality that minimize evaluation apprehension and social desirability bias ([Malhotra et al., 2017](#); [Nourafkan et al., 2024](#)), a statistical technique based on Harman's single-factor test was employed to examine the presence of CMB ([Harman, 1967](#); [Podsakoff et al., 2003](#)). In this case, an exploratory factor analysis (EFA) was conducted to check whether a single factor accounted for the majority of the variance in the data. The analysis showed that a single factor explained only 30.02% of the total variance, which is below the 50% threshold, suggesting that CMB was not a serious concern in this study.

## 4. Results

### 4.1 Measurement model

In this study, an evaluation of measurement model involved assessment of reliability and validity of variables and their indicators. In this case, factor loadings for indicator reliability, Cronbach's alpha ( $\alpha$ ) and composite reliability (CR) for convergent reliability, average variance extracted (AVE) for indicator validity and heterotrait-monotrait ratio (HTMT) for constructs' discriminant validity were evaluated ([Hair et al., 2019](#)). [Hair et al. \(2019\)](#) recommend the minimum threshold value of 0.708 for item reliability, 0.70 for  $\alpha$  and CR and 0.50 for AVE. Moreover, the required HTMT value for discriminant validity must be less than 0.85. The findings ([Table 2](#)) showed that all 23 items of the study's constructs loaded above 0.708. The Cronbach's alpha ( $\alpha$ ) and CR values ([Table 2](#)) of the four constructs of the study exceeded the recommended threshold values of 0.70 while the AVE values ([Table 2](#)) of all constructs recorded above 0.5. It means that all the values met the thresholds recommended by [Hair et al. \(2019\)](#). The adequate loadings of items,  $\alpha$ , CR and AVE suggest attainment of reliability and validity of the measurement model confirming the reliability and validity of the questionnaire used. Likewise, the threshold value of less than 0.85 indicated in [Table 3](#) shows existence of discriminant validity meaning that each construct is distinct from the other in the measurement model. This result further confirms the validity of the questionnaire ([Hair et al., 2019](#)).

### 4.2 Test of research hypotheses

Hypotheses testing was proceeded by the assessment of the structural model. This process involved evaluating the predictive power of the ( $R^2$ ), effect size ( $f^2$ ) and predictive relevance ( $Q^2$ ) of the model as proposed by [Hair et al. \(2019\)](#). [Figure 1](#) shows the  $R^2$  for the structural model, assessing the amount of variance explained by endogenous variable in connection to corresponding exogenous variable ([Hair et al., 2019](#)). The variables IGT, EC and GSCM had  $R^2$  values of 0.290, 0.394 and 0.864, respectively. This suggest that the model explained 29.0% variance of IGT, 39.4% variance of EC and 86.4% variance of GSCM. According to [Hair et al.](#)

**Table 2.** Measurement model assessment for reliability and convergent validity

| Constructs/Indicators                               | Loadings | Cronbach's<br>alpha ( $\alpha$ ) | CR    | AVE   |
|---|----------|----------------------------------|-------|-------|
| <i>Perceived benefits of green practices (PBGP)</i> |          | 0.894                            | 0.899 | 0.597 |
| PBGP1   | 0.806    |                                  |       |       |
| PBGP2   | 0.801    |                                  |       |       |
| PBGP3   | 0.739    |                                  |       |       |
| PBGP4   | 0.780    |                                  |       |       |
| PBGP5   | 0.764    |                                  |       |       |
| PBGP6   | 0.746    |                                  |       |       |
| <i>Environmental commitment (EC)</i>                |          | 0.932                            | 0.935 | 0.707 |
| EC1   | 0.800    |                                  |       |       |
| EC2   | 0.816    |                                  |       |       |
| EC3   | 0.879    |                                  |       |       |
| EC4   | 0.903    |                                  |       |       |
| EC5   | 0.868    |                                  |       |       |
| EC6   | 0.769    |                                  |       |       |
| <i>Interpersonal green trust (IGT)</i>              |          | 0.868                            | 0.869 | 0.570 |
| IGT1  | 0.764    |                                  |       |       |
| IGT2  | 0.782    |                                  |       |       |
| IGT3  | 0.763    |                                  |       |       |
| IGT4  | 0.737    |                                  |       |       |
| IGT5  | 0.726    |                                  |       |       |
| <i>Green Supply chain management (GSCM)</i>         |          | 0.899                            | 0.910 | 0.628 |
| GSCM1   | 0.735    |                                  |       |       |
| GSCM2   | 0.738    |                                  |       |       |
| GSCM3   | 0.733    |                                  |       |       |
| GSCM4   | 0.823    |                                  |       |       |
| GSCM5   | 0.848    |                                  |       |       |
| GSCM6   | 0.864    |                                  |       |       |

**Source(s):** Developed by authors (based on PLS-SEM output)

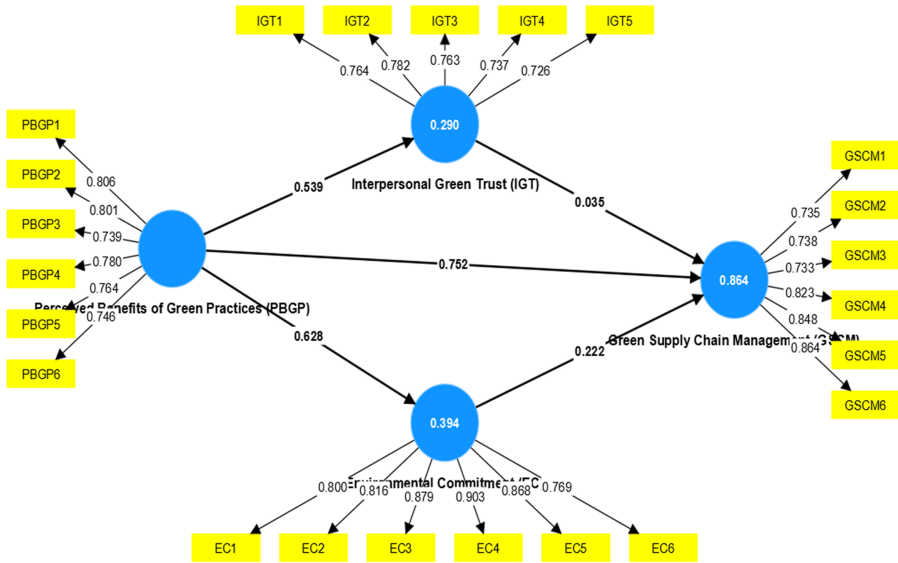
**Table 3.** HTMT matrix for discriminant Validity

|      | EC    | GSCM  | IGT   | PBGP  |
|------|-------|-------|-------|-------|
| EC   | 0.841 |       |       |       |
| GSCM | 0.717 | 0.792 |       |       |
| IGT  | 0.659 | 0.587 | 0.755 |       |
| PBGP | 0.628 | 0.801 | 0.539 | 0.773 |

**Source(s):** Developed by authors (based on PLS-SEM output)

(2019), the  $f^2$  values of 0.02, 0.15 and 0.35, represent small, medium and large effects of the exogenous variables on endogenous variables. The findings indicate  $f^2$  values of 0.047, 0.461, 0.318, 0.050 and 0.167 for the effects of PBGP on GSCM, PBGP on IGT, PBGP on EC, IGT on GSCM and EC on GSCM, respectively. This indicates the large effects of the exogenous variable (PBGP) on EC, GSCM and IGT were large, small and large, respectively, if it had to be removed from the model. This indicate the important role played by PBGP as compared to other variables included in the model. Furthermore, the model's predictive relevance ( $Q^2$ ) was examined. The findings indicates  $Q^2$  values of 0.279, 0.390 and 0.826 for IGT, EC and GSCM, respectively. These  $Q^2$  values provide support for the model's predictive relevance as they are greater than zero.

After assessment of  $R^2$ ,  $f^2$  and  $Q^2$  of the structural model, three hypotheses of the study (H1, H2 and H3) were tested. The findings (Table 4;  $\beta = 0.752$   $t = 77.096$   $\rho = 0.000$ ) confirm the



**Figure 1.** R<sup>2</sup> values and relevance of path coefficients. Source: Developed by authors (based on PLS-SEM output)

**Table 4.** Results of structural path model

|                   | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | t-statistics ( O/STDEV ) | p-values |
|-------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| EC → GSCM         | 0.222               | 0.220           | 0.034                      | 6.478                    | 0.000    |
| IGT → GSCM        | 0.035               | 0.035           | 0.024                      | 1.489                    | 0.137    |
| PBGP → EC         | 0.628               | 0.627           | 0.044                      | 14.361                   | 0.000    |
| PBGP → GSCM       | 0.752               | 0.910           | 0.012                      | 77.096                   | 0.000    |
| PBGP → IGT        | 0.539               | 0.541           | 0.047                      | 11.381                   | 0.000    |
| PBGP → IGT → GSCM | 0.019               | 0.019           | 0.013                      | 1.429                    | 0.153    |
| PBGP → EC → GSCM  | 0.139               | 0.138           | 0.024                      | 5.841                    | 0.000    |

Source(s): Developed by authors (based on PLS-SEM output)

positive and significant influence of PBGP on GSCM of restaurants. Hence, H1 was accepted. Likewise, PBGP had a significant influence on EC (Table 4;  $\beta = 0.628$   $t = 14.361$   $\rho = 0.000$ ) while EC significantly influence GSCM of restaurants (Table 4;  $\beta = 0.222$   $t = 6.478$   $\rho = 0.000$ ). This indicates that EC positively mediates the influence of PBGP on GSCM of restaurants (Table 4;  $\beta = 0.139$   $t = 5.841$   $\rho = 0.000$ ). Thus, H3 was supported. However, H2 was rejected since IGT revealed to play no mediation role in the link between PBGP and GSCM (Table 4;  $\beta = 0.019$   $t = 1.429$   $\rho = 0.153$ ).

**5. Discussion and conclusions**

This study set out to examine the influence of PBGP on GSCM of restaurants, considering the mediating roles of EC and IGT. The research model explained 86.4% of the variance in GSCM, indicating a strong explanatory power and suggesting a robust model fit. The findings confirmed that PBGP positively influences GSCM among restaurants. Specifically, when

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managerial employees of restaurants perceive green practices as beneficial in terms of cost reduction, profitability, competitive advantage, improved firm image, resource efficiency and increased customer attraction, they are more likely to support GSCM, by integrating green concerns into purchasing, food preparation, dining services, green packaging and green post-treatment operations. This finding aligns with prior studies conducted in manufacturing sectors (Etse *et al.*, 2023; Kuei *et al.*, 2015; Lin *et al.*, 2020), but offers new insights within the restaurant industry context.

These results suggest that restaurant managers and supervisors must be fully convinced of the advantages of green practices in order to implement GSCM. When restaurant managers and supervisors do not realize these benefits, the possibility of not embracing GSCM in their operations increases (Kuar *et al.*, 2022; Park and Kim, 2014). This supports the idea that decision-making around environmental sustainability in the restaurant sector is often driven by cognitive evaluations of the benefits of green practices, rather than by social or relational dynamics.

Importantly, EC was found to partially mediate the relationship between PBGP and GSCM. This means that when restaurant managers and supervisors perceive green practices as beneficial, their commitment to environmental values strengthens, subsequently motivating them to embrace GSCM. This finding is consistent with previous studies in other sectors such as education and pharmaceuticals, which also highlighted the mediating role of EC in shaping environmental sustainability decisions (Nasir *et al.*, 2023; Noor Faezah *et al.*, 2024). According to Cop *et al.* (2020), Kuar *et al.* (2022) and Shah *et al.* (2023), managers who perceive green practices as advantageous are more likely to demonstrate stronger commitment to environmental concerns. Similarly, Coy *et al.* (2013) and Johansson Sevä and Kulin (2018) argue that EC inclines managers' attitudes toward environmental concerns, increasing the likelihood of adopting environmental sustainability initiatives within their firms.

However, the study also found that IGT does not play a mediating role in the relationship between PBGP and GSCM. This suggests that IGT among restaurant employees does not significantly contribute to the adoption of GSCM. Several contextual factors may explain this outcome. In developing economies, employees often prioritize personal goals over collective organizational objectives, which may limit the development of interpersonal trust (Kim *et al.*, 2018). Moreover, the informal employment structures and high employee turnover rates common in the restaurant sector in developing countries may hinder the formation of strong interpersonal relationships conducive to fostering trust in green initiatives (Sharma and Singh, 2016). This finding stands in contrast to those of Badar *et al.* (2025) and Mawardi *et al.* (2024), who identified trust as a significant mediating factor in green supply chain initiatives in other industries such as education, retail and manufacturing in more developed contexts. The unique operational characteristics of restaurant supply chains may explain these inconsistencies, underscoring the need to consider contextual nuances when evaluating the role of trust in environmental decision-making.

### 5.1 Conclusion

In conclusion, the findings demonstrate that perceived benefits of green practice (PBGP) is a critical driver of GSCM in restaurants, directly as well as through the enhancement of EC among managerial employees. However, IGT (IGT) does not appear to play a significant role in this process. These insights emphasize the importance of reinforcing cognitive appreciation of green practices and cultivating EC at the managerial level, while acknowledging the contextual limitations in fostering trust-based mechanisms in restaurant settings. As such, restaurant managers and supervisors should be encouraged to focus on internalizing the strategic benefits of green practices to effectively promote GSCM adoption within their establishments.

### 5.2 Theoretical implication

Existing literature on GSCM within the hospitality sectors and restaurant industry in particular has explored a range of topics, including GSCM performance outcomes (Abbas and Hussien, 2021; Shin and Cho, 2022), drivers and barriers of GSCM (Tahhan, 2022) and GSCM best

practices (Migdadi, 2023). However, limited attention has been given to understanding how and to what extent the integration of PBGP, EC and IGT drive GSCM of restaurants operating in developing countries. In addressing this gap, the research examines the mediating role of IGT and EC in the relationship between PBGP and GSCM of restaurants in developing countries, particularly Tanzania. The findings reveal that both PBGP and the EC of managerial staff are critical drivers of GSCM in restaurants. This emphasizes the importance of aligning perceived benefits with green values of individuals to effectively implement GSCM. Notably, the study challenges the conventional view that PBGP directly influence GSCM (Lin *et al.*, 2020). Instead, it highlights the importance of employees' green values, showing that the EC of managerial employees significantly mediate the influence of perceived benefits of green practice on organizational decisions related to green practices. This implies that GSCM in restaurants is not merely influenced by PBGP but its effective implementation depends on how PBGP and EC of operators may be integrated in the restaurants. Future research could examine how training and leadership development influence the integration of employees' perception and commitment toward GSCM of restaurants.

Moreover, the study extends the application of UET within the context of GSCM in developing countries such as Tanzania. From the UET perspective, the study illustrates how cognitive perspective specifically PBGP and values like EC drive restaurants to align their supply chain operations with environmental standards through implementation of GSCM, offering a behavioral framework for future research. A notable finding challenges existing UET's assumptions by revealing that managers' values, particularly IGT does not significantly mediate the relationship between PBGP and GSCM. In resource constrained environments like Tanzania, individual commitment and perceived advantages of green practices may outweigh interpersonal trust in influencing GSCM. This calls for future research that reassess the UET's applicability in contexts where collective trust may be less impactful due to structural or cultural limitations. Lastly, by focusing on the Tanzanian restaurant industry, this study enriches the limited theoretical discourse on GSCM in the hospitality industry within developing countries, encouraging scholars to pay closer attention to contextual and industrial specific applications of strategic management theories such as UET.

### 5.3 Practical implication

This study reveals that when managerial employees in restaurants perceive clear benefits from green practices, they are more likely to develop strong EC and support the implementation of GSCM. This finding matters because it highlights key drivers of sustainability adoption in the hospitality sector. Without positive perceptions and commitment from those in leadership responsibilities, even well designed environmental sustainability strategies are unlikely to effectively be implemented in restaurants. Therefore, the practical implication is that any serious attempt to promote GSCM in the restaurant industry must begin with influencing managerial green perception and values.

Therefore, industry stakeholders and restaurant owners should invest in awareness and communication strategies that clearly demonstrate the tangible and intangible benefits of green practices such as cost savings, customer loyalty and environmental recognition. In order to strengthen this understanding, regular workshops, interactive sustainability training and exposure to real life case studies should be organized across the restaurant industry. These initiatives can build awareness and skills among managers and creating a foundation for proactive environmental engagement. Second, the significant mediating role of EC highlights the need for structured green training programs related to green behavior change and environmental stewardship which strengthens employees' commitment toward environmental protection. Furthermore, environmental key performance indicators (e-KPIs) should be integrated into employee evaluation frameworks and rewards schemes to motivate staff who demonstrate strong commitment to environmental practices. Beyond managerial perceptions and commitment, other factors such as limited financial resources and regulatory challenges

can retard the efforts towards implementing GSCM. Policymakers, especially in developing countries like Tanzania, should introduce financial incentives and policy support to ease various activities that enhance positive perceptions and EC in transitioning to GSCM of restaurants.

#### 5.4 Limitation and future research

While this study provides valuable insights into how PBGP influence GSCM through EC, it has some limitations that suggest directions for future research. First, from the UET's perspectives, this study considered only the psychological characteristics of managerial employees. Future research should include both psychological and demographic characteristics (e.g. age, gender and education) to better understand their combined impact on GSCM, possibly through multi-group analysis or moderated mediation in partial least square structural equation modelling. Second, the cross sectional design limits causal inference. Therefore, longitudinal studies could better capture how perception and EC toward GSCM develop over time. Third, the focus on Tanzanian restaurants restricts generalizability in hospitality sector. Broader studies across countries could offer comparative insights and increase generalizability. Insignificance of IGT warrants further exploration through qualitative methods like interviews and/or focus group discussion to better understand this result.

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