The Moderating Role of Top Managers' Environmental Attitudes on the relationship between Organizational Factors and Distribution of Hotel Environmental Marketing Strategy in Samui Island Hotels

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Abstract

This study building on the resource-based view, we develop a model of the moderating role of top managers' environmental attitudes on the relationship between the organizational factors and distribution of hotel environmental marketing strategy, Suratthani province, Thailand. Data collected from 154 the hotel manager's questionnaires were carried out in the period between September 2013 and December 2013. The findings suggest that first of all, the organizational resources (i.e., experiential resources) and the organizational capabilities (i.e., shared vision, relationship building, and technology sensing/response) have significant and positive relationships with the distribution of hotel environmental marketing strategies. Secondly, the top managers' environmental attitudes have not significant relationship with the distribution of hotel environmental marketing strategies. Finally of all, the top managers' environmental attitudes have significant moderating the relationship between the organizational factors (i.e., experiential resources and relationship building) with the distribution of hotel environmental marketing strategies. The type of the top managers' environmental attitudes is pure moderator.

Keywords: Distribution of hotel environmental marketing strategy / Organizational resources / Organizational capabilities / Top managers' environmental attitudes / Samui Island

Introduction

1. Corporate Environmentalism

Early literatures about corporate environmentalism are criticized to be exploratory and lack rigor. We had developed a comprehensive model that included both the internal and external factors to explain corporate environmentalism of firms with the complement of three distinct perspectives, i.e. literatures of corporate environmentalism, resource-based view of the firm (RBV) and institutional theory. The tourism industry in Thailand has played an important role in the economic and social development of the country for around four decades. Since 1959, when the Thai Government established the Tourist Promotion Organization to handle the Government's public relations' work, providing information about Thailand and its tourist destinations overseas, the number of tourist arrivals has risen from 7.19 million visitors in 1996, 11.52 million visitors in 2005 to as many as 26.74 million visitors in 2013. The increasing number of tourists resulting in substantial inflows of foreign currency, together with a significant expansion of the tourism industry led the Thai Government to legislate the "Tourism Act"

in 1979, in order to provide guidance for tourism promotion and related developments. This also led to the formation of the Tourism Authority of Thailand and the Board of Tourism (Tourism Authority of Thailand, 2014). Thus, hotels on Samui Island, Suratthani province were particularly selected as focus in this study because of the significant influence of her environmental conditions on the entire world due to her fast pace of economic growth, unique institutional structure and her early stage of environmentalism. The issues of concern for the hotel industry in Thailand have been those related to the utilities. Naturally, the opportunities for improved environmental performance revolve around the utilities areas. Broadly, the opportunities for environmental improvement can be grouped under: Good Housekeeping, Water Conservation, Solid Waste Reduction and Recycling, Energy Conservation, Green Purchasing, and Training and Awareness. Based on the various issues discussed above, there exist a number of market opportunities in Thai hotel industry for foreign products and services. Rising public concern and pressure on the environmental issues as manifested in the various National Plans will certainly generate new opportunities for environmental service and technology suppliers. Typically, domestic Thai companies have been linking up with international partners. This presents a clear opportunity for international partners to supply technology and service expertise (Canadian University Consortium, 1998). Furthermore, tourist perceptions can be raised by increasing knowledge of consumer values and the relation to other variables, and to be more competitive advantage. Thailand needs to explore and enhance the inherent and distinctive values that maximize tourist's satisfaction (Maliwan & Majtaba, 2012, p. 24).

The tourism is the hotel industry, in which environmental issues play a unique role for four major reasons. First, hotel operations usually comprise a set of smaller activities, each using limited resources and having only a minimal damaging effect on the environment; Second, in most countries, environmental legislation hotels is relatively rare because of their less visible impact on the environment, thus offering fertile ground for voluntary environmental management actions; Third, customers are directly influenced by the services provided by hotels and therefore are actively exposed to their environmentally friendly practices; and Fourth the natural environment forms part of the tourism product itself, determining in many ways the quality and satisfaction offered to tourists (Álvarez-Gil, Burgos-Jiménez, & Céspedes-Lorente, 2001; Deng & Burnett, 2002; Font, 2002)

The uniqueness characterizing the relationship between hotels and the natural environment has received increasing attention in the field (Kasim, 2006). The environmental marketing issues within the hotel industry have only been tangentially tackled (Hudson & Miller, 2005). The investigation of these issues is critical because in recent years, tourist buying behavior has changed dramatically as demonstrated by the growing involvement in environmental-caring activities, reliance on decisions regarding sustainable issues, and a willingness to pay higher prices for eco-friendly goods (Han, Hsu, Lee, & Sheu, 2011; Lee, Hsu, Han, & Kim, 2010); the marketing function is at the forefront of the hotel's environmentally friendly activity, since it is the one that first identifies and subsequently satisfies the needs and wants of customers of customers with regard to green issues (Kotler & Lee, 2008); and the hotel's eco-marketing activities (e.g., products/services, prices, distribution, communications) are greatly

responsible for enhancing business performance, as a result of their direct impact on end users (Leonidou & Leonidou, 2011).

Although most companies across all industries are expected to become better citizens by their stakeholders, only a few transform environmental investments into sources of competitive advantage (Orsato, 2006; Porter & van der Linde, 1995). In addition, some organizations may participate in environmentally friendly management practices for altruistic or moral reasons; many more are likely to utilize such strategies in a more instrumental fashion seeking organizationally beneficial outcomes (Berman, Wicks, Kotha, & Jones, 1999).

Thus, given there is uncertainty surrounding the antecedences of implementing environmental strategy a broad scope study is needed to identify the various consequences associated with specific corporate environmental management strategies. Therefore, the purpose of this research is to identify the dominant environmental marketing strategies used by hotels on Samui Island, Suratthani province and link them to specific organizational antecedences.

2. Research Objectives

Our study aims to fill this void in the green hotel literature by proposing and testing antecedences of environmental marketing strategies pursued by hotels. Specifically, we focus on: (1) The effect of the organizational factors on the distribution of hotel environmental marketing strategy and (2) The moderating role of top managers' environmental attitudes on the relationship between the organizational factors and distribution of hotel environmental marketing strategy.

3. Importance of the study

The study of corporate environmentalism can be regarded as a field in a continuing stated of emergence (Sharma & Aragón-Correa, 2005). It is expected that in the next 40 years, there will be a significant change in the management field, since the past economic and organizational practices are simply not environmentally sustainable (Hart, 1995). Murphy, Poist, and Braunschweig (1995, p. 4) claim that "corporate environmentalism has been characterized as perhaps that most significant force shaping the economy, as well as one of the most important issues faced by firms in the future". In fact, corporate environmentalism can no longer be treated as a marginal concern, but rather a matter that will remain at the front line of the discipline in future studies. It is believed that the findings from this research can provide theoretical, practical as well as methodological contributions to the understanding of corporate environmentalism.

4. Scope of Research

Organizational factors, top managers' environmental attitudes, and distribution component of hotel environmental marketing strategy in Samui Island hotels, which identifies three scope of research such as (1) the population was 246 hotels on Samui Island, Suratthani province, Thailand, namely, five

stars level 25 hotels, four stars level 98 hotels, and three stars level 123 hotels, (2) three main types of variables are discussed in this research, namely, independent variables as organizational factors (comprising physical resources, financial resources, experiential resources, shared vision, relationship building, and technology sensing/response), moderating variables as top managers' environmental attitudes, and dependent variable as hotel environmental marketing strategy (i.e., distribution), and (3) 154 the manager's questionnaires were carried out in the period between September 2013 to December 2013.

5. Hypotheses

The proposed model describes the independent variables (organizational factors), moderating variables (top managers' environmental attitudes), and dependent variables (distribution component of hotel environmental marketing strategy) of this study. The rationales behind the setting up of these hypotheses are discussed below.

H_1: There is a positive relationship between the organizational factors and the distribution component of hotel environmental marketing strategy.

H_2: There is a positive relationship between the top managers' environmental attitudes and the distribution component of hotel environmental marketing strategy.

H_3: The relationship between the organizational factors and the distribution component of hotel environmental marketing strategy will be moderated by the top managers' environmental attitudes.

Research Methodology

1. Research instruments: Questionnaire survey

Measurement items in the questionnaire survey were developed based on the inputs from the literature reviews. The questionnaire items to measure the constructs are presented in English version and Thai version.

This study identified appropriate scales of the constructs after a careful review of the pertinent management or marketing literature review. This study used the Morgan, Kaleka, and Katsikeas (2004) scales for physical, financial, and experiential resources, while the scales for shared vision, relationship building, and technology sensing/response were extracted from the studies of Aragón-Correa, Hurtado-Torres, Sharma, and Garc´a-Morales (2008), Morgan, Kaleka, and Katsikeas (2004), and Srinivasan, Lilien, and Rangaswamy (2002), respectively. Distribution component of environmental marketing strategy comprised four items, whose scales we derived from Menon, Menon, Chowdhury, and Jankovich (1999), Middleton and Clarke (2001), and Carmona-Moreno, Céspedes-Lorente, and De Burgos-Jiménez (2004). The top managers' environmental attitudes, having fifteen items, are operationalized from the modification of the items in the study of Park (2009). These items were coded on a seven-point scale ranging from "1 = strongly worse" to "7 = strongly better". Finally, we took the biographical information scale from Leonidou, Leonidou, Fotiadis, and Zeriti (2013).

The questionnaire comprised five parts: the first part asked questions about the hotel's organization resources (i.e., physical, financial, and experiential resources), the second centered on

organizational capabilities (i.e., shared vision, relationship building, and technology sharing/response), the third focused on distribution component of the hotel environmental marketing strategy, the fourth tackled issues related to the top managers' environmental attitudes, and the fifth included the six biographical information. An additional set of questions measured the degree to which the respondent was (1) responsible for the hotel's marketing operations, (2) directly involved in the hotel's environmental marketing activities, (3) knowledgeable about dealing with the hotel's environmental marketing actions, and (4) confident about answering the questions contained in the questionnaire. The questionnaire was initially developed in English and then translated into Thai.

2. Data collection: Face-to-face questionnaire survey

We located the booth location of each target company in the exhibition. Then, we approached them one by one and asked for their permission to conduct the face-to-face survey with us. Target respondents were selected from those with hotels established on Samui Island, Suratthani Province. From the 246 hotels on Samui Island, Suratthani province, namely, five stars level 25 hotels, four stars level 98 hotels, and three stars level 123 hotels, 154 questionnaires were collected in the fairs and used for further analysis. The effective response rate was about 62.60 percent. Researchers like Man (2010) who conducted paper and pencil questionnaire survey achieved 49 percent response rate with reliable results. Hence, it is acceptable for this study to get a response rate of 62.60 percent.

Form the face-to-face survey; we could validate the questions of our questionnaire. As we went through the items of the questionnaire with our respondents, they had no problem in understanding our questions, and could provide an answer to them without much hesitation. This confirmed that our questionnaire had been properly set. The participants had been assured of complete confidentiality and anonymity. However, the names of the companies were recorded without identification in the filled questionnaires in order to avoid any unnecessary duplication.

3. Statistics

The results of the relationship between hotel environmental marketing strategy, competitive advantage, and hotel performance are presented at the descriptive statistics (i.e., percentage, mean and standard deviation), and hypothesis testing by inference statistics (i.e., cronbach's alpha for test reliability, factor analysis, correlation matrix, and hierarchical regression).

3.1 Cronbach's alpha for test reliability

The reliability of measurement in this study was tested using Cronbach's alpha (Cronbach, 1951). The test is based on the average correlation among items (Nunnally & Bernstein, 1994). The logic behind the test is that if the inter-correlations among the items are high, the items will measure the same underlying construct. This study used a Cronbach's alpha coefficient of .60 to .70 or higher which indicates that there is an internal consistency in the disclosure scores. Hair, Black, Babin, Anderson, and Tatham (2006), Liouville and Bayad (1998), and Sureshchandar, Rajendran, and Anantharaman (2002)

stated that alpha less than .60 is considered poor, .70 is acceptable; meanwhile, alpha over .80 is considered to be good.

3.2 Factor analysis

Based on factor analysis used to testing of common factor by principal component analysis for component was extracted the solution can be rotated such as Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) more than 0.50, Bartlett's test of sphericity measure of Chi-Square is significant at the .05 level (2-tailed), factor loading more than 0.30, communalities values measure of percentage of variance explained between 0 to 1, eigen values more than 1 (Hair, Black, Babin, Anderson, & Tatham, 2006).

3.3 Multicollinearity testing from correlation matrix

Multicollinearity between independent and mediating variables becomes a problem when the correlation between the variables exceeds .80 or .90 (Field, 2000; Mangena & Pike, 2005), at correlation is significant at the .05 level (2-tailed).

3.4 Hierarchical regression

To demonstrate moderation for test Hypotheses 1, 2, and 3, one estimates the following model:

$$Y = \beta_{40} + \beta_{41}X + \beta_{42}Mo + \beta_{43}XMo + \varepsilon_4 \qquad (4)$$

Where, XMo is computed as the product of the treatment variable and the moderating variable. A test of the effect of that partially product (i.e., the significance of b43) is a test of the interactions of Treatment and Moderator, asking whether the treatment effect varies in magnitude as a function of the value of the moderator (Muller, Judd, & Yzerbyt, 2005, p. 853).

3.5 Evaluation of means

The range of scores equals 6 come from highest score is 7 minus lowest score is 1. For i = 5, the number of intervals would be 6 / 5 = 1.20. Thus, evaluation of means of all of variables except service quality satisfaction such as:

Range of scores	**Evaluation**
5.81 – 7.00	Very High
4.61 – 5.80	High
3.41 – 4.60	Medium
2.21 – 3.40	Low
1.00 – 2.20	Very Low

Results of Data Analysis

1. Descriptive statistics

Table 1 summary statistics of all the major constructs under investigations are shown.

Table 1 : Descriptive statistics and evaluation of all the major constructs under investigations (N = 154)

Constructs and scale items		Meana (S.D.)	Evaluation
Organizational resources (KMO = .89, Chi-Square = 700.57**, Eigen value = 5.17, Cronbach's alpha = .89)		4.79 (.80)	High
Physical resources (PHRE)		**4.72 (.94)**	**High**
PHRE1	In our hotel, we use modern technology and equipment.	4.61 (1.22)	High
PHRE2	We have preferential access to valuable and environmentally friendly sources of supply.	4.66 (1.06)	High
PHRE3	We have adequate service capacity availability.	4.89 (1.03)	High
Financial resources (FIRE)		**4.76 (.81)**	**High**
FIRE1	We have adequate financial resources available to devote to environmental marketing activities.	4.84 (1.03)	High
FIRE2	We have adequate capital resources to devote to this hotel's environmental marketing activities.	4.77 (.95)	High
FIRE3	The speed of acquiring and deploying financial resources for environmental marketing is satisfactory.	4.68 (1.05)	High
FIRE4	We have adequate ability to find additional financial resources for environmental initiatives when needed.	4.73 (1.10)	High
Experiential resources (EXRE)		**4.90 (.98)**	**High**
EXRE1	We have adequate knowledge of the characteristics and trends in our market.	4.83 (1.19)	High
EXRE2	We have extensive operational expertise in the hotel industry.	4.91 (1.22)	High
EXRE3	Overall, our past business performance has been satisfactory.	4.97 (1.33)	High
Organizational capabilities (KMO = .87, Chi-Square = 816.94**, Eigen value = 5.36, Cronbach's alpha = .87)		4.78 (.74)	High
Shared vision (SHVI)		**4.73 (.87)**	**High**

a Based on a seven-point scale ranging from strongly disagree (1) to strongly agree (7).

Table 1 (Continued)

Constructs and scale items		Meana (S.D.)	Evaluation
SHVI1	All our employees have a very clear idea about the firm's environmental objectives.	4.54 (1.13)	Medium
SHVI2	All our employees make significant efforts to reach the firm's environmental objectives.	4.65 (.95)	High
SHVI3	Managers and employees always agree on the right environmental procedures for the firm.	4.90 (1.05)	High
SHVI4	Employees often offer valuable ideas for improving the firm's abilities to achieve its environmental objectives.	4.81 (1.05)	High
Relationship building capability (REBU)		4.96 (.85)	High
REBU1	We fully understand customer requirements regarding environmental issues.	4.94 (1.20)	High
REBU2	We fully understand requirements of other stakeholders regarding environmental issues.	4.96 (1.01)	High
REBU3	We fully establish and maintain close relationships with suppliers regarding environmental issues.	4.90 (1.07)	High
REBU4	We establish and maintain close collaborations with internal/external strategic partners regarding environmental issues.	5.05 (1.09)	High
Technology sensing/response (TESR)		4.66 (.93)	High
TESR1	We are often one of the first in our industry to detect technological developments that may potentially affect our eco efforts.	4.68 (1.24)	High
TESR2	We actively seek intelligence on technological changes in the environment that are likely to affect our environmental efforts.	4.79 (1.20)	High
TESR3	We generally respond very quickly to technological changes in the environment that have to do with environmental issues.	4.80 (1.21)	High
TESR4	This organization lags behind the industry in responding to new technologies that have to do with environmental issues.	4.36 (1.49)	Medium

a Based on a seven-point scale ranging from strongly disagree (1) to strongly agree (7).

Table 1 (Continued)

Constructs and scale items		Meana (S.D.)	Evaluation
Distribution of Hotel Environmental marketing strategy (DIST) (KMO = .78, Chi-Square = 202.61**, Eigen value = 2.52, Cronbach's alpha = .80)		4.88 (.91)	High
DIST1	Our hotel encourages suppliers/vendors and agents/ representatives to embrace and reflect environmental responsibility.	4.94 (1.08)	High
DIST2	Our hotel shows preference to suppliers and strategic partners that embrace environmental responsibility.	4.77 (1.18)	High
DIST3	Our hotel is careful when choosing suppliers and consumable products so that these are environmental friendly.	4.98 (1.12)	High
DIST4	Our hotel buys supplies in bulk to reduce packaging where possible.	4.83 (1.22)	High
Top Managers' Environmental Attitudes (TMEA) (KMO = .87, Chi-Square = 1118.24**, Eigen value = 6.00, Cronbach's alpha = .89)		5.04 (.80)	High
TMEA1	Despite our special abilities humans are still subject to the laws of nature.	5.13 (1.28)	High
TMEA2	Plants and animals have as much right as humans to exist.	5.07 (1.09)	High
TMEA3	Humans are severely abusing the environment.	5.23 (1.33)	High
TMEA4	The balance of nature is strong enough to cope with the impacts of modern industrial nations.	4.79 (1.35)	High
TMEA5	The balance of nature is very delicate and easily upset.	5.14 (1.15)	High
TMEA6	Humans were meant to rule over the rest of nature.	4.75 (1.34)	High
TMEA7	Humans will eventually learn enough about how nature works to be able to control it.	4.92 (1.15)	High
TMEA8	The so-called "ecological crisis" facing humankind has been greatly exaggerated.	4.90 (1.27)	High
TMEA9	Humans have the right to modify the natural environment to suit their needs.	4.78 (1.40)	High

a Based on a seven-point scale ranging from strongly disagree (1) to strongly agree (7).

Table 1 (Continued)

Constructs and scale items		Meana (S.D.)	Evaluation
TMEA10	When humans interfere with nature it often produces disastrous consequences.	5.16 (1.30)	High
TMEA11	If things continue on their present course, we will soon experience a major ecological catastrophe.	5.23 (1.36)	High
TMEA12	The earth is like a spaceship with very limited room and resources.	5.23 (1.30)	High
TMEA13	We are approaching the limit of the number of people the earth can support.	5.08 (1.26)	High
TMEA14	Human ingenuity will insure that we do NOT make the earth unlivable.	4.90 (1.31)	High
TMEA15	The earth has plenty of natural resources if we just learn how to develop them.	5.27 (1.30)	High

a Based on a seven-point scale ranging from strongly disagree (1) to strongly agree (7).

The Cronbach's alpha value between 0.80 and 0.89 is well above the limit of 0.70 established by Nunnally (1978) to ensure constructs' internal consistency. Based on factor analysis used to testing of common factor by principal component analysis for component was extracted the solution can be rotated such as Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) more than 0.50, Bartlett's test of sphericity measure of Chi-Square is significant at the .05 level (2-tailed), factor loading more than 0.30, communalities values measure of percentage of variance explained between 0 to 1, eigen values more than 1 (Hair, Black, Babin, Anderson, & Tatham, 2006). Thus, a complementary measurement has been used to ensure the convergent validity of this factor. Furthermore, summary statistics of all the major constructs under investigations are reported in Table 1. To summarize, the results of the mean scores, standard deviations, and evaluation of organization factors that included the two kind of organizational factors such as (1) organizational resources (mean = 4.79, s.d. = .80, high), i.e. physical resources (mean = 4.72, s.d. = .94, high), financial resources (mean = 4.76, s.d. = .81, high), experiential resources (mean = 4.90, s.d. = .98, high) and (2) organizational capabilities (mean = 4.78, s.d. = .74, high), i.e. shared vision (mean = 4.73, s.d. = .87, high), relationship building capability (mean = 4.96, s.d. = .85, high), technology sensing/response (mean = 4.66, s.d. = .93, high) are indicated in Table 1. Besides, the results of the distribution of hotel environmental marketing strategy as distribution (mean = 4.88, s.d. = .91, high) is shown in the same table. In addition, the results of the one kind of moderator variables, i.e. top managers' environmental attitudes (mean = 5.04, s.d. = .80, high) is displayed.

2. Multicollinearity testing from correlation matrix

Table 2 correlation matrixes between independent and moderating variables are shown.

Table 2 : Correlation matrixes between independent and mediating variables (N = 154)

	PHRE	FIRE	EXRE	SHVI	REBU	TESR	TMEA
PHRE	1.000	.641**	.663**	.549**	.544**	.486**	.243**
FIRE		1.000	.668**	.467**	.551**	.559**	.387**
EXRE			1.000	.508**	.542**	.553**	.427**
SHVI				1.000	.587**	.498**	.349**
REBU					1.000	.614**	.403**
TESR						1.000	.495**
TMEA							1.000

** Correlation is significant at the .01 level (2-tailed), * Correlation is significant at the .05 level (2-tailed).

In Table 2, based on multicollinearity testing from correlation matrix between independent and moderating variables becomes a problem when the correlation between the variables exceeds .80 or .90 (Field, 2000; Mangena & Pike, 2005), at correlation is significant at the .05 level (2-tailed). Thus, these are not a problem of multicollinearity between independent and mediating variables.

3. Hierarchical regression results and discussion

Table 3 to provide hierarchical regression results from the effects of moderator variable on the relationship between independent variables and dependent variable are shown.

Table 3 : Hierarchical regression results using moderating variables as Top managers' environmental attitudes (TMEA) on the relationship between independent variables as organizational resources and capabilities with hotel environmental marketing strategy is Distribution (DIST) (N=154)

Variables	Standardized Beta		
	Step 1 (IV)	**Step 2 (MO)**	**Step 3 (IV x MO)**
Independent Variable (IV)			
Physical resources (PHRE)	.105	.105	.077
Financial Resources (FIRE)	-.161*	-.160*	-.072
Experiential Resources (EXRE)	.197*	.197*	.372**
Shared Vision (SHVI)	.303**	.303**	.258**
Relationship Building (REBU)	.190**	.190*	.087
Technology Sensing/response (TESR)	.315**	.316**	.248**
Moderating Variable (MO)			
Top managers' environmental attitudes (TMEA)		-.001	.065
Interaction term (IV x MO)			
PHRE x TMEA			-.028
FIRE x TMEA			-.512
EXRE x TMEA			-1.184**
SHVI x TMEA			.449
REBU x TMEA			.968*
TESR x TMEA			.224
Statistics			
R Square	.627	.627	.669
Adjusted R Square	.611	.609	.638
R Square Change	.627	.000	.042
F Change	41.099**	.000	2.978**
Durbin-Watson			1.850
Tolerance Min / Max			.599 / .686

* $p < .05$, ** $p < .01$

The results of the three-step hierarchical regression undertaken to test the thirteen hypotheses of this study is shown in Table 3.

As seen in Table 3, when the one independent variable was entered into the regression equation in the first step, the coefficient of determination (R2) was found to be .627 indicating that 62.7 percent of the level of distribution (DIST) is explained by the organizational resources and capabilities. It can be observed that independent variable did have significant influence on distribution (DIST). EXRE, SHVI, REBU, and TESR (Std. Beta = .197, .303, .190, and .316, respectively) showed a significant and positive relationship with DIST at the .05, .01, .01, and .01 level, respectively. These results provided not support for the Hypothesis 1 of the study. In addition, FIRE (Std. Beta = -.161) showed a significant and negative relationship with DIST at the .05 level. However, these results provided not support for the Hypothesis 1 of the study. Furthermore, PHRE (Std. Beta = .105) showed not significant with DIST at the .05 level. These results provided not support for the Hypothesis 1 of the study.

In the second step of Table 3, by adding the one moderating variable, R2 increased to 62.7 percent. This R2 change (.000) is not significant. This implies that the additional 0.0 percent of the variation in DIST is not explained by the moderating variables was found to do not have relationships with DIST at the .05 level. These results provided not support for the Hypothesis 2 of the study.

In the third and final step of Table 3, the six interaction terms were entered into the Model. It can be seen that the additional yielded (F change = 2.978) and changes in the squared multiple correlation equal to .042 (ΔR2 = .042) explained by the interaction terms (4.2 percent) was significant at the .01 level, indicating that there is a moderation effect. From the final regression equation, it can be observed that two interaction terms (EXRE x TMEA and REBU x TMEA) were significant at the .01 and .05 level. The results derived from the final step provided support for the Hypothesis 3 of the study. From the final regression equation, it cannot be observed that four interaction terms (PHRE x TMEA, FIRE x TMEA, SHVI x TMEA and TESR x TMEA) were not significant at the .05 level. The results derived from the final step provided not support for the Hypothesis 3 of the study.

Thus, type of TMEA as moderator variable is Type 4 (Pure Moderator).

The result of the significant interaction term (EXRE x TMEA) is presented in Figure 1.

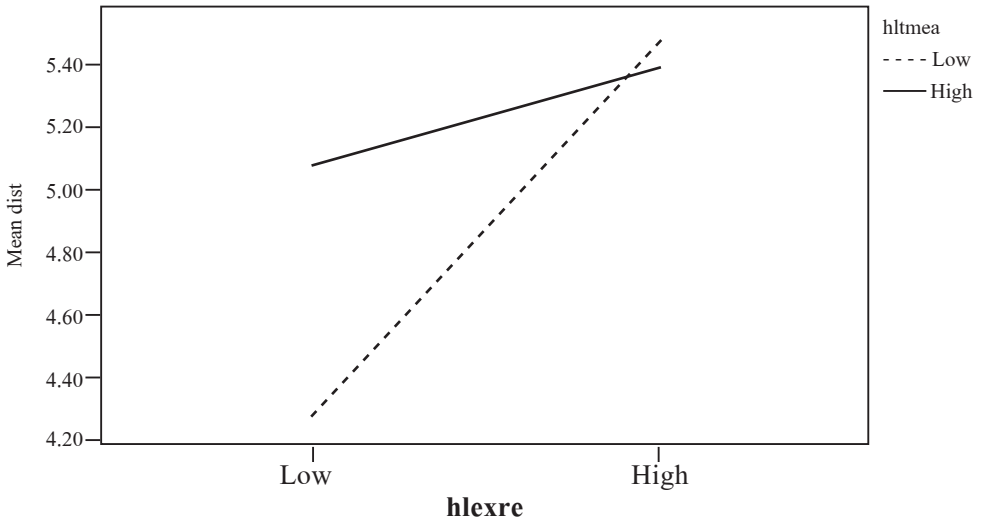

Figure 1 Interaction between the level of Experiential Resources (EXRE) and Top managers' environmental attitudes (TMEA) for the level of hotel environmental marketing strategy is Distribution (DIST)

Plotting the interaction between the level of Experiential Resources (EXRE) and Top managers' environmental attitudes (TMEA) for the level of hotel environmental marketing strategy is Distribution (DIST) (Figure 1) shows that at Low EXRE there is a significant difference, with respondents with High TMEA report higher level of DIST than Low TMEA. This effect is further reduced when EXRE level increase. At High EXRE, those with High TMEA report lower level of DIST than Low TMEA.

The result of the significant interaction term (REBU x TMEA) is presented in Figure 2.

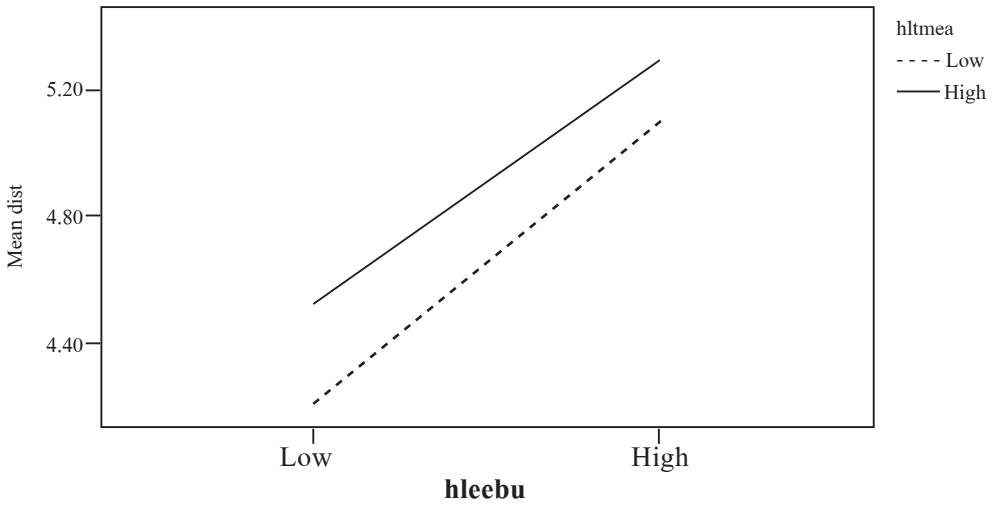

Figure 2 Interaction between the level of Relationship Building (REBU) and Top managers' environmental attitudes (TMEA) for the level of hotel environmental marketing strategy is Distribution (DIST)

Plotting the interaction between the level of Relationship Building (REBU) and Top managers' environmental attitudes (TMEA) for the level of hotel environmental marketing strategy is Distribution (DIST) (Figure 2) shows that at Low REBU there is a significant difference, with respondents with High TMEA report higher level of DIST than Low TMEA. This effect is further reduced when REBU level increase. At High REBU, those with High TMEA report higher level of DIST than Low TMEA.

Discussion on findings

1. Descriptive statistics of all the major constructs under investigations

This study compared the results of the mean scores and standard deviations with research finding of Leonidou, Leonidou, Fotiadis, and Zeriti (2013) such as the three kinds of organizational resources, i.e. physical resources is high level that it have a smaller mean but similar level; financial resources is high level that it have the larger mean and higher level; experiential resources is high level that it have the smaller mean and lower level. Besides, the three kinds of organizational capabilities, i.e. shared vision is high level that it have a larger mean but similar level; relationship building capability is high level that it have the smaller mean but similar level; technology sensing/response is high level that it have the smaller mean but similar level. In addition, the one kind of hotel environmental marketing strategy, i.e. distribution is high level that it has a smaller mean but similar level. Furthermore, the one kind of top managers' environmental attitudes is high level that it has the larger mean and higher level with research finding of Park (2009).

2. The effect of the organizational factors on the distribution of hotel environmental marketing strategy

To answer the first research objective, consistent with expectation, the findings show that the organizational resources (i.e., experiential resources) and the organizational capabilities (i.e., shared vision, relationship building, and technology sensing/response) have significant and positive relationships with the distribution of hotel environmental marketing strategies. Hence, there is suggests that when the experiential resources, shared vision, relationship building, and technology sensing/response increase, it is more likely to have a higher level of the distribution of hotel environmental marketing strategies.

The results are consistent with EI Dief and Font (2010) suggested that the width and depth of this experience will depend on the amount of time the hotel has been engaged in environmental activities, the exposure/involvement of managers in eco-friendly practices in their previous employment, and the participation of the firm in a wider chain of hotels (especially of international coverage). This resource is of an experiential nature, that is, knowledge gained from the firm's operational experience, which helps identify and match customer needs and anticipate new market trends (Dalton & Dalton, 2010). Thus, the firm's experiential resources affect on developing an environmental marketing strategy.

Finally, the results are consistent with Hart (1995) and Shrivastava (1995) suggested that firms developing such capabilities will be able to adopt sustainable business practices, set up an ecologically sensitive culture, better understand the requirements of the different stakeholders, and design sound marketing strategies and processes around them. The first type of capabilities is shared vision that influences an eco-friendly marketing strategy, which is the existence of common ideas, commitment, and dedication among the firm's employees toward the achievement of green organizational objectives (Aragón-Correa, Hurtado-Torres, Sharma, & Garc´a-Morales, 2008). Firms with a shared vision are able to gather and organize the resources necessary to develop sustainable business practices, in comparison with firms that lack that capability (Hart, 1995). Thus, the firm's shared vision capability affect on developing an environmental marketing strategy. In addition, Banerjee, lyer & Kashyap (2003) suggested that sensitivity to company stakeholders regarding environmental issues is growing stronger and represents a critical force influencing firms to become environmentally friendly. The second type of capabilities is relationship building that is firm's ability to form close relationships with their customers, suppliers, or other stakeholders (e.g., Morgan, Kaleka, & Katsikeas, 2004; Rodriguez-Diaz & Espino-Rodriguez, 2006). Within various stakeholder groups as tour operators and responding to their ecological requests are particularly crucial in the hotel business because they directly affect the level and nature of demand (Shaalan, 2005). Thus, the firm's relationship building capability affect on developing an environmental marketing strategy. Furthermore, Srinivasan, Lilien, & Rangaswamy (2002) suggested that technology has the power to influence and transform business processes, products, and services, as well as accommodate environmental attitudes and shape environmental marketing strategies. The third type of capabilities is technology sensing/response, which refers to the firm's ability to sense and quickly to new technologies (e.g., Aragón-Correa, 1998; Aragón-Correa & Sharma, 2003; Rodriguez-Diaz &

Espino-Rodriguez, 2006; Sharma, Aragón-Correa, & Rueda-Manzanares, 2007). Within the hotel domain, such technologies particularly refer to solid waste management (Wolfe & Shanklin, 2001), energy savings (Chan & Lam 2003), water conservation (Chan & Lam, 2001), and air pollution control (Shanklin, 1993), as well as to more specific green activities, such as product recycling and reuse (EI Dief & Font, 2010). Thus, the firm's technology sensing/response capability affect on developing an environmental marketing strategy.

3. The moderating role of top managers' environmental attitudes on the relationship between the organizational factors and distribution of hotel environmental marketing strategy

To answer the second research objective, consistent with expectation, the findings show that the top managers' environmental attitudes have significant moderating the relationship between the organizational factors with hotel environmental marketing strategy. Hence, there is suggests that the interactions of the organizational factors and the top managers' environmental attitudes support had significant effects on the hotel environmental marketing strategy. The results are consistent with Sharma (2000) and Banerjee (2001) found that managerial perceptions and interpretations of environmental issues have implications on the adoption of strategic environmental practices. Managerial attitudes are of critical importance in relation to forming the goals as well as its impact on the subsequent actions (Reyes-Rodriguez, Ulhoi, & Madsen, 2013). Attitudes are recognized for seriously affecting decision-making and resource allocation to specific actions to deal with environmental issues (Bansal & Roth, 2000; Colwell & Joshi, 2013). Managers' environmental attitudes and commitments further affect how they coordinate and encourage collaboration among different divisions and departments (González-Benito & González-Benito, 2006), how environmental leadership is reflected in the formulation of new environmental policies and goals (Berry & Rondinelli, 1998), and the extent to which institutional pressures are converted into positive environmental actions (Colwell & Joshi, 2013). Likewise, managerial opinions about the potential outcomes of environmental management count in the consequences on economic performance (Wagner & Schaltegger, 2004).

Implications of the study

1. Theoretical implications of the hotel's unique resources and capabilities related to environmental protection

The results of this study show that the organizational resources (i.e., experiential resources) and the organizational capabilities (i.e., shared vision, relationship building, and technology sensing/response) have significant and positive relationships with the distribution of hotel environmental marketing strategies. Regarding the theoretical significance of this research, the effect of drivers and outcomes of environmental marketing strategies, we develop a conceptual framework consisting of three sets of constructs. The first set focuses on the impact of organizational factors (comprising physical resources, financial resources, experiential resources, shared vision, relationship building, and technology

sensing/response) on the distribution of a hotel environmental marketing strategy. The second set shows that interaction term of organizational factors and top managers' environmental attitudes influences on the distribution of a hotel environmental marketing strategy. According to Garay and Font (2012), the hotel's unique resources and capabilities related to environmental protection can provide the basis for a new strategy that improves its competitiveness, usually leading to favorable financial results. However, these scholars acknowledge that to achieve a sustainable environmentally based advantage, the hotel must also improve various other critical business areas, such as product quality, employee satisfaction, good relationships with the wider community, and distribution is used interchangeably for the placement component of a marketing strategy and includes the decisions a company or firm must make to ensure the connection with the customer or client. Placement is how the marketer connects the products or services with the customer—the easier, more convenient, more accessible the product or service may be, the more likely the customer will purchase the product or service.

2. Practical implications

As to the practical significance, at the micro level, there is an increasing awareness among corporate managers and leaders in the issues of corporate environmentalism, particularly those in the emerging countries such as Thailand. It is mentioned before that the continuous environmental deterioration has prompted the Thai government to implement a variety of administrative and legislative measures. The increased awareness of the government regarding the environmental issues, as well as the more stringent environmental policy, has imposed new challenges to the companies that operate in Thailand (Sharp & Sang-Arun, 2012). This study will offer top managers an overall picture of the level of corporate environmentalism in this region, and provide valuable insights into how the enterprises can obtain competitive outcomes by pursuing proactive environmental strategies.

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