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**Green Supply Chain and Performance of Hospitality Industry in
Nairobi City County, Kenya**



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Green Supply Chain and Performance of Hospitality Industry in Nairobi City County, Kenya

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ABSTRACT

Purpose: The general objective of this study is to examine the effect of green supply chain on performance of hospitality industry in Nairobi City County, Kenya. Specifically, the study sought to examine the influence of green purchasing on performance of hospitality industry in Nairobi City County, Kenya and to evaluate the role of green distribution on performance of hospitality industry in Nairobi City County, Kenya. This study was guided by Natural-Resource-Based View (NRBV) Theory and Stakeholder Theory.

Methodology: This study used descriptive research design. This study targeted 5-star hotels in Nairobi County, Kenya. According to Tourism Regulatory Authority (TRA) (2024), there are at least 32 five-star hotels in Nairobi County, Kenya. This study therefore targeted the management employees in these five-star hotels. In every hotel, the study targeted 1 top manager, 2 middle level managers and 5 lower level managers. The total target population was therefore 256 respondents. The study used Krejcie and Morgan (1970) formula to arrive at the sample size. From the formula, the sample size was 156 respondents. This research used a questionnaire to collect primary data. The pilot study was carried out on 16 respondents. SPSS was used to analyze the data collected from the field. Quantitative data collected was analyzed using descriptive statistics techniques. Pearson R correlation was used to measure strength and the direction of linear relationship between variables. The study results were presented through use of tables and figures.

Findings: The study concludes that green purchasing has a positive and significant effect on performance of hospitality industry in Nairobi City County, Kenya. In addition, the study concludes that green distribution has a positive and significant effect on performance of hospitality industry in Nairobi City County, Kenya.

Unique Contribution to Theory, Practice and Policy: Based on the findings, the study recommends that hospitality industry in Kenya should implement green distribution practices by optimizing delivery routes, consolidating shipments, and partnering with logistics providers that use fuel-efficient or low-emission vehicles, while also leveraging digital tracking systems to enhance coordination and reduce unnecessary trips.

Key Words: *Green Supply Chain, Green Purchasing, Green Distribution, Hospitality Industry*

Background of the Study

The hospitality industry encompasses a broad range of businesses and services that focus on providing guests with accommodation, food, beverages, and entertainment in a welcoming and comfortable environment (Sang, Sung & Donghyun, 2022). It includes hotels, restaurants, resorts, bars, travel and tourism services, event planning, and other related sectors that aim to meet the needs and preferences of customers. Central to the industry is the concept of service excellence, where customer satisfaction, quality experiences, and personalized attention are prioritized (Ubaidullah, Yousaf & Antonella, 2022). The hospitality industry plays a crucial role in the global economy by contributing significantly to employment, income generation, and overall economic growth. It encompasses a wide range of services, including lodging, food and beverage, travel, and entertainment, all of which attract both domestic and international customers (Hassan, 2023). By facilitating tourism and business travel, the industry stimulates related sectors such as transportation, retail, and local production, creating a ripple effect that benefits communities and national economies (Maya & Agustia, 2023). Additionally, the industry encourages investment in infrastructure, such as hotels, airports, and recreational facilities, which further supports economic development and enhances the standard of living (Aunyawong, *et al*, 2024).

Beyond its economic contributions, the hospitality industry is vital in fostering social and cultural exchange. It provides platforms for people from diverse backgrounds to interact, share experiences, and appreciate different cultures, which promotes global understanding and cooperation (Adebayo *et al*, 2020). The industry also emphasizes service excellence, customer satisfaction, and quality experiences, which enhance the reputation of destinations and businesses alike (Owusu & Yamoah, 2021). Moreover, through sustainable practices, community engagement, and corporate social responsibility initiatives, the hospitality sector contributes to environmental conservation and social well-being, making it a key driver of both economic and societal development (Govindan *et al*, 2019).

Green Supply Chain refers to the integration of environmentally sustainable principles and practices into all stages of the supply chain, from product design, sourcing, production, warehousing, and distribution to end-of-life management. It focuses on minimizing the environmental impact of supply chain activities through efficient resource utilization, waste reduction, pollution prevention, and the adoption of clean technologies (Mtui & Chacha, 2022). A green supply chain seeks to balance economic performance with ecological responsibility by aligning operational processes with sustainability goals (Dorcasse, 2025). It promotes collaboration among stakeholders to ensure that products and services are delivered efficiently while conserving natural resources, reducing carbon emissions, and supporting long-term environmental preservation (Achuora, 2024). Green purchasing focuses on acquiring goods and services that have minimal ecological impact, emphasizing products that are energy-efficient,

non-toxic, recyclable, and sustainably sourced. This approach ensures that the environmental footprint is reduced from the very beginning of the supply chain by selecting materials and suppliers that adhere to sustainable practices (Mutisya, 2022). Green distribution involves eco-friendly logistics practices, such as consolidating shipments, reducing packaging, optimizing transportation routes, and implementing reverse logistics to manage returns and recycling (Nyambega, *et al*, 2023). This study sought to examine the effect of green supply chain on performance of hospitality industry in Nairobi City County, Kenya.

The hospitality industry in Nairobi City County, Kenya, is one of the most dynamic and rapidly growing sectors of the local economy. As the capital city and a major commercial hub of East Africa, Nairobi attracts a diverse range of visitors, including international tourists, business travelers, diplomats, and conference delegates (Achuora, 2024). This steady inflow of both domestic and foreign guests has positioned the hospitality sector as a key driver of economic growth, contributing significantly to employment, investment, and foreign exchange earnings (Mutisya, 2022). The industry encompasses hotels, restaurants, lodges, resorts, catering services, and entertainment establishments that serve a wide spectrum of clientele. Nairobi's hospitality landscape is characterized by a mix of global hotel chains, locally owned establishments, and boutique lodges that cater to various market segments (Mugo, 2023). Prominent international brands such as the Hilton, Kempinski, Radisson Blu, and Sarova Hotels coexist with homegrown enterprises like PrideInn, Safari Park, and Fairview Hotel. These facilities offer a range of services, from luxury accommodations and fine dining to affordable lodging for budget-conscious travelers (Chege, 2022). The presence of these hotels is also supported by Nairobi's strategic location as the gateway to major tourist destinations, including the Maasai Mara, Mount Kenya, and Amboseli National Park, making it a natural starting point for safari tourism (Nyambega, *et al*, 2023).

Another defining feature of the hospitality industry in Nairobi is its strong link to the meetings, incentives, conferences, and exhibitions (MICE) segment. The city has established itself as a leading regional destination for business tourism, hosting numerous international summits, trade fairs, and corporate events each year (Achuora, 2024). The Kenyatta International Convention Centre (KICC) and various modern conference facilities in top hotels have made Nairobi an attractive location for both public and private sector gatherings (Mutisya, 2022). This growth in conference tourism has spurred continuous investments in infrastructure, digital technologies, and service excellence to meet the demands of an increasingly global clientele. The industry also benefits from Nairobi's vibrant culinary and entertainment scene (Mugo, 2023). A wide array of restaurants offering local and international cuisines, combined with lively nightlife, cultural festivals, and art exhibitions, has made the city appealing to visitors seeking diverse experiences (Chege, 2022). Additionally, the growing middle class and rise in domestic tourism have increased demand for leisure and recreational services, encouraging innovation and

diversification within the sector. Entrepreneurs have capitalized on this by introducing boutique hotels, eco-lodges, and experiential dining options that reflect Kenyan culture and sustainability values (Nyambega, *et al*, 2023).

However, the hospitality industry in Nairobi faces several challenges that affect its performance and competitiveness. Issues such as high operational costs, inconsistent service standards, insecurity concerns, and infrastructural limitations continue to pose difficulties (Achuora, 2024). The COVID-19 pandemic also exposed the industry's vulnerability to global shocks, with significant declines in occupancy rates and revenues. Nonetheless, recovery efforts have been supported by government initiatives, digital transformation, and renewed marketing strategies under the Kenya Tourism Board (Mutisya, 2022).

Statement of the Problem

The hospitality and tourism sector is a major engine of Kenya's economic growth. In recent years the travel and tourism sector has contributed substantially to national output and employment — WTTC estimates the Travel & Tourism sector injected about KES 1.0 trillion into the Kenyan economy in 2023 and supported roughly 1.55 million jobs, while government and industry reports show international arrivals and foreign exchange earnings rising again with ~2.4 million international visitors and KES 452.2 billion in tourism receipts reported for 2024. This recovery underlines the sector's importance to foreign exchange, GDP and job creation, and points to Nairobi's hospitality cluster as a critical node where spending, business travel and conference tourism concentrate economic benefits (KNBS,2024)

Despite the sector's importance, hospitality performance experienced a sharp decline during and after the COVID-19 shock and has faced structural challenges that have reduced resilience and productivity in certain years. International arrivals fell from about 2.05 million in 2019 to roughly 1.24 million in 2020, while hotel bed-occupancy rates plunged (a recorded low of ~17.8% in 2020) and tourism receipts contracted — indicators that many hotels (especially small and mid-sized operators) suffered steep revenue and occupancy losses. Although arrivals and receipts have recovered strongly since 2021–2022, hotel occupancy and operational metrics for many Nairobi establishments have not consistently returned to pre-pandemic performance and continue to show volatility, exposing gaps in operational efficiency, cost control and supply-chain resilience.

The hospitality industry is a critical component of Kenya's economy, contributing significantly to employment, foreign exchange earnings, and overall economic growth. In Nairobi City County, the sector encompasses hotels, restaurants, resorts, and other tourism-related services, serving both domestic and international visitors (Achuora, 2024). Its importance extends beyond revenue generation; the industry fosters cultural exchange, supports small and medium enterprises through supply chain linkages, and promotes urban development (Mutisya, 2022). A

vibrant hospitality sector also enhances Kenya's global image, attracting investors and tourists alike, thereby reinforcing the county's role as a key economic and business hub in the country (Mugo, 2023). In Nairobi particularly, a study found that in 2019 the average Revenue per Available Room (RevPAR) in hotels dropped to about KSh 5,937, down from earlier years (Achuora, 2024). This oversupply effect, especially in high-end categories, is flagged as a risk to profitability, with more than 2,000 hotel rooms added in Nairobi in an 18-month span, likely exerting downward pressure on rates and margins (Mutisya, 2022).

Implementing a green supply chain in the hospitality industry can profoundly influence organizational performance. Green supply chain practices, which include sustainable sourcing, eco-friendly production, efficient warehousing, and environmentally conscious distribution, help organizations reduce operational costs through energy efficiency, waste reduction, and optimized resource utilization (Nyambega, *et al*, 2023). Various studies have been conducted in different parts of the world on green supply chain and firm performance. For instance, Kiplimo and Wachiuri (2024) assessed on green supply chain practices and performance of the food and beverage firms. Otieno, *et al* (2025) conducted a study on the influence of green supply chain on performance of mining and extraction firms and Salim and Mutuku (2025) examined on green supply chain practices and performance. However, none of these studies focused on green purchasing and green distribution on performance of hospitality industry in Nairobi City County, Kenya. To fill the highlighted gaps, the current study sought to examine the effect of green supply chain (green purchasing and green distribution) on performance of hospitality industry in Nairobi City County, Kenya.

Objectives of the Study

General Objective

The general objective of this study is to examine the effect of green supply chain on performance of hospitality industry in Nairobi City County, Kenya

Specific Objectives

- i. To examine the influence of green purchasing on performance of hospitality industry in Nairobi City County, Kenya
- ii. To evaluate the role of green distribution on performance of hospitality industry in Nairobi City County, Kenya

Theoretical Review

Natural-Resource-Based View (NRBV) Theory

The Natural Resource-Based View (NRBV) developed by Hart (1995) is an extension of the traditional Resource-Based View (RBV) of the firm, integrating environmental sustainability into the strategic management framework (Moser, 2020). The NRBV emphasizes the importance

of a firm's natural resources—such as water, minerals, forests, and biodiversity—as critical assets that can provide competitive advantages. This perspective recognizes that effective management of these resources not only contributes to a firm's long-term sustainability but also enhances its reputation and stakeholder relationships (Shafik, 2024). By treating natural resources as valuable assets, firms can leverage them to differentiate themselves in the marketplace and create unique value propositions. A key tenet of the NRBV is that firms must align their strategies with environmental stewardship to achieve competitive advantage (Lagat, 2020). This involves adopting practices that minimize ecological impact, promote resource efficiency, and foster sustainable innovation. Firms that effectively integrate environmental considerations into their business models can unlock new opportunities, such as developing eco-friendly products or improving operational efficiencies. For instance, companies that invest in sustainable supply chain practices may not only reduce costs but also enhance brand loyalty among environmentally conscious consumers (Ochieng, 2021).

The NRBV also posits that the sustainability of natural resources is essential for long-term organizational performance. Firms that ignore ecological constraints may face risks such as resource depletion, regulatory penalties, and reputational damage (Omayio, Abong & Elmah, 2021). Therefore, a proactive approach to managing natural resources can mitigate these risks and ensure that firms remain resilient in the face of environmental challenges. This perspective encourages businesses to view sustainability not just as a regulatory obligation but as a core component of their strategic vision (Moser, 2020). Additionally, the NRBV highlights the importance of collaboration with various stakeholders, including governments, non-profits, and local communities. Engaging these stakeholders can lead to shared benefits, knowledge exchange, and innovation in sustainable practices (Shafik, 2024). This collaborative approach reinforces the idea that sustainability is not solely a responsibility of individual firms but requires collective action to address broader environmental issues. By embracing the NRBV, organizations can position themselves as leaders in sustainability, gaining competitive advantages while contributing to the health of the planet (Lagat, 2020). This theory was used to examine the influence of green purchasing on performance of hospitality industry in Nairobi City County, Kenya.

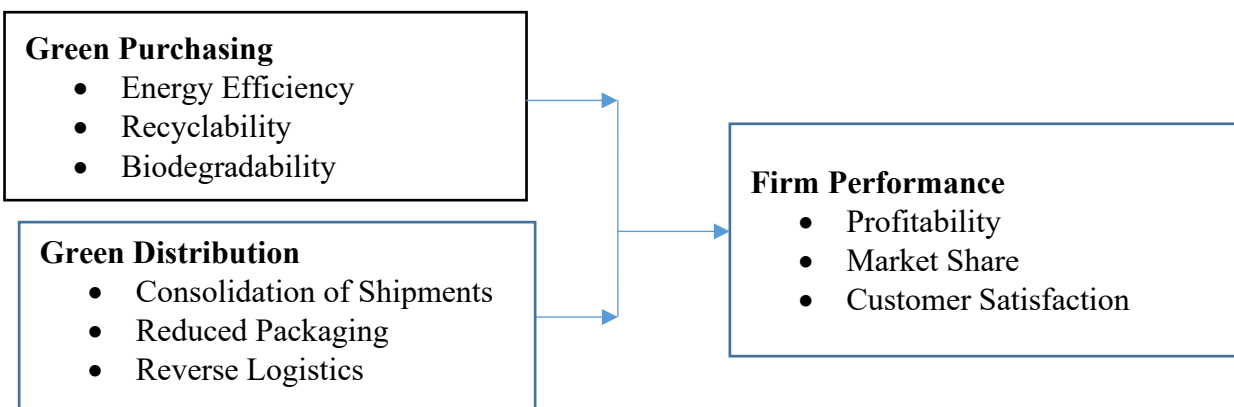
Stakeholder Theory

Stakeholder Theory is a framework in management and ethics that emphasizes the importance of considering all parties affected by a company's actions, not just its shareholders. Developed by Edward Freeman (1984), the theory posits that businesses operate within a network of relationships that includes various stakeholders—such as employees, customers, suppliers, communities, and investors (Holt & Ghobadian, 2020). By acknowledging these stakeholders and their interests, organizations can create more sustainable and ethically sound business practices. The central idea is that businesses should strive to create value for all stakeholders

rather than focusing solely on maximizing shareholder profit (Babatunde, Ajayi & Animasaun, 2023). A key aspect of Stakeholder Theory is the identification and prioritization of stakeholders based on their influence and the significance of their interests (Mwaura, Letting & Ithinji, 2020). Stakeholders can be categorized into primary and secondary groups. Primary stakeholders are those whose direct involvement is essential for the company's survival, such as employees and customers. Secondary stakeholders may include groups like the media, advocacy organizations, and government entities, which can influence or be affected by the organization's activities (Panya *et al*, 2021). Understanding the dynamics among these different stakeholders helps organizations make informed decisions that consider a wider array of perspectives and potential impacts. Stakeholder Theory also highlights the ethical responsibility of businesses to engage with their stakeholders transparently and fairly (Obiso, Maendo & Musau, 2023). This engagement fosters trust and collaboration, which can lead to better outcomes for all parties involved (Holt & Ghobadian, 2020). The theory suggests that businesses should actively seek feedback from stakeholders and incorporate their views into decision-making processes. By doing so, companies not only enhance their social license to operate but also strengthen their long-term viability and reputation (Babatunde, Ajayi & Animasaun, 2023). This theory was relevant in evaluating the role of green distribution on performance of hospitality industry in Nairobi City County, Kenya.

Conceptual Framework

In this study, the independent variables include; green purchasing and green distribution while the independent variable is performance of hospitality industry in Nairobi City County, Kenya.



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Empirical Review

Green Purchasing and Firm Performance

Moser (2020) conducted a study on the effect of thinking green, buying green? drivers of pro-environmental purchasing behavior in Germany. The German market research institute GfK provided data (n 12,113) from their 2012 household panel survey. A two-step structural equation modeling approach was applied to test both the measurement and the structural model. The study found that Willingness to pay was the strongest predictor of green purchasing behavior, followed by personal norms. The impact of attitude is insignificant. The conclusions suggest that consumers care for the environment and that they mirror environmental attitudes in their purchasing behavior.

Shafik (2024) conducted a study on the effect of factors affecting green purchase behaviors for small and medium enterprises (SMEs) in Uganda. This study examines the viability of Uganda's SMEs in terms of sustainability. The study found that economic, environmental, regulatory, and customer variables influence small and medium-sized enterprises' green purchasing. Conclusively, the investigation into green purchasing patterns in SMEs and startups uncovers an intricate and interrelated environment influenced by economic, cultural, legal, and technological elements

Lagat (2020) conducted a study on the effect of factors affecting integration of green purchasing in procurement at Kenya Airways Limited. This was a qualitative research focusing on collecting precise and exact facts hence data collected was analyzed using content analysis. The results showed there is limited scope to incorporate green purchasing in purchase decision of core products and even less for support products. The conclusions indicate that cost of green purchasing and the management strategy adopted respectively had major effect on the integration of green purchasing in procurement than volume of purchase and information tools respectively.

Ochieng (2021) conducted a study on the effect of green purchasing practices on performance of large chemical manufacturing firms in Nairobi County Kenya. The target population consisted of 63 large chemical manufacturing firms licensed by the Kenya Association of manufacturers. The unit of observation was supply chain managers at different manufacturing sectors of the industry. The study established that green purchasing practices significantly influence the performance of large chemical manufacturing firms in Kenya. The study concluded that green purchasing positively and significantly affect the performance of large chemical manufacturing firms in Kenya

Omayio, Abong and Elmah (2021) conducted a study on the effect of consumer awareness, practices and purchasing behavior towards green consumerism in Kenya. A semi-structured questionnaire was administered to 205 participants randomly selected in five constituencies within Nairobi County. The study found that the purchasing decisions are driven mainly by

product quality and price, whereas the environmental impacts were minor concerns. In conclusion, there is a need for creating more awareness on the consumption and production of green horticultural food products to sensitize the public on sustainable environmental practices among Kenyan consumers to promote green consumerism

Green Distribution and Firm Performance

Holt and Ghobadian (2020) conducted a study on the empirical study of green supply chain management practices amongst UK manufacturers. Data are collected using a questionnaire, piloted and pre-tested before distribution with responses from 60 manufacturing companies. The study found that on average manufacturers perceive the greatest pressure to improve environmental performance through legislation and internal drivers. The study concluded that this paper sought to examine two key aspects: the extent and nature of GSCM in a selection of manufacturing organisations and the factors that may influence this activity

Babatunde, Ajayi and Animasaun (2023) conducted a study on the effect of green distribution management and environmental sustainability of small and medium-sized Enterprises (SMEs). The questionnaire was used to gather primary data for the study. The result revealed that green distribution influences the environmental sustainability of SMEs. The study concluded that green distribution management practices have a significant influence on the environmental sustainability of SMEs

Mwaura, Letting and Ithinji (2020) conducted a study on the effect of green distribution practices and competitiveness of food manufacturing firms in Kenya. A cross-sectional survey was conducted on a sample size of 130 companies listed in the Kenya Association of Manufacturers directory. Primary data was collected through questionnaires. The study found that this research indicated that, technology has greatly influenced distribution techniques with more firms using the internet as a distribution channel. Further this research concluded that the adoption of green distribution practices positively and significantly influences the competitiveness of Kenya's food manufacturing firms

Panya *et al* (2021) conducted a study on the effect of green distribution on the organizational performance of sugar sub-sector in Kenya. Stratified random sampling was used with sample size of 30% of the target population, which comprised of 180 respondents. The study collected data using questionnaires. The study adopted both qualitative and quantitative data analysis techniques. The study established that green distribution is a critical component in cost mitigation and performance enhancement in the sugar sector. The conclusions established a positive significant relationship between Green Distribution and performance of sugar sub-sector in Kenya.

Obiso, Maendo and Musau (2023) conducted a study on the influence of green distribution on performance of private oil and gas marketing firms in Kenya: moderating influence of

government regulations. Target population was 1850 employees working for the 72 private oil and gas marketing firms in Kenya. The study used stratified random sampling that gave a representative sample. The results further showed a significant moderating effect of government regulation on the relationship between green distribution practices and firm performance. The study concluded that green distribution positively influenced performance of private oil and gas marketing firms in Kenya.

RESEARCH METHODOLOGY

This study used descriptive research design which involved gathering of data that describes events then organizing, tabulating depicting and describing the data. This study targeted 5-star hotels in Nairobi County, Kenya. According to Tourism Regulatory Authority (TRA) (2024), there are at least 32 five-star hotels in Nairobi County, Kenya. This study therefore targeted the management employees in these five-star hotels. In every hotel, the study targeted 1 top manager, 2 middle level managers and 5 lower level managers. The total target population was therefore 256 respondents. The unit of analysis was therefore 32 five-star hotels in Nairobi County, Kenya while the unit of observation was 256 management employees working with the five-star hotels in Nairobi County, Kenya

The study sample size was 156 employees. Stratified random sampling was applied to get the respondents. The study then used simple random sampling to select respondents from each stratum. This research used a questionnaire to collect primary data. According to Patton *et. al* (2019), a questionnaire is appropriate in gathering data and measuring it against a particular point of view. The questionnaires were pilot tested to ascertain the extent to which the instrument is correct and to eliminate ambiguous questions, and improve on validity and reliability. The pilot study was carried out on 16 respondents who are sufficient based on Glesne (2019) who stated that 10% of the population is adequate to constitute the pilot test size.

SPSS was used to analyze the data collected from the field. To allow data to be entered into the software, the questionnaires were referenced, and the data coded. Multiple regression models were fitted to the data to determine how the predictor/independent variables affect the response/dependent variable.

The model was;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where;

Y = dependent variable (performance of hospitality industry in Nairobi City County, Kenya)

X₁ = Green purchasing

X_2 = Green distribution

β_0 = the constant term

β_{1-2} = the Beta coefficient

ε = the error term

RESEARCH FINDINGS AND DISCUSSIONS

Descriptive Statistics

Green Purchasing and Firm Performance

The first specific objective of the study was to examine the influence of green purchasing on performance of hospitality industry in Nairobi City County, Kenya. The respondents were requested to indicate their level of agreement on various statements related to green purchasing and performance of hospitality industry in Nairobi City County, Kenya. The results were as shown Table 1.

From the results, the respondents agreed that their organization prefers products that consume less energy during use ($M=3.852$, $SD= 0.810$). In addition, the respondents agreed that energy-efficient products are prioritized in procurement decisions ($M=3.847$, $SD= 0.737$). Further, the respondents agreed that they prefer products that can be easily recycled at the end of their lifecycle ($M=3.826$, $SD= 0.683$).

From the results, the respondents agreed that procurement policies prioritize items with recyclable component ($M=3.758$, $SD= 0.624$). In addition, the respondents agreed that the organization considers biodegradability when selecting suppliers ($M=3.733$, $SD= 0.741$). Further, the respondents agreed that use of biodegradable products helps reduce environmental waste ($M=3.721$, $SD= 0.736$).

Table 1: Green Purchasing and Firm Performance

	Mean	Std. Deviation
Our organization prefers products that consume less energy during use.	3.852	0.810
Energy-efficient products are prioritized in procurement decisions.	3.847	0.737
We prefer products that can be easily recycled at the end of their lifecycle.	3.826	0.683
Procurement policies prioritize items with recyclable components.	3.758	0.624
The organization considers biodegradability when selecting suppliers.	3.733	0.741
Use of biodegradable products helps reduce environmental waste.	3.721	0.736
Aggregate	3.790	0.722

Green Distribution and Firm Performance

The second specific objective of the study was to evaluate the role of green distribution on performance of hospitality industry in Nairobi City County, Kenya. The respondents were

requested to indicate their level of agreement on various statements related to green distribution and performance of hospitality industry in Nairobi City County, Kenya. The results were as shown Table 2.

From the results, the respondents agreed that the organization plans delivery routes efficiently to minimize transportation costs and environmental impact ($M=3.894$, $SD=0.718$). In addition, the respondents agreed that multiple orders are combined whenever possible to optimize distribution ($M=3.882$, $SD=0.893$). Further, the respondents agreed that eco-friendly packaging is preferred over conventional packaging materials ($M=3.824$, $SD=0.721$).

From the results, the respondents agreed that the organization actively seeks ways to reduce packaging waste in distribution ($M=3.813$, $SD=0.673$). Further, the respondents agreed that reverse logistics practices help reduce environmental impact from waste ($M=3.796$, $SD=0.597$). In addition, the respondents agreed that the organization has systems in place to manage product returns efficiently and sustainably ($M=3.777$, $SD=0.520$).

Table 2: Green Distribution and Firm Performance

	Mean	Std. Deviation
The organization plans delivery routes efficiently to minimize transportation costs and environmental impact.	3.894	0.718
Multiple orders are combined whenever possible to optimize distribution.	3.882	0.893
Eco-friendly packaging is preferred over conventional packaging materials.	3.824	0.721
The organization actively seeks ways to reduce packaging waste in distribution.	3.813	0.673
Reverse logistics practices help reduce environmental impact from waste.	3.796	0.597
The organization has systems in place to manage product returns efficiently and sustainably.	3.777	0.520
Aggregate	3.831	0.687

Firm Performance

The respondents were requested to indicate their level of agreement on various statements related to performance of hospitality industry in Nairobi City County, Kenya. The results were as shown Table 3.

From the results, the respondents agreed that revenue growth in their organization has improved over the past three years ($M=3.863$, $SD=0.738$). In addition, the respondents agreed that cost management strategies effectively enhance overall profitability ($M=3.842$, $SD=0.619$). Further, the respondents agreed that their organization increases its market share compared to competitors in Nairobi ($M=3.788$, $SD=0.755$).

From the results, the respondents agreed that marketing and promotional strategies successfully attract new customers ($M=3.728$, $SD=0.742$). In addition, the respondents agreed that customers express high satisfaction with the services and facilities provided ($M=3.697$, $SD=0.822$). Further, the respondents agreed that their organization regularly receives positive feedback and repeat visits from customers ($M=3.651$, $SD=0.868$).

Table 3: Firm Performance

	Mean	Std. Deviation
Revenue growth in our organization has improved over the past three years.	3.863	0.738
Cost management strategies effectively enhance overall profitability.	3.842	0.619
Our organization increases its market share compared to competitors in Nairobi.	3.788	0.755
Marketing and promotional strategies successfully attract new customers.	3.728	0.742
Customers express high satisfaction with the services and facilities provided.	3.697	0.822
Our organization regularly receives positive feedback and repeat visits from customers.	3.651	0.868
Aggregate	3.762	0.757

Inferential Statistics**Correlation Analysis**

This research adopted Pearson correlation analysis to determine how the dependent variable (performance of hospitality industry in Nairobi City County, Kenya) relates with the independent variables (green purchasing and green distribution).

Table 4: Correlation Coefficients

		Firm Performance	Green Purchasing	Green Distribution
Firm Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	135		
Green Purchasing	Pearson Correlation	.851**	1	
	Sig. (2-tailed)	.001		
	N	135	135	
Green Distribution	Pearson Correlation	.866**	.419	1
	Sig. (2-tailed)	.000	.084	
	N	135	135	135

** . Correlation is significant at the 0.01 level (2-tailed).

From the results, there was a very strong relationship between green purchasing and performance of hospitality industry in Nairobi City County, Kenya ($r = 0.851$, $p \text{ value} = 0.001$). The

relationship was significant since the p value 0.001 was less than 0.05 (significant level). The findings are in line with the findings of Moser (2020) who indicated that there is a very strong relationship between green purchasing and firm performance.

The results also revealed that there was a very strong relationship between green distribution and performance of hospitality industry in Nairobi City County, Kenya ($r = 0.866$, p value = 0.000). The relationship was significant since the p value 0.000 was less than 0.05 (significant level). The findings are in line with the findings of Babatunde, Ajayi and Animasaun (2023) who indicated that there is a very strong relationship between green distribution and firm performance.

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (green purchasing and green distribution) and the dependent variable (performance of hospitality industry in Nairobi City County, Kenya).

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.791	.626	.625	.10482

a. Predictors: (Constant), green purchasing and green distribution

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.626. This implied that 62.6% of the variation in the dependent variable (performance of hospitality industry in Nairobi City County, Kenya) could be explained by independent variables (green purchasing and green distribution).

Table 6: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	97.208	2	48.604	110.213	.002 ^b
Residual	58.174	132	.441		
Total	155.382	134			

a. Dependent Variable: performance of hospitality industry in Nairobi City County, Kenya

b. Predictors: (Constant), green purchasing and green distribution

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 110.213 while the F critical was 3.065. The p value was 0.002. Since the F-calculated was greater than the F-critical and the p value 0.002 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of green purchasing and green distribution on performance of hospitality industry in Nairobi City County, Kenya.

Table 7: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.281	0.075		3.747	0.000
green purchasing	0.361	0.093	0.360	3.888	0.001
green distribution	0.373	0.098	0.374	3.806	0.000

a Dependent Variable: performance of hospitality industry in Nairobi City County, Kenya

The regression model was as follows:

$$Y = 0.281 + 0.361X_1 + 0.373X_4 + \varepsilon$$

According to the results, green purchasing has a significant effect on performance of hospitality industry in Nairobi City County, Kenya ($\beta_1=0.361$, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the findings of Moser (2020) who indicated that there is a very strong relationship between green purchasing and firm performance

In addition, the results revealed that green distribution has a significant effect on performance of hospitality industry in Nairobi City County, Kenya ($\beta_1=0.373$, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The findings are in line with the findings of Babatunde, Ajayi and Animasaun (2023) who indicated that there is a very strong relationship between green distribution and firm performance.

CONCLUSION AND RECOMMENDATIONS

Conclusions

The study concludes that green purchasing has a positive and significant effect on performance of hospitality industry in Nairobi City County, Kenya. Findings revealed that energy efficiency, recyclability and biodegradability influence performance of hospitality industry in Nairobi City County, Kenya. The study concludes that green distribution has a positive and significant effect on performance of hospitality industry in Nairobi City County, Kenya. Findings revealed that consolidation of shipments, reduced packaging and reverse logistics influence performance of hospitality industry in Nairobi City County, Kenya.

Recommendations

The study recommends that hospitality industry in Kenya should institutionalize green purchasing by adopting formal procurement policies that prioritize environmentally certified, locally sourced, and resource-efficient products, supported by clear supplier evaluation criteria and long-term partnerships with eco-compliant vendors. The study also recommends that hospitality industry in Kenya should implement green distribution practices by optimizing

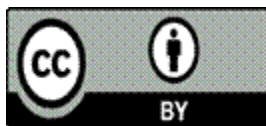
delivery routes, consolidating shipments, and partnering with logistics providers that use fuel-efficient or low-emission vehicles, while also leveraging digital tracking systems to enhance coordination and reduce unnecessary trips.

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