

International Journal of **Supply Chain and Logistics**

(IJSCL)

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Management of Restaurants in Tanzania**



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The Moderating Role of Customer Green Interest in the Relationship between Legal Framework and Green Supply Chain Management of Restaurants in Tanzania

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Accepted: 19th May, 2025, Received in Revised Form: 19th June, 2025, Published: 19th July, 2025

Abstract

Purpose: This study examines the relationship between legal framework (LF) and green supply chain management (GSCM). The study further examines the moderating role of customer green interest (CGT) in the relationship between LF and GSCM.

Methodology: The study was conducted in Tanzania, specifically in the Arusha region. A cross-sectional survey was used to collect quantitative data from 386 members of restaurant management teams involved in supply chain operations of restaurants. This sample size was determined using Cochran's formula since the population of member of restaurant management teams (managers and supervisors) involved in supply chain operations were unknown. Data were collected from respondents through a structural questionnaire. Further, data were analysed using partial least square-structural equation modelling (PLS-SEM).

Findings: Findings reveal that LF positively and significantly influence GSCM of restaurants. Moreover, CGI was found to have no moderating role in the link between LF and GSCM of restaurants.

Unique Contribution to Theory, Practice and Policy: The current study provides a novel framework by integrating institutional theory (IT) and stakeholder theory to examine how LF and customer green interests (CGI) respectively, may influence the GSCM of restaurants. With institutional theory the study suggests that restaurants' decision making depend on the external factors. It provides vital insights linking coercive pressure from the government and GSCM of restaurants. The study further challenged the stakeholder theory that customer green interest does not have any moderating role toward implementing GSCM of restaurants. Management teams of restaurants, policy makers, and other industrial stakeholders should understand that while customer green interest do not play any role in enhancing GSCM, a robust legal framework may be used as a critical factor in enhancing the GSCM of restaurants

Keywords: *Legal Framework, Environmental Attitude, Customer Green Interest, Green Supply Chain Management*

1. Introduction

Globally, Green Supply Chain Management (GSCM) is considered an environmental sustainability strategy for environmental sustainability of the firms (Khan *et al.*, 2023; Meager *et al.*, 2021). This has made GSCM gain attention from business practitioners (Feng *et al.*, 2024; Das *et al.*, 2023; Huo *et al.*, 2023; Mughal *et al.*, 2023). This is due to GSCM's capacity to integrate environmental concerns along the supply chain (Chakraborty *et al.*, 2023; Khan *et al.*, 2023; Shohan *et al.*, 2020). It demands purchasers, product designers, manufactures, distributors, and logistics providers to minimize environmental issues such as reducing carbon dioxide and other emissions, minimizing waste, and preserving bio-diversity in their supply chain activities. Despite the significance of GSCM, its application is still minimal among various industries including restaurants (Khan and Bhatti, 2016; Shin and Cho, 2022). This situation continues to pose global environmental pollution challenges, particularly in developing economies (Kibria *et al.*, 2023; Shetty *et al.*, 2023; Zhang *et al.*, 2022; Dai *et al.*, 2021). For example, 85% of the global population has been affected by human-induced activities, in which 69% of people admitted to be affected by environmental pollution (Osarodion *et al.*, 2023). In the reported percentage of environmental pollution problems, the hospitality sector has been identified as one among the key contributors particularly in food waste, plastic waste, and carbon emissions (Sahoo *et al.*, 2024; Bhatia *et al.*, 2023; Filimonau, 2021). Within the sector, restaurants have been reported to significantly contribute to polluting the environment, while simultaneously consuming huge quantities of water, energy, and resources through their supply chain operations (Madanaguli *et al.*, 2022; Zrnić *et al.*, 2022; Kim and Hall, 2020). The problem necessitated worldwide efforts, notably requiring countries to implement legal frameworks that promote eco-friendly practices across sectors. Thus, the presence of effective legal framework comprising laws, regulations and other legal enforcement is assumed to promote and encourage compliance behaviour essential for implementing environmental sustainability strategies (Adebayo *et al.*, 2024; Oduro *et al.*, 2024; Kim *et al.*, 2021). Furthermore, institutional theory (Meyer and Rowan, 1977), emphasizes that legal framework can influence organizational decisions and directions. Global environmental agreements and guidelines increasingly argue countries to formulate legal frameworks that promote green practices among business (Adebayo *et al.*, 2024; de Grosbois and Fennell, 2022; Kipāne and Vilks, 2022; Liu *et al.*, 2021). For example, Paris Agreement aims at limiting the global warming, calls on signatory countries to establish regulatory measures that reduce emissions by supporting green innovations across industries (Gomez-Echeverri, *et al.*, 2018). The United Nations' Sustainable Development Goals (SDGs), particularly Goals 11, 12, and 13 also emphasize the need for responsible production and consumption, pressing governments to adopt legal frameworks that enforce environmental compliance in various sectors (Khan *et al.*, 2023; Dhillon *et al.*, 2023; Amoako *et al.*, 2022; Chauhan *et al.*, 2022). The European Green Deal, adopted by the European Union, mandates strict environmental standards, and encourages countries to adopt policies that ensure reduction of carbon footprints through adherence to sustainable practices (Fetting, 2020). To comply with international requirements, African countries are increasingly aligning their legal frameworks to meet international environmental standards and agreements that promote green practices across industries (Citaristi, 2022). For instance,

countries like Nigeria (Ososanmi *et al.*, 2022), Kenya (Bor, 2021), and South Africa (Bag *et al.*, 2022; Nteta and Mushonga, 2021) have introduced legal frameworks encouraging adoption of eco-friendly related supply chain management practices, especially to sectors with high environmental impacts. In Tanzania the government has introduced the National Environmental Policy of 2021, Environmental Management Act No. 20 of 2004, Solid Waste Management Regulations of 2009, Hazardous Waste Control Regulations of 2009, and the National Environmental Management Council to establish and foster compliance with environmentally sustainability strategies, including GSCM (Mpapalika and Mmari, 2023; Khamis *et al.*, 2022; URT, 2022; Maduhu and Makori, 2021). The reported efforts especially in Africa and particularly in sub-Saharan Africa, not only demonstrate commitment to global environmental standards but also assumed to encourage restaurants to incorporate environmental considerations in their supply chain. However, Elias and Changelima (2022) and Jha *et al.* (2022) opine that most restaurant managers consider the restaurant business as just serving food consistently in a humble and welcoming environment rather than making decisions relevant to an eco-friendly and sustainable environment. Due to this most restaurants especially in developing economies, Tanzania in particular have been slow towards embracing green strategies, GSCM in particular, thus struggling to incorporate environmental considerations into their supply chain operations despite the demands of the prevailing legal framework (Elias and Changelima, 2022; Shin and Cho, 2022; Meager *et al.*, 2021; Jo *et al.*, 2018). This is attributed to factors such as the concept of legal framework being relatively new to restaurant managers, especially in developing economies. To enhance green practices and reduce environmental pollution through environmental-related legal frameworks, analysing and understanding the extent to which legal framework influence GSCM of restaurants in Sub-Saharan African countries, particularly Tanzania becomes significant (Duodu and Mpuur, 2023; Kim and Hall, 2020). Studies (Debnath *et al.*, 2023; Liu *et al.*, 2022; Shukla *et al.*, 2020) confirmed the significant role of legal framework in transforming traditional supply chain management to GSCM across industries. Moreover, Mehta and Handriana (2024), Sun and Shi, (2022), Foo *et al.* (2019) and Sukoco *et al.* (2018) emphasise that the customer green interest and expectations can influence the strength or weakness of the relationship among various attributes of GSCM. Additionally, stakeholder theory suggests that organisations should align their strategies with the interests of their key stakeholders in order to attain their goals (Parmar *et al.*, 2010). Despite the significance of legal framework in enhancing environmental sustainability performance of hospitality firms, it is unclear whether legal framework influence GSCM of restaurants in the presence of other factors (in this case, customer green interest). In this regard, a need emerges to undertake this study and assess the moderating role of customer green interest in the relationship between legal framework and GSCM of restaurants in developing countries like Tanzania. Studying the logical integrative role of the legal framework and customer green interest in transitioning to GSCM will bring new understanding to policy makers, restaurant management teams, and other industrial groups on how to effectively implement GSCM through legal framework, and add to the body of knowledge related to green supply chain management. This will significantly contribute to realisation of United Nations' Sustainable Development Goals (SDGs), particularly Goals 11, 12, and 13 in sub-Saharan African countries, Tanzania in particular.

2. Theoretical Foundation and Hypothesis Development

2.1 Institutional Theory

Meyer and Rowan (1977) propounded the institutional theory, arguing that organisations' actions tend to be influenced by their corporate objectives and institutional environments. From an institutional perspective, firms' decision-making is mainly influenced by three institutional environments: normative, mimetic, and coercive environment (Daddi *et al.*, 2016; DiMaggio and Powell, 1983). Proponent of the theory (Li and Ji, 2020; Daddi *et al.*, 2020; Ahmed *et al.*, 2019; Daddi *et al.*, 2016) identified coercive pressure as one of the elements of the institutional environment emanating from the prevailing laws, regulations, and institutional structures (i.e., legal framework) set by governments and other regulatory authorities. The sustainability of any organisation, including restaurants depends on its conformity to these legal frameworks (Schilling-Vacaflor and Gustafsson, 2024; Kilenhong and Komain, 2023; Buallay, 2020; Baldini *et al.*, 2018). The argument is that the legal framework provides minimum standards essential for promoting green initiatives and strategies that enhance the success of business firms (Okwandu *et al.*, 2024; Lambin and Thorlakson, 2018). Based on institutional theory, restaurants' failure to conform to environmental-related legal framework are more likely to face difficulty in achieving their success and legitimacy. Thus, this study has adopted institutional theory to guide an analysis of how the legal framework as coercive pressure can drive restaurants to implement environmental sustainability strategies, particularly GSCM.

2.1.1 Legal framework and GSCM

Legal framework play a key role in sustainability of the organizations. Studies have tried to assess the role of the coercive environment, particularly the legal frameworks, on various dimensions of GSCM in different sectors, including manufacturing (El-Garaihy *et al.*, 2022; Wang and Zhang, 2022; Tumain, 2021; Dai *et al.*, 2020; Saeed *et al.*, 2018), and service (Alvarenga *et al.*, 2023; Meager *et al.*, 2020; Shukla *et al.*, 2020). Surprisingly, those studies provided contradicting findings, bringing a dilemma to the literature. For example, Shukla *et al.* (2020), Wang *et al.* (2022), Tumaini (2021) and Dai *et al.* (2021) confirm that legal framework act as the significant factor that enhances GSCM. On the other hand, Meager *et al.* (2021) and Saeed *et al.* (2018) claimed legal framework to have no significant role in enhancing GSCM. Their finding suggests that GSCM may be influenced by factors other than the legal framework. Even though global literature recognises the importance of legal frameworks in promoting GSCM across diverse stakeholders, evidence is scantily available to show how and to what extent legal framework predicts the GSCM of restaurants, particularly in Sub-Saharan Africa. The available research gaps, and the growing interests of governments to foster environmental sustainability strategies in hospitality sector (Madanaguli *et al.*, 2022; Calcador, 2017), vent a need to analyse the influence of legal framework on GSCM of restaurants in respective countries. The assumption is that adequate knowledge and abidance with the requirements of the environmental legal framework can influence restaurants to implement GSCM in their day-to-day operations. Therefore, it is hypothesised that;

H1: Legal framework positively and significantly influences GSCM of restaurant.

2.2 Stakeholder Theory

The idea of customer green interest is found in the stakeholder theory that proclaim maintaining interest and cooperation with a broad set of stakeholders in making organisational decisions (Freeman, 2010; Freeman and McVea, 2002). Impliedly, an organisation's success is determined by its ability to establish, meet and maintain the interests of any group or individuals who can affect or be affected by such an organisation's decisions (Aldrich and Pfeffer, 1976). Proponents of the stakeholder's theory identify customers' interests as one of the key factors influencing organisational decisions. Customers are becoming aware of and are inclining interests in green practices within the supply chain (Heydari *et al.*, 2020; Modica *et al.*, 2018). They tend to pressurise firms to adopt and implement green practices in their daily operations. Furthermore, recent studies have indicated an increased number of customers being loyal to restaurants that implement green supply chain-related practices (Mai *et al.*, 2023; Kuar *et al.*, 2022). Based on the provisions of the stakeholder theory, failure to integrate customer interests (e.g., environmental sustainability needs) into business routines is more likely to lead to difficulties in businesses' acceptance and legitimacy, thus losing competitive advantage (Maziriri, 2020; Gürlek and Tuna, 2018). This study has utilised stakeholder theory in studying the moderating role of customer green interest in the relationship between legal framework and GSCM.

2.2.1 Moderating role of customer green interest

Literature reveals that customers' related green interests play a significant role in moderating the relationships towards environmentally sustainable initiatives across sectors (Mehta and Handriana, 2024; Sun and Shi, 2022; Foo *et al.*, 2019). For example Sun and Shi (2022) reported consumer green responsibility to reinforce the negative effects of greenwashing perceptions on green purchasing intention, while Foo *et al.* (2019) revealed customer interests to positively moderate the relationships between green manufacturing capabilities and green practices. Likewise, the study by Mehta and Handriana (2024) revealed customer eco-consciousness to strengthen the relationship between corporate social responsibility and green consumer loyalty. Based on the previous literature, higher customers' green interest necessitates firms to pay more attention to allocating resources towards implementing various environmentally friendly strategies and innovations. Likewise, lower customer green interests may lead to firms' reluctance in taking measures for environmental issues. Despite customer green interest playing a significant role towards sustainability strategies, empirical evidence on its role towards embracing the GSCM of restaurants is still limited. More specifically, the study propose customer green interest to moderate the relationship between legal framework and the GSCM of restaurants. This is to say, customer green interest may strengthen or weaken the relationship between legal framework and GSCM of restaurants. Therefore, it is worth to consider the following hypothesis:

H2: Customer green interest positively moderates the relationship between legal framework and GSCM of restaurants

2.3 Conceptual framework

Based on the theoretical and empirical review, a conceptual framework was developed. A conceptual framework provides a structured overview of the key relationships among

variables of the study (Kivunja, 2018). The framework of this study (Figure 1) suggests that legal framework leads to GSCM of restaurants. Likewise, green customer interest has been proposed in the framework as the moderating variable that can strengthen or weaken the relationship between legal framework and GSCM. The direct and indirect relationships in the model demand a more robust analysis models. Structural equation modeling (SEM) can be used to evaluate the relationships among these variables and assess how well the proposed variables predict the GSCM of restaurants.

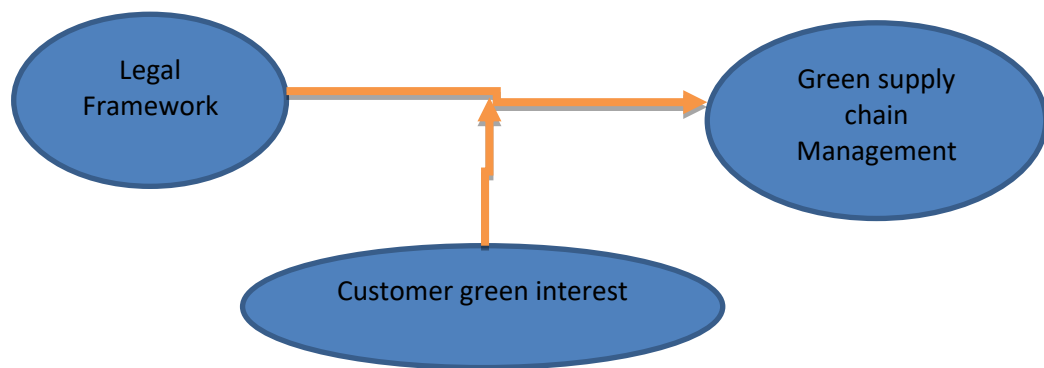


Figure 1. Conceptual framework

3. Methodology

3.1 Study design and setting

This study applied a cross-sectional survey design and quantitative research method. The use of a cross-sectional survey design and quantitative method is based on the argument by Elias and Changelima (2023) that the design and method are more appropriate in addressing the relationship towards various environmental sustainability initiatives in the restaurant business context. Arusha, Tanzania was purposively selected to provide respondents for this study. This is based on the argument by Suleiman (2023) that Arusha is the promising region in term of hospitality sector, and the best region to represent other regions when studying issues relating to green supply chain management in Tanzania. Additionally, the region has a vibrant and wide variety of green restaurants (Mato and Mosom, 2022; Njoroge *et al.*, 2020) catering to the diverse needs of hospitality sector's customers (travellers, tourists, expatriates, and government officials) who are described by Dimand and Neshkova (2024), Kim *et al.* (2021) and Nor and Kumar (2014) as being environmentally conscious. In the region, Arusha district was conveniently selected since it is a major economic hub of the region with a significant large number of vibrant restaurants as compared to other districts, thus provides a representative cross-section of the restaurant industry in the region.

3.2 Sampling and data collection

For the purpose of avoiding biases and enhance generalizability of findings, this study used simple random sampling method as applied by Shi and Liao (2013) to select restaurants in the study area. The structured questionnaire was used to gather data from management team members relating to purchasing, food production and reverse logistics operations of restaurants. 660 self-administered questionnaires were sent to key informants of the surveyed

restaurants. Out of 660 questionnaires, 401 were collected from respondents. However, only 386 questionnaires were found useful for data analysis.

3.3 Questionnaire development

Initially, professional experts were consulted to pre-test the questionnaire. This is based on the argument by Mwaiseje *et al.* (2024) that pre-testing ensure content validity of the developed tools. Second, a pilot study was conducted following the procedures stipulated by Viechtbauer *et al.* (2015). The feedback from pilot study were used to refine the questionnaire to reflect respondents' understanding and applicability in the study area. Five-point Likert scale ranging from 1-Strong disagree to 5-Strong Agree was used to measure the three main constructs included in the questionnaire. The construct legal framework was measured using four (4) items adapted from Alvarenga *et al.* (2023), Dai *et al.* (2021) and Shatta (2020). The items to measure customer green interest was measured by using items adapted from the questionnaires used by Dai *et al.* (2021) and Lin *et al.* (2020). Lastly, GSCM was measured using six items adapted from Ali *et al.* (2024) and Zhang *et al.* (2021).

3.4 Data analysis methods

Since the study intended to predict the influence of legal framework on GSCM particularly through the moderating role of customer green interest, collected data were analysed by using partial least squares structural equation modelling (PLS-SEM) with the aid of SmartPLS 4 software. (Hair *et al.*, 2019; Hair *et al.*, 2014). Specifically, the measurement model was evaluated for reliability and validity as specified by Hair *et al.* (2019).

3.4.1 Measurement model assessment

This study adopted a reflective measurement model because each indicator in the model was meant to have a close substitute for capturing the constructs' domains (Hair *et al.*, 2019; Hair *et al.*, 2017). Indicator reliability, construct reliability, indicators' convergent validity, and discriminant validity are to be determined in reflectively measured constructs. Hair *et al.* (2019) recommended the thresholds values for assessing indicator reliability (outer loadings), construct reliability (composite reliability-CR, and Conbach alpha-CA), indicators' convergent validity (AVE), and discriminant validity (HTMT). According to them, the outer loadings values should be 0.708 or higher, CR and CA values should be 0.7 or higher, AVE should be more than 0.5, and HTMT should be less than 0.85. The results in Table 1 together with statistical significance results of outer model (Figure 2) show that these statistics are within the recommended thresholds, indicating existence of indicator and construct reliabilities. Two items of green customer interest (CGI1 and CGI2) were dropped because of their low factor loadings hence, considered insignificant for this study. On the other hand, convergent validity was established in this study since the values of AVE, as indicated in Table 1 are above 0.5. It means that the indicator of the study's construct correlates positively with an alternative measure of the same construct. In addition, the results presented in Table 2 indicate the attainment of discriminant validity since values in the HTMT matrix (Table 2) are less than the recommended threshold value of 0.85, meaning that each construct does not capture the phenomenon already explained in the other construct (Hair *et al.*, 2019).

Table 1. Measurement model assessment

Aspects	Indicator	Loadings	CR	CA	AVE
Legal Framework (LF)	LF1	0.896	0.916	0.877	0.732
	LF2	0.810			
	LF3	0.801			
	LF4	0.911			
Customer Green Interest (CGI)	CGI3	0.854	0.863	0.871	0.677
	CGI4	0.801			
	CGI5	0.814			
Green Supply Chain Management (GSCM)	GSCM1	0.775	0.904	0.877	0.615
	GSCM2	0.894			
	GSCM3	0.883			
	GSCM4	0.701			
	GSCM5	0.798			
	GSCM6	0.736			

2. HTMT test

	CGI	GSCM	LF
CGI			
GSCM	0.364		
LF	0.730	0.043	
CGI x LF	0.321	0.242	0.302

4.0 Findings and Discussion

4.1 Total and specific indirect effects

This reflects the presenting the structural model results, and discussing the relationship between legal framework and GSCM. Likewise, it discussed the findings on the moderating role of CGI in the relationship between legal framework and GSCM of restaurants. The statistical significant results for the tested direct and indirect relationship has been presented in Table 3.

4.2.1 Legal framework and GSCM

This study performed an assessment to unveil the influence of legal framework on GSCM. The hypothesis was formulated to test how existing legal framework, particularly those emphasising on green practices, positively influences GSCM of restaurants. The findings (Table 3) revealed that legal framework significantly and positively influence GSCM ($\beta = 0.212$ $t = 4.851$ $p = 0.000$). Hence, we accept H1, that legal framework positively influences GSCM of restaurants. This imply that the increase in one unit of legal framework predicts the likelihood to embrace GSCM by 21.2 percent. These findings concur with arguments laid by El-Garaihy *et al.* (2022), Tumaini (2021), Dai *et al.* (2021) and Shukla *et al.* (2020) that legal framework play an important role in enhancing various GSCM dimensions. These findings imply that the legal framework, encompassing existing laws, regulations, and various institutional structures, plays a pivotal role in influencing green-based purchasing,

eco-designing and production, and reverse logistics dimensions of GSCM. Compliance with environmental laws drives restaurants to incorporate eco-friendly practices in purchasing by sourcing sustainable ingredients, designing and producing food that minimises waste, and using green technologies that minimises dangerous emissions. Also, presence of environmental regulations institutes restaurants to implement green initiatives in its reverse logistics and ensure proper waste management and recycling efforts. Regulatory authorities and agents through enforcement and supervision, create a structure that incentivises restaurants to adopt green initiatives in their supply chain that reduce adverse environmental impacts. However, these findings might seem obvious as no one is exceptional in complying with the existing legal framework regarding environmental issues. Meager *et al.* (2021) and Saeed *et al.* (2018) claimed that the legal framework alone cannot be the best predictor of GSCM. This has been justified by this study's findings (Table 3; $\beta = 0.212$) where legal framework has been found to influence GSCM by only 21.2 percent meaning that the presence of other factors best predicts GSCM. This study tests whether environmental attitude mediate the relationship between legal framework and GSCM of restaurants.

Table 3: Total and specific indirect effects

Relationship	Hypothesis	Original sample (O)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
LF -> GSCM	H1	0.212	0.044	4.851	0.000
CGI x LF -> GSCM	H3	0.016	0.010	1.651	0.099

4.2.2 Moderating role of customer green interest

The study assessed if customer green interest moderates the relationship between legal framework and GSCM of restaurants. The idea is that customer green interests can motivate environmentally sustainable initiatives among restaurants. Thus, this study hypothesised that customer green interest moderates the relationship between legal framework and GSCM of restaurants. Surprisingly, the findings (Table 3; $\beta = 0.016$ $t = 1.651$ $p = 0.099$) reveal that customer green interest does not moderate the relationship between legal framework and GSCM. Also, as shown in Figure 2 in the simple slope analysis, there is no difference in the lines depicting no moderation effects of customer green interest on the relationship between legal framework and GSCM of restaurants. Hence, H2 was rejected. The implication is that customer green interest does not strengthen or weaken the relationship between legal framework and GSCM of restaurants. In the context of this study, customers focus more on satisfying their food needs and pay less attention to environmental protection, sustainable food, and environmental compliance requirements. This does not pressurize restaurants to comply with legal framework and implement environmentally friendly strategies, particularly GSCM. This study findings contradict with previous studies such as Mehta and Handriana, (2024), Sun and Shi, (2022), and Foo *et al.* (2019) who found that customer interest is likely to strengthen the influence of various environmental sustainability factors (such as corporate social responsibility, greenwashing perceptions, and green manufacturing capabilities) on environmental sustainability initiatives. They argue that more green-conscious customers tend to pressurize organizations to implement green strategies in their supply chain

operations. The contradictions in this study's findings may be due to contextual differences. Individuals in developed economies tend to exhibit higher levels of environmental consciousness and green interest driven by greater access to education and resources, awareness of sustainability issues, and stricter environmental regulations, contrary to developing economies, which have limited resources and challenging economic priorities (Tawiah *et al.*, 2021; Kautish and Sharma, 2020). Further, Kim and Hall (2020) argued that environmental friendly practices in restaurants are viewed as being essential to consumers who have high environmental concerns.

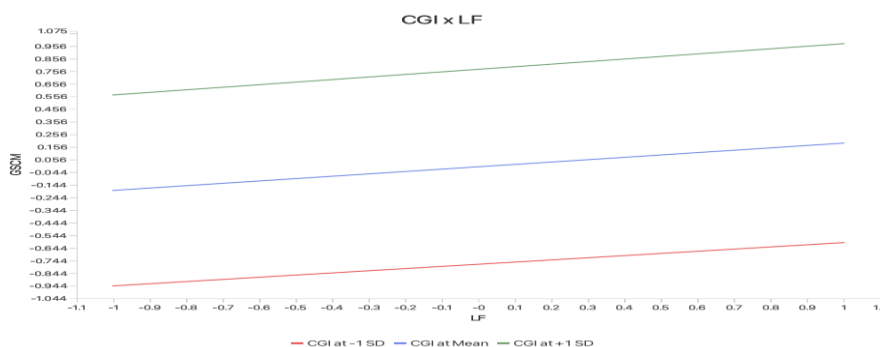


Figure 3. The moderate effect of customer green interest

5. Conclusion, Recommendation, and Study's Implication

5.1 Conclusion

This study was set to analyse the relationship between the legal framework and GSCM of restaurants. The study's findings confirm that the legal framework plays an important role in promoting effective GSCM of restaurants. Environmental laws, regulations, and institutional structures drive managers and employees of restaurants to embrace green purchasing, eco-friendly food design and production, and green reverse logistics that reduce waste and dangerous emissions, as well as preserving bio-diversity in the supply chain. Moreover, the relationship between the legal framework and green supply chain management remains unchanged when customer green interest is applied as a moderator. While customer green preferences do not play any moderation role, a robust legal framework may be used as a critical factor in enhancing GSCM of restaurants operating in developing economies, particularly in Tanzania.

5.2 Recommendations

This study offers important theoretical, policy, and practical recommendations for enhancing Green Supply Chain Management (GSCM) in the restaurant sector. Theoretically, it affirms the relevance of institutional theory by showing how coercive pressures from the legal framework positively influence environmental attitudes, which in turn enhance GSCM implementation in restaurants. However, it challenges stakeholder theory by revealing that customer green interest does not significantly moderate this relationship, suggesting that customer pressure alone may be insufficient to drive GSCM adoption. From a policy perspective, regulatory bodies should design and enforce environmental laws that promote eco-friendly practices, while also launching awareness campaigns that foster pro-

environmental attitudes among restaurant stakeholders. Practically, restaurant managers and supervisors particularly in developing countries like Tanzania should focus on internal compliance with environmental regulations and promote environmental attitude that supports sustainability, rather than relying heavily on customer demand for green practices. Future research should explore other forms of institutional and stakeholder pressure and extend the study to other segments of the hospitality industry.

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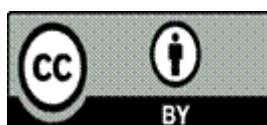
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