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Effects of the Theory of Planned Behaviour on Green Behaviour of Hotel Customers in Thailand

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Abstract

The objective of this study explores the effects of the theory of planned behavior (TPB) on green consumer behavior. The quantitative research was carried out using questionnaires to collect data. The marketing concept was integrated with environmental conservation according to the government's green hotel policy by focusing on the measurement of consumers' behavior in order to evaluate their service experiences in the hotels that have adopted the green hotel policy. The questionnaires were distributed to 618 customers of Thai chain hotels who visited the hotels in the high season or from November to December 2020. The questions about marketing behavior and environmental concepts were used to obtain green consumer behavior data. The theory of planned behavior variables, comprising green perceived behavioral control, subjective norms, green purchase attitudes, and green purchase intentions, have a statistically significant effect on green consumer behavior. The model fit index is at a good level at CMIN/DF = 2.591, p-value = 0.000, AGFI = 0.910, IFI = 0.962, GFI = 0.927, CFI = 0.962, PNFI = 0.829, PCFI = 0.848, and RMSEA = 0.051. The present study provides knowledge about Thailand's green hotel operators that have changed the way they operate due to awareness of potential environmental impacts. The research results showed that each hotel complies with the environmental stewardship policy with the aim of attracting consumers.

Keywords: green consumer behavior, theory of planned behavior, hotel management, environment

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อิทธิพลของทฤษฎีพฤติกรรมตามแผน ในพฤติกรรมของผู้บริหารโรคโรงแรมสี่เหลี่ยม ประเทศไทย

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บทคัดย่อ

วัตถุประสงค์การศึกษานี้เพื่อสำรวจทฤษฎีพฤติกรรมตามแผนที่มีอิทธิพลต่อพฤติกรรมผู้บริหารโรคสี่เหลี่ยม โดยเป็นการวิจัยเชิงปริมาณที่ใช้แบบสอบถามเก็บข้อมูลจากผู้บริหาร ผู้วิจัยนำแนวคิดการตลาดบูรณาการกับการอนุรักษ์ธรรมชาติ ตามโครงการของทางภาครัฐที่ให้โรงแรมในประเทศไทยปฏิบัติ จากนั้นประเมินด้วยมาตรวัดพฤติกรรมของผู้บริโภคเพื่อดูผลการรับบริการโรงแรมที่ยึดถือนโยบาย ผู้วิจัยส่งแบบสอบถามให้กับผู้ใช้บริการโรงแรมเครือข่ายขนาดใหญ่ที่เป็นของคนไทยที่ใช้บริการโรงแรมในช่วงเดือนพฤศจิกายน-ธันวาคม พ.ศ. 2563 ที่เป็นฤดูกาลท่องเที่ยว จำนวน 618 ราย ซึ่งวัดเกี่ยวกับพฤติกรรมการตลาดและแนวคิดสิ่งแวดล้อมเพื่อให้ได้ผลลัพธ์เป็นพฤติกรรมผู้บริโภคสี่เหลี่ยม ได้แก่ การรับรู้ความสามารถในการควบคุมพฤติกรรมสี่เหลี่ยม การคล้อยตามกลุ่มอ้างอิง ทศนคติการเลือกใช้สี่เหลี่ยม และความตั้งใจในโรคสี่เหลี่ยม มีอิทธิพลต่อพฤติกรรมผู้บริโภคสี่เหลี่ยม อย่างมีค่านัยสำคัญทางสถิติและค่าดัชนีความสอดคล้องของโมเดลอยู่ในระดับที่ดี (CMIN/DF = 2.591, p-value = 0.000, AGFI = 0.910, IFI = 0.962, GFI = 0.927, CFI = 0.962, PNFI = 0.829, PCFI = 0.848, and RMSEA = 0.051 การศึกษานี้เสนอความรู้เกี่ยวกับการเปลี่ยนแปลงของกลุ่มตลาดสี่เหลี่ยมในกลุ่มผู้ใช้บริการโรงแรมในประเทศไทยที่มีการเปลี่ยนแปลงด้วยการตระหนักรู้ถึงผลกระทบที่อาจเกิดขึ้นในอนาคต ผลการวิจัยแสดงให้เห็นว่าโรงแรมมีการตอบสนองต่อนโยบายการดูแลสิ่งแวดล้อมเพื่อดึงดูดกลุ่มผู้บริโภคที่แสดงถึงการจัดการที่รับผิดชอบต่อสังคม

คำสำคัญ: พฤติกรรมผู้บริโภคสี่เหลี่ยม ทฤษฎีพฤติกรรมตามแผน การจัดการโรงแรม สิ่งแวดล้อม

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Introduction

Participation in environmental conservation has become a topic of interest because humans are more concerned about the limitless use of natural resources and the environmental pollution from various industries, including the service sector, where natural resources are used to facilitate the convenience of consumers. Environmental awareness is a concept that originated in developed countries. However, in developing countries, the concept of environmental conservation must be taken into account when doing business. This is because consumers often assess a company's image before purchasing its products and services. If the company shows a clear intention to contribute to a better society, people in society will have a positive response and be ready to pay for its products and services (Chahal, Dangwal, & Raina, 2014).

The measurement of green consumer behavior must take into account the assumption of "social responsibility." Doing business is an interactional process between business operators and consumers. As both business operators and consumers are part of society, they should work together to achieve a balance between nature and society. This is moral satisfaction that consumers decide (Getzner & Grabner Kräuter, 2004). Green products/services are products or services that are eco-friendly, such as organic herbal products, chemical residue-free products, and energy-saving products. Therefore, the term "green" is related to the term "pro-environmental" (Shrum, McCarty & Lowrey, 1995). Overall, green consumers attempt to explain green consumption by referring to the fact that individuals' awareness of environmental impacts influences their decision to purchase or use natural-related products (Liu, Liu & Mo, 2020). In addition to the degree of harmfulness to the environment, the quality of products and services is also important. In designing a model for green consumers, various inputs must be tested in order to determine the best purchase behavior for future service businesses.

The present study aimed to explore the needs of chain hotel customers in Thailand during the year 2020 by considering pandemic crisis management and environmental conservation, including cost reduction. Green consumer behavior is considered as an awareness of environmental impacts that indirectly affects hotel businesses. The current integration of environmental management into the service industry is in line with the modern environmental paradigm of Catton and Dunlap (1978). They state that everyone in society should participate in environmental movements at the public level and should build interactions between the environment and society in order to tackle the existing structural economic and social problems and the use of natural resources for individual benefits. Therefore, in this study, "green hotel" is defined as an eco-friendly service

business that focuses on resource- saving, pollution reduction, affordable services, environmental protection, and compliance with world-class standards. According to Chan (2001), it can be concluded that green purchase behavior results from cultural and psychological mechanisms that influence people’s development of knowledge and a better understanding of the relationships between the environment and society.

Litterature Review

Green Perceived Behavioral Control

Perceived behavioral control indicates the degree to which people perceive their ability to perform specific actions (Ishoy, 2016). Service providers need to show that they care for the environment in order to make consumers perceive their actions. Sometimes, their actions are expressed to consumers through the fulfillment of duties or compliance with regulations, as if their duties are associated with the beliefs of consumers. Consumers’ purchasing decisions depend on the level of engagement (Han & Kim, 2010). Wang, Wong and Alagas (2020) suggested that perceived behavioral control is beneficial to green businesses because it can be used to develop green marketing strategies that enable consumers to perceive the company’s environmental concerns and feel more confident in green hotel services.

Green Purchase Attitudes

Purchasing behavior is based on willingness to purchase, which is considered a cognitive control of purchasing needs. Purchasing behavior can be explored through consumers’ personal values (Bagozzi, Yi & Baumgartner, 1990). Green consumers have an assumption that environmental conservation should be integrated with awareness of the ecosystems of humans and other creatures. Purchasing behavior is regarded as a direct activity of daily living, while green consumer behavior is concerned with environmental awareness indirectly affecting the environment and resulting from consumption decisions. Green consumption is currently a trend in the global market (Lai & Cheng, 2016). Green purchase variables can be used to measure consumers’ attitudes both in terms of self-expression and values given to nature.

Green Subjective Norms

Subjective norms are normative beliefs that significantly influence an individual’s behavior and expectations of others. Subjective norms can be perceived through social pressures to perform

a specific behavior (Goldenhar & Connell, 1992). Social pressures may probably be explained by consumers' opinions and expectations that are concerned with the perceived values of others. In this context, personal attitudes cannot predict behavior better than social norms because attitudes arise from within the person and are initially filtered through the psychological process before being shaped by society to be more tangible and relevant to actual situations (Lee, Hubbard, O'Riordan & Kim, 2006).

Green Purchase Intentions

Purchase intentions refer to the preference of consumers to purchase a product or service in the future. Green purchase intentions integrated with environmental conservation place emphasis on consumers' attitudes and purchasing needs that cause no harm to the environment. In the context of hotel businesses, the focus of green purchase intentions is on eco-friendly hotels and niche hotel services (Han, Hsu & Lee, 2009). Green purchase behavior is associated with an awareness of environmental and social values. In the business thinking process, the company must integrate environmental concerns into its work policies in order to achieve business sustainability (Amin & Tarun, 2020).

Moral Norms

Although only four variables are included in the model of Ajzen (1991), it does not mean that there is no improvement variable. "Moral norm" is a variable that stimulates behavior improvement. It is defined as one's perception of the moral correctness of performing a certain behavior. As one action can cause various effects, moral norms will enable people to realize the consequences of their actions (Parker, Manstead & Stradling, 2011). Thus, moral norms are considered one of the variables that can motivate desired behavior (Godin, Gagnon & Lambert, 2003). Feeling guilty after doing something wrong is part of an improvement mechanism. When moral norms are integrated with environmental conservation, consumers will choose to purchase services that do not affect the environment and understand the conditions of nature and the future consequences of destroying natural cycles.

Green Consumer Behavior

Suchard and Polonski (1991) explained that green consumer behavior is concerned with logically convincing consumers with ecological knowledge to care for and protect the environment in their own way. In addition to knowledge of the environment, products and services, social norms

are another driving force of socialization that can motivate consumers to purchase products that have no environmental impact (Han & Stoel, 2016). In research contexts, green consumer behavior is an indicator of environmental knowledge that reinforces people to participate in the conservation of nature and the assessment of sustainable practices of green businesses (Le Bourhis, 2016).

The Conceptual Framework

Relationships between Green Purchase Attitudes, Green Purchase Intentions, and Green Consumer Behavior

Khare and Kautish (2021) explained the relationships among green purchase attitudes, green purchase intentions, and green purchase behavior whereby green purchase behavior reflects consumers' knowledge and attitudes about product and service values. Consumers' expectations are formed based on their knowledge and perception, which finally leads to green purchase intentions. Green purchase attitudes also include perceived environmental risks that may affect consumers' green purchase behavior (Kautish & Dash, 2017). Therefore, consumers' knowledge levels have an effect on their purchase intentions.

Relationships between Subjective Norms and Green Purchase Intentions

Subjective norms play a key role in determining the social role of consumers. Therefore, they were included to explain consumers' behavior in this study. Saeri, Ogilvie, La Macchia, Smith and Louis (2014) suggested that subjective norms, comprising injunctive and descriptive norms, can be used to describe phenomena that affect attitudes. It indicates that although humans have a mechanism for protecting their own privacy, social norms deeply engrained in their everyday lives give rise to the power to interact with others through behavior prediction, while attitude acts as a moderator. Social pressure can arise from intimacy. Call, Domenech, Vázquez and Corralejo (2018), who studied the intentions to enroll in dual language programs based on the theory of planned behavior, stated that parents' intentions to enroll are influenced by subjective norms. The education market can use this finding to predict the needs of students in the future. These relationships are associated with socialization or social support, contributing to decision-making for the betterment of society (Adel, Dai, Roshdy & Yan, 2021).

Relationships between Subjective and Moral Norms in the Theory of Planned Behavior (TPB)

Conner et al. (2007), who studied the predictors of drivers' speeding behavior, indicated that those who follow moral norms drive at the appropriate speed because they keep in mind that speeding can lead to accidents and damage. This is in line with Liu et al. (2020), who adopted the TPB model, including subjective and moral norms, to study Chinese consumers' green purchase intentions. Their research results showed that consumers' perceived social causal relationships concerning current ecosystem conditions and possible consequences affect their green purchase intentions. In addition, it was found that consumers' moral norms can stimulate the relationship between the original construct of subjective norms and purchase intentions. In other words, green perceived behavioral control is stimulated by the moral system. Bang, Odio and Reio (2014) specified that subjective and moral norms are essential to the socialization process towards social cooperation and integration, leading to appropriate decisions of people in society. Yoon and Kim (2013) suggested the role of moral obligation and organizational norms in promoting computer security behavior and goal achievement behavior that focuses on common interests.

Green Perceived Behavioral Control and Green Purchase Intention

Perceived behavioral control is associated with behavioral expectancy. Bhattacharjee (2001) studied the effects of the perceived usefulness of information systems (IS) on users' continued intentions in order to explore the causal relationship between the perceived usefulness of IS and performance optimization. The perception of behavioral value is a mechanism of action and repetition, which is based on expected benefits and leads to operational prioritization. Fiandari, Surachman, Rohman and Hussein (2019), who conducted a survey on the perceived value of fish consumption, stated that the perceived value has an impact on fish consumption intentions and repetition on a daily basis. The concept of perceived behavioral control reinforces the assessment of successful behavior and the change in beliefs about behavioral effects that influence the level of behavioral expression and willingness. In conducting business together with enhancing environmental conservation, it is important to take into account the ecological impacts and environmental awareness and formulate a strategy to promote a balance between business, consumption, and environmental friendliness (Wu & Wu, 2014). As relationships are not compulsory, perceived behavioral control can take other forms to frame behavior motivated by individuality rather than regulatory pressures.

Green Purchase Intention and Green Consumer Behavior

Green purchase intentions play a key role in motivating pro-environmental behavior to be green consumer behavior. Regarding the direction of their relationships, the higher the green purchase intentions, the greater the green consumer behavior (Shimul, Cheah & Khan, 2021). Green purchase intentions stimulate green consumer behavior and product and service preferences, which are fundamental emotions that reflect the attitude of each person (Suki, 2016). Personal attitudes are elaborated in the decision-making process. Personal intentions drive a person to achieve his or her own expectations. A number of service strategies have been determined for green consumers, but not all of them can truly satisfy the needs of this group of consumers. This is because green consumers have curiosity and search for knowledge before purchasing. Thus, it is important to adjust their attitudes and behavior first. Appropriate service practices should be adopted and implemented by taking into account both green consumers and other groups of customers (Matthes & Wonneberger, 2014). Green consumers support eco-friendly activities and recycled resources (Su, Swanson, Hsu & Chen, 2017). Therefore, what green consumers really want is to obtain expected values through the behavioral process.

The present study focused on studying the independent variables influencing consumers' behavior in the context of consumption and current changes. The variables of the theory of planned behavior that have an effect on consumers' decisions and behavior were tested in order to determine a guideline for improving business practices and developing new solutions. The research framework was created according to the hypotheses, as shown in Figure 1.

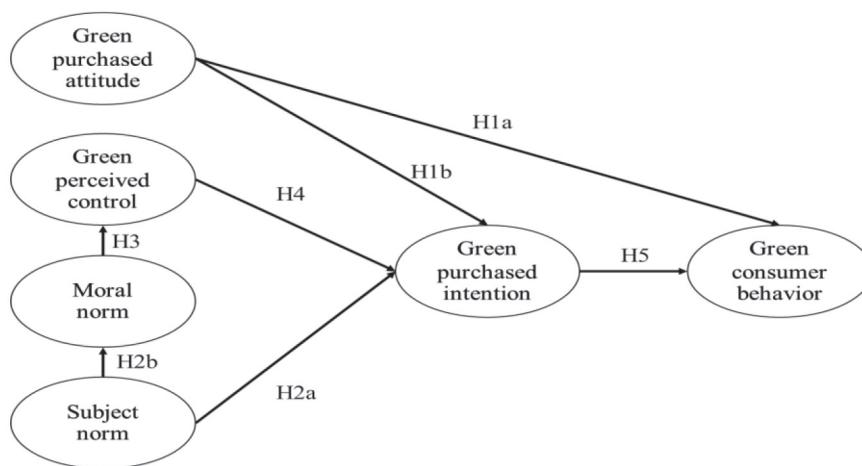


Figure 1 Conceptual Framework

Methodology

Population and Sample

The target population of this study was the customers of five chain hotels managed by Thai owners in the Green Hotel program of the Greenhouse Gas Management Organization that focuses on the implementation of green policies and public participation. The questionnaires were distributed to 1,000 customers by online survey from hotel to the consumers who visited the five chain hotels from November to December 2020, which was a high tourist season. The sampling strategy is a purposive sampling to survey all informants. A total of 688 questionnaires were returned. After screening, 618 questionnaires were complete and valid for the study, which accounted for 61.8 percent of the distributed questionnaires. The present study aimed to study green consumer behavior through the core planned behavior theory variables influencing consumers' purchase intentions. In addition, two more variables (green knowledge and environmental concern), which are not included in the planned behavior theory, were added in this study in order to investigate consumers' understanding of environmental conservation before making a purchase decision.

Measurement

In this study, the questionnaire was developed according to the operational variables, which were determined based on the survey. The validity and reliability were tested. The questionnaire is a Likert scale with five responses: (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree. All items in the questionnaire were developed according to the literature review and related theories. All of them were translated from English into Thai and then adapted to suit the Thai context before being translated back into English. The questionnaire was composed of the following scales: a) The green purchase attitude scale, which was adapted from the green purchase attitude scale of Wang et al. (2020), contained four items, namely 1) Staying in an environmentally conscious hotel is a good thing, 2) Staying in an environmentally conscious hotel is good for relaxation, 3) Staying in an environmentally conscious hotel is your desire, and 4) Choosing to stay in an environmentally conscious hotel is a smart choice. b) The green perceived consumer control scale, which was adapted from the perceived consumer control of Wang, Wang, Wang, Li, and Zhao (2018), comprised three items, namely "1) If you can choose, you would rather stay in an environmentally conscious hotel, 2) You have resources, time, and opportunities to stay in an ecological hotel, and 3) You are confident that you choose the right hotel for environmental conservation" (p. 2816). c) The green subjective

norm scale, which was adapted from the subjective norm scale of Liu et al. (2020), consisted of four items: “1) People around you often make you feel that you need to choose a pollution-free hotel, 2) Everyone knows that you support hotel services that cause no harm to nature” (p. 56), 4) Everyone makes you aware of environmental problems, and 5) Everyone you know uses green hotel services. d) The moral norm scale, which was adapted from the questionnaire of Shin and Hancer (2016) was comprised of four items, namely “1) Choosing an environmentally conscious hotel is a duty that should be done for the community and nature, 2) Choosing a resource-efficient hotel is your personal habit, 3) Choosing an eco-friendly hotel is indicative of desirable moral behavior, and 4) Choosing an eco-friendly hotel makes you a better person”. (p. 345) e) The green purchase intention scale, which was adapted from the questionnaire of Nguyen, Lobo, and Greenland (2017), included four items: “1) You choose hotel services that care about energy saving, 2) You will choose only a hotel that has no environmental effect, 3) You intend to choose this hotel again, and 4) You will choose only a hotel with an energy-saving policy without staying anywhere else” (p. 386). f) The green consumer behavior scale for measuring the dependent variable, which was adapted from the green consumer behavior tourist scale of Su et al. (2017), contained four items as follows: “1) You agree that the hotel will not serve you with excessive amounts of plastic bottled water, 2) You agree that the hotel will use a reduced number of corridor lights during the day, 3) You agree that the hotel will reduce the amount of water used per flush, and 4) You agree that the hotel will use water treatment for reuse purposes” (p. 3165). There were 23 items in total. After data collection, the data’s reliability and the variables’ factor loading were examined using confirmatory factor analysis (CFA) in order to obtain the appropriate components for the structural equation analysis.

Results

The Measurement, Outer, Model

In this study, the data was calculated to determine the convergent validity, which was associated with value weighting factors derived from standardized regression weight obtained through the confirmatory factor analysis. The average variance extracted (AVE) had to be greater than 0.5 (significant at 0.5) (Hair, Black, Babin & Anderson, 2017) or less than 0.5 if the composite reliability (CR) was higher than 0.6 (Fornell & Larcker, 1981). The CR value should be greater than 0.7 (significant at 0.7) or meet an acceptable level of 0.6. After calculating, it was found that the CR values were between 0.837 and 0.915, and the AVE values were between 0.563 and 0.730.

All values were obtained from the calculation of factor loadings. Furthermore, both maximum shared squared variance (MSV) and average shared squared variance (ASV) were calculated to test the discriminant validity. If AVE is higher than MSV and ASV, it means that the discriminant validity is acceptable. The MSV and ASV results are presented in Table 1.

Table 1 Assessment of Coefficient Matrix

Variable	1	2	3	4	5	6	AVE	MSV	ASV
Green purchase attitude	1						0.627	0.626	0.248
Green perceived behavior control	0.249	1					0.729	0.477	0.141
Subjective norm	0.442	0.437	1				0.664	0.627	0.296
Moral norm	0.496	0.387	0.792	1			0.691	0.627	0.293
Green purchase intention	0.339	0.477	0.523	0.477	1		0.563	0.274	0.187
Green consumer behavior	0.791	0.27	0.437	0.461	0.305	1	0.73	0.626	0.239

Structural Model

The results of the structural equation analysis were tested and confirmed at a good level. Regarding the fitness index, The Chi-square divided by the df value (CMIN/DF) was 2.591. A Chi-square value of less than 5.00 and 3.00 indicates a very good fit (Hair et al., 2017). Moreover, it was found that p-value = 0.000, AGFI = 0.910, IFI = 0.962, GFI = 0.927, CFI = 0.962, PNFI = 0.829, PCFI = 0.848, and RMSEA = 0.051. Based on the measurement criteria, AGFI, IFI, CFI, and GFI should be greater than 0.90. If PNFI and PCFI are close to 1.00, the parsimony fit indices and RMSEA must be less than 0.08. The results showed that all values met the required criteria. All values met the required criteria, indicating that the structural equation model was suitable.

The research results showed that green purchase attitudes are significantly correlated with green purchase intentions in the same direction ($\beta = 0.777$, $***p < 0.001$). Hypothesis H1a was accepted. Hypothesis H1b was also accepted, as it was found that green purchase attitudes are significantly correlated with green purchased intention in the same direction ($\beta = 0.72$, $***p <$

0.05). Moreover, the results indicated that green subjective norms are significantly correlated with green purchase intentions in the same direction, confirming that Hypothesis H2a was accepted. Subjective norms are also significantly correlated with moral norms in the same direction ($\beta= 0.857$, $***p < 0.001$), indicating that Hypothesis H2b was accepted. Hypothesis H3 was also accepted, considering that moral norms are significantly correlated with green perceived behavior control in the same direction ($\beta = 0.619$, $***p < 0.001$). Similarly, Hypothesis H4 was accepted because green perceived behavioral control was found to be significantly correlated with green purchase intentions ($\beta = 0.619$, $***p < 0.000$). In terms of H5, it was found that green purchase intentions are significantly correlated with green consumer behavior ($\beta = 0.098$, $**p < 0.01$). In conclusion, all hypotheses were accepted, as detailed in Table 2.

Table 2 Hypotheses Testing Results

Hypotheses	Estimate (β)	S.E.	t-value	p-value	Result
H1a: GPA -> GPI	.777***	0.047	18.087	0.000	supported
H1b: GPA-> GCB	.072*	0.033	2.208	0.027	supported
H2a: SN -> GPI	.204***	0.034	5.911	0.000	supported
H2b: SN -> MN	.857**	0.047	18.087	0.000	supported
H3: MN -> GPC	.388***	0.042	9.326	0.000	supported
H4: GPC -> GPI	.619***	0.043	14.482	0.000	supported
H5: GPI -> GCB	.098**	0.035	2.832	0.005	supported
* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$					

The estimated values resulting from the square multiple correlation analysis indicated that the green model affects green consumer behavior, green purchase intentions, green perceived control, and moral norms at 61.3%, 63.1%, 68.9%, and 63.8%, respectively (Figure 2). The results showed that this model can predict green consumer behavior better than the other variables. The path coefficient or standardized regression weight between green purchase attitude and green consumer behavior was 0.771, between green purchase attitude and green purchase intentions was 0.075, between subjective norms and green purchase intentions was 0.223, between subjective norms and moral norms was 0.799, between moral norms and green perceived control

was 0.409, between green perceived behavioral control and green purchase intentions was 0.689, and between green purchase intentions and green consumer behavior was 0.093.

The theory of planned behavior and the green concept are vital to understanding the environmental concerns of consumers in today’s world. The theory of planned behavior explains the intentions of people that are expressed through behavior. The reason of relation among variables reflects how one’s own actions influence behavior. Designing human behavior is quite difficult to find out the solution. Nevertheless, it is recommended to consider the overall attitudes and habits of each group of people and then find out what influences their behavior by group in planned behavior theory. The results suggested that all variables have significant causal linkage. The study survey new concept of planned behavior theory factors with moral norm to improve the effect that impact to green consumer behavior. The significance in relationship explain the suitable of moral norm as independent variables in this study.

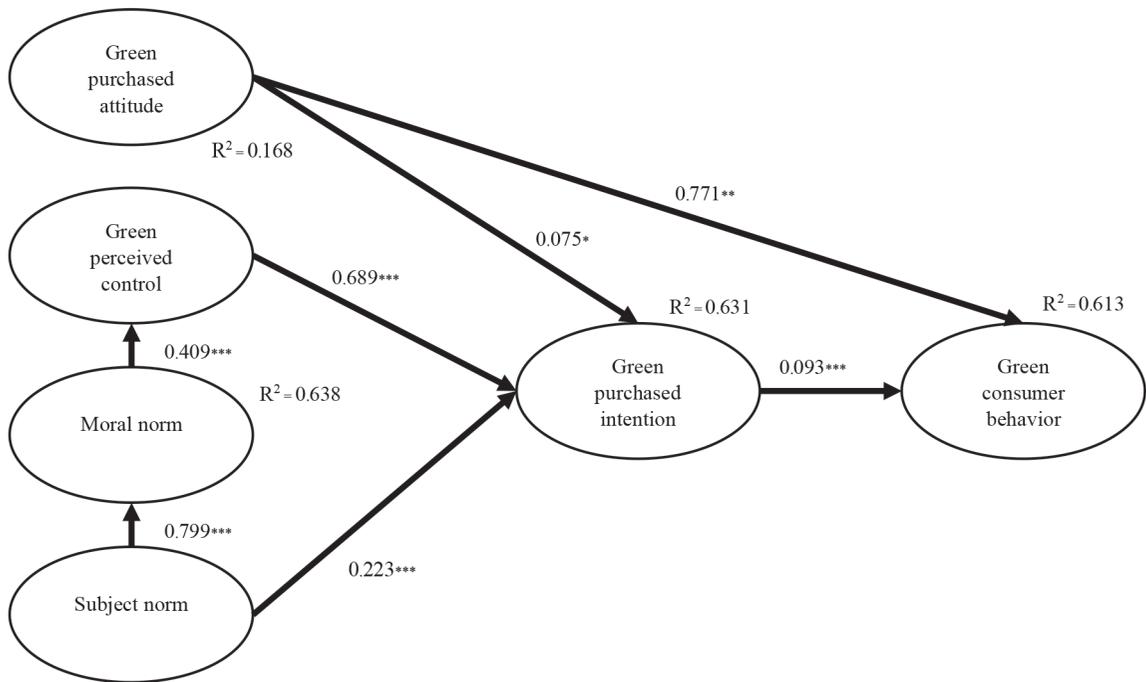


Figure 2 Structural Equation Model

Benefit on Theoretical and Managerial Implications for Practitioners

At present, hotel businesses mainly focus on attracting new customers through various methods, including using environmental conservation to create consumers' positive attitude towards hotel services. Several studies suggest that this approach can make consumers inclined to environmentally friendly products and even agree to pay more for environmentally oriented products, and this approach can create a good image for hotel operators (Chan, 2013; Laroche, Bergeron & Barbaro-Forleo, 2001), which will finally affect consumers' decision-making and purchase intentions. The greener consumers adhere to environmental conservation, the greater their confidence in their green purchase intentions and opposition to environmental destruction. The advantage is that hotel operators can use the response of green consumers to improve their hotel management. Based on the results of this study, understanding of consumers comes from individual behavior planning and a better knowledge of green consumer behavior. The development of the green consumption concept is also associated with sustainability. Green consumers' purchase behavior has more implications than simply making purchase decisions. It is a form of community building for achieving sustainability (Fuchs et al., 2020). Here, there are two perspectives of sustainability: green consumers' sustainable development and hotel operators' sustainable performance development. Green consumers want to make their community understand environmental problems and solve them together, while hotel operators want to build on the success of internal management that focuses on adapting to the external environment and social responsibility and improving their market shares and performance in a sustainable way (Chahal, Dangwal & Raina, 2014). Therefore, the green concept is not limited to environmental conservation but can also influence customer satisfaction building.

The green concept is ambiguous in many ways because it has been differently implemented in different countries. The present research investigated green consumer behavior in Thailand, which is a developing country. In the Thai context, the green concept should be implemented by considering of consumers' needs rather than theoretical practices that focus on socially responsible marketing. Moreover, it is important to understand the business context, government support, and public participation that vary in each country. A management guideline should place importance on the management of strategies that motivate consumers to support green services and economic effects that will create value for the company (Amoako, Doe & Dzogbenuku, 2021). In integrating the green concept into the management process, it is necessary to understand consumers' behavior together with environmental conservation ethics. Organizational executives or service providers

should strictly adhere to ethical management practices and long-term organizational goals in order to achieve sustainable ecosystem diversity management in multiple societies.

The aforementioned information is mainly concerned with managing the actual needs of green consumers. Hotel operators have a duty to offer various services to this group of consumers, to develop services that meet the needs of green consumers, to regularly monitor current environmental problems, and to take into account factors that can satisfy this group of people in order to expand into new markets. In terms of practical management practices, each service provider should build credibility by complying with environmental management standards and participating in green service development programs, such as the Greenhouse Gas Management Organization Project, in order to boost consumer confidence. Thus, it can be said that green consumer behavior is a group behavior that focuses on service providers' perspectives and responses to consumers' needs and abilities to provide basic service factors.

Discussion and Conclusion

Discussion

Green attitudes and intentions are vital to green consumption decisions, which are mainly associated with the community-based concept. They can be applied to develop marketing activities for social sustainability. Models of green consumer behavior often use environmental awareness to drive eco-friendliness that has an effect on intention-behavior relations (Kautish & Dash, 2017) in order to encourage people to consume green products and services and give back to society. However, for awareness of eco-friendly products and services, there is a price to pay (Khare, 2014). Consumers' perceptions of products and services are influenced by their educational levels. High-income people agree to pay more to give back to society and help themselves. In order to create environmental sustainability, green communities must be aware of and integrate social responsibility throughout internal and external purchasing processes as well as formulate regulations to support the green concept (Haleem et al., 2021). Consumers' environmental awareness will lead to an integration of social practices, which is considered an effective approach to enhance sustainability and create true values for consumers. The business sector can participate by promoting good corporate governance that cares for the environment.

The correlations between green purchase attitudes, subjective norms, moral norms, and perceived behavioral control can lead to green purchase intentions, which results from the decision-making process. As the context of this study focuses on the service industry,

the obtained results are consistent with the findings of Reysen, Chadborn and Plante (2018) about the behavior of convention visitors, stating that visitors' good experiences from the previous visit affect their intentions to attend again. Hornng, Su and So (2013), who studied the behavior of food festival visitors, indicated that the theory of planned behavior is useful for understanding consumer demands. Thus, it can be used to explain that consumers' purchase intentions are also influenced by service providers' understanding of market conditions and regulations and abilities to manage consumer communication systems. In addition to creating a good first service experience, good marketing strategies, especially understanding consumer lifestyle and segmenting, are also important to make consumers understand the value of each service. As each group of consumers responds differently, different behavioral models must be applied (Scott & Parfitt, 2005). It is essential to initially create behavioral intentions and then motivate real behavior by taking into account the adaptation to actual situations and expected behavior (MacGillivray & Lynd-Stevenson, 2013). Therefore, the theory of planned behavior is suitable for predicting behavior and should be applied to designing work behavior in business contexts in order to monitor the results of input and performance after adapting to actual contexts and expectations of specific consumers.

Conclusion

The present research applied the theory of planned behavior to develop a green consumer behavior model in order to improve the clarity of green consumer behavior concerning the selection of green chain hotels participating in the Greenhouse Gas Management Organization Project. The research results showed that green purchase attitudes, green perceived behavioral control, subjective norms, moral norms, and green purchase intentions significantly affect green consumer behavior in accordance with the research hypotheses. The findings about green hotel management can be used to further develop green hotel businesses. The results, indicating that the consumers in this study have shifted their behavior to be greener, are a good sign, because it means that other groups of consumers can also change their behavior to be more environmentally conscious through campaigns and promotions. The benefit for this study is the implementation of consumer behavior and green issues in order to solve the current situation that is forcing hotel industries to find the right practice to build the motivation in green consumers.

Recommendations

The present study investigated the influence of the planned behavior theory variables on the shift of behavior towards environmental conservation among customers of Thai chain hotels, which is associated with behavioral persuasion and motivation. However, as the data collection in this study was carried out during the pandemic crisis, some data could not be collected. Some hotel sections were closed during that time. Some hotels were turned into rehabilitation areas for Covid patients whose behavior was different from the real target group of this study who decided to purchase green hotel services on their own based on the green policy of Thai chain hotels. Thus, future research should be conducted in normal conditions by using the interview technique to collect data from service providers and hotel owners in order to investigate their work practices and compliance with government regulations and global society's environmental goals. In addition, marketing variables that influence consumers' purchasing decisions and outcomes, including brand images, brand loyalty, and brand engagement, may need to be added in order to better understand consumers' deep insights.

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