

Sustainability Practices and Managerial Commitment of Accredited Hotels in Select Provinces in Region 3: Basis for the Development of the Proposed Enhanced Sustainability Program

Jaramie G. Manalaysay

Graduate Studies Department, La Consolacion University Philippines, City of Malolos, Bulacan, Philippines

jaramiemanalaysay@gmail.com

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ABSTRACT

This study assessed the sustainability practices and managerial commitment of accredited hotels in selected provinces of Region III and used the integrated findings as basis for an enhanced sustainability program. An explanatory-sequential mixed-methods design was employed. The quantitative phase involved 319 employees selected through simple random sampling from 1,844 employees in 14 Department of Tourism-accredited 3- to 5-star hotels, while the qualitative phase purposively selected 14 managers, with data saturation reached at the tenth manager-participant. A researcher-developed survey questionnaire and semi-structured interview guide were content-validated by experts; Cronbach's alpha values for the sustainability dimensions ranged from .9228 to .9595. Quantitative data

were analyzed using descriptive statistics, weighted means, and correlation analysis, while interview data were subjected to thematic analysis and participant validation. Overall sustainability practices were rated Observed ($M = 4.18$, $SD = 1.04$), with renewable energy resources receiving the highest dimension mean and indoor cultivation the lowest. Managerial commitment was rated Evident overall ($M = 4.37$, $SD = .84$), with commitment to organizational goals on sustainable practices receiving the highest rating. Sustainability practices and managerial commitment were significantly and positively related ($r = .684$, $r^2 = .468$, $p < .001$). Qualitative analysis identified four themes describing effects on hotel operations—balancing environmental and social imperatives, environmentally sustainable business models, systematic sustainable practices, and holistic competitive branding—and four themes describing effects on marketability—profitable identity, community-centric hospitality, innovative leadership and management, and ethical business practices. The findings indicate that sustainability initiatives are strengthened when managerial commitment is embedded in hotel operations, employee development, resource management, innovation, and accountability. An enhanced sustainability program emphasizing managerial commitment was consequently proposed.

Keywords: *sustainability practices, managerial commitment, accredited hotels, green hospitality, hotel operations, marketability*

INTRODUCTION

The hospitality industry has become increasingly accountable for reducing environmental impact while sustaining guest satisfaction and business viability. Hotels consume substantial quantities of energy and water, generate solid waste, rely on extensive supply chains, and operate facilities continuously; consequently, sustainability has become an operational rather than merely symbolic concern. Hospitality firms are therefore

under pressure to integrate environmental, social, and economic responsibility into routine decision-making (Pereira et al., 2021; Kim et al., 2019).

Consumer expectations reinforce this transition. Environmentally conscious guests increasingly consider green practices, environmental trust, and responsible operations when choosing accommodation. Dwivedi et al. (2022) reported that green trust, attitudes, and environmental concern influence hotel guests' behavioral intentions, while Olya et al. (2021) showed that environmental and social sustainability dimensions contribute to favorable guest responses. Sustainability can therefore affect both resource performance and market position.

Within the Philippines, the hospitality sector faces the dual challenge of supporting tourism growth while addressing environmental vulnerability and resource pressure. Rivera and Gutierrez (2019) emphasized the importance of sustainable ecotourism value chains, and Galapate (2019) identified gaps in the implementation and certification of green hotel practices. These concerns are especially relevant to accredited hotels whose market positioning, service standards, and operational scale create both opportunities and responsibilities for sustainable practice.

Managerial commitment is central to translating sustainability principles into consistent action. Managers allocate resources, shape organizational priorities, influence employee behavior, authorize innovation, and maintain accountability. Without leadership support, environmental practices can remain fragmented or short-lived; with sustained managerial commitment, hotels can embed sustainability into operations, organizational culture, branding, and stakeholder relationships (Cop et al., 2020; Fok et al., 2021).

The study addressed this operational and leadership gap by examining sustainability practices and managerial commitment among Department of Tourism-accredited hotels in selected provinces of Region III. It described hotel and respondent profiles, assessed five sustainability dimensions and five dimensions of managerial commitment, determined their relationship, explored their effects on hotel operations and marketability through manager interviews, and developed an enhanced sustainability program based on the integrated quantitative and qualitative findings.

Literature Review

Sustainability Practices in Hotel Operations

Sustainable hotel operations involve practices that reduce environmental pressure while maintaining service quality and business viability. Common approaches include renewable energy use, water conservation, waste reduction, sustainable sourcing, and environmentally responsible design. Jovanović (2019) described green hotels as a growing trend connected with sustainable development and competitiveness, while Abdou et al. (2020) emphasized the role of green hotel practices in advancing sustainable development.

Hotels may benefit operationally from resource-efficient practices. Pereira et al. (2021) documented sustainability practices in a luxury hotel setting, illustrating how energy, water, materials, and waste initiatives can be incorporated into day-to-day operations. Dos Santos et al. (2020) likewise proposed criteria for assessing sustainable hotel business performance, underscoring the need for systematic rather than isolated practices.

Sustainability also contributes to organizational culture and brand positioning. Oriade et al. (2021) connected sustainability awareness, management practice, and organizational culture, while Shanti and Joshi (2022) linked environmentally sustainable practices with hotel brand equity. These findings support a multidimensional evaluation of sustainability rather than a single environmental indicator.

Renewable Energy and Water Conservation

Energy consumption is a major concern in hospitality because hotels operate heating, cooling, lighting, food-service, laundry, and guest facilities continuously. Dube and Nhamo (2021) highlighted the need to reduce greenhouse-gas emissions in hotel and tourism operations, while Dhirasasna and Sahin (2021) examined the adoption of renewable-energy technology in the hotel sector. Renewable-energy initiatives can therefore support both environmental targets and long-term operational resilience.

Water conservation is equally important because hotels rely on freshwater for sanitation, guest rooms, kitchens, pools, landscaping, and laundry. Gabarda-Mallorquí et al. (2019) found that guest awareness and water-saving measures are relevant to hotel water-management behavior, while Tirado et al. (2019) examined the implementation of water-saving measures in hotels. Conservation practices can reduce ecological pressure and utility costs without necessarily compromising guest experience.

Because the effectiveness of energy and water initiatives depends on monitoring, employee participation, and investment, the study treated these practices as observable organizational systems. This approach also makes managerial commitment particularly relevant because resource-saving technologies and operating procedures require continuing allocation of budget, training, and oversight.

Indoor Cultivation, Sustainable Sourcing, and Waste Management

Indoor cultivation represents a less conventional sustainability strategy in hospitality. Hotels can use indoor gardens, hydroponic systems, or related practices to support local food production, aesthetics, guest engagement, and reduced food miles. The source manuscript considered indoor cultivation alongside more established environmental practices because it reflects the integration of sustainability into hotel spaces and food-service operations.

Sustainable sourcing extends environmental responsibility beyond the hotel property to procurement and supply chains. Deraman et al. (2019) identified cost, customer support, and employee support as important influences on green-practice adoption, while Khalil et al. (2022) emphasized stakeholder perspectives in sustainable hotel operations. Local and responsible sourcing can simultaneously support community economies, environmental goals, and authenticity of guest experience.

Waste reduction, reuse, and recycling are core components of circular resource management. Hotels generate food, packaging, paper, plastics, glass, and operational waste, making systematic segregation and recovery important. Osiako and Kummitha (2020) discussed environmental-management practices in tourism organizations, while Kim et al. (2019) identified waste and resource management as recurring themes in hotel sustainability research.

Managerial Commitment to Sustainability

Managerial commitment refers to the sustained involvement of leaders in setting priorities, providing resources, guiding employees, and holding the organization accountable for sustainability outcomes. Fok et al. (2021) connected sustainability commitment with organizational culture and performance, while Cop et al. (2020) showed how environmental commitment can influence employee behavior through organizational mechanisms.

In hotels, managerial commitment can be expressed through organizational goals, employee development, change and innovation, resource management, and problem-solving and accountability. These dimensions reflect the practical ways in which leadership shapes whether sustainability becomes embedded in policy and routine operations. Commitment is therefore not limited to positive attitudes toward the environment; it requires decisions, investments, communication, and consistent follow-through.

Innovation is especially important because sustainability practices often require changes in technology, supply arrangements, infrastructure, and employee routines. Thakur and Mangla (2019) emphasized the role of human, operational, and technological factors in sustainability-oriented change management. Managers who actively champion sustainability can create conditions for continuous improvement and organizational learning.

Sustainability, Hotel Operations, and Marketability

Sustainability can influence hotel operations through lower resource consumption, reduced waste, more efficient processes, staff engagement, and stronger relationships with local communities. Salehi et al. (2021) discussed strategies for improving energy and carbon efficiency in luxury hotels, while Sharma (2023) reviewed sustainability practices across the global hospitality sector. These studies support the idea that environmental practice can have operational as well as reputational consequences.

Marketability is also connected to sustainability because guests increasingly evaluate hotel brands through environmental and social responsibility. Olya et al. (2021) found links between sustainability practices and guest attitudes and behaviors, and Han et al. (2019) examined the influence of hotel sustainability practices on attitudinal loyalty. Green practices may therefore contribute to brand differentiation, positive feedback, repeat patronage, and perceived value.

The qualitative phase of the present study was designed to explain these effects from managers' perspectives. By integrating employee survey results with managerial narratives, the explanatory-sequential design allowed the research to move from measured practice levels and correlations to a deeper interpretation of how sustainability affects operations and marketability.

Conceptual Framework

The study used an explanatory-sequential mixed-method framework. The quantitative phase described respondent and hotel profiles, assessed sustainability practices and managerial commitment, and examined the relationship between the two principal variables. The qualitative phase then explored how sustainability practices and managerial commitment affected hotel operations and marketability.

The original conceptual model is retained in Figure 1. It shows the progression from quantitative data collection and analysis to qualitative data collection and analysis and finally to the proposed standard sustainability practices. The model also identifies the study's sustainability and managerial-commitment dimensions.

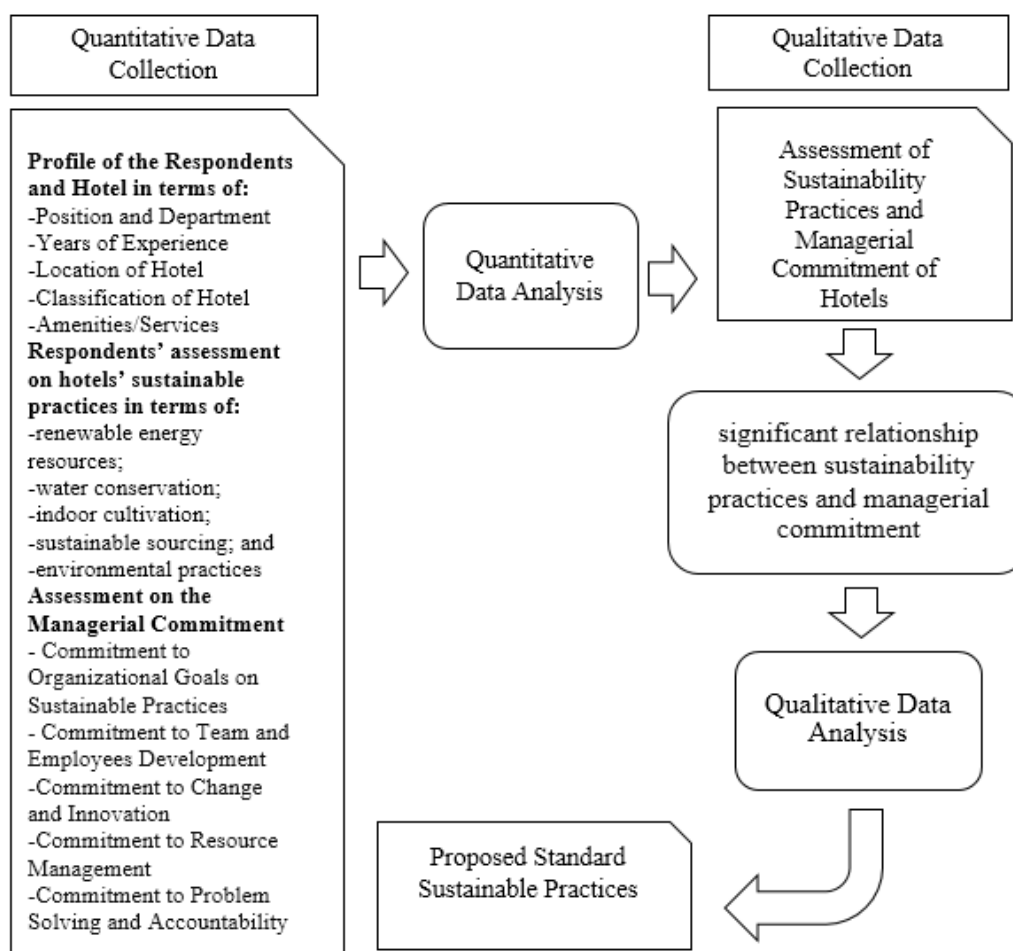


Figure 1. *Conceptual Model of the Study*

METHODS

Research Design

The study employed an explanatory-sequential mixed-methods design. Quantitative data were gathered and analyzed first to establish the level of sustainability practices, managerial commitment, respondent and hotel profiles, and the relationship between the principal variables. Qualitative interviews were then conducted to explain and deepen the quantitative findings regarding hotel operations and marketability.

The two phases were analyzed separately and integrated during interpretation and program development. This sequencing allowed the qualitative themes to elaborate on the patterns identified in the employee survey.

Research Locale

The study covered Department of Tourism-accredited 3- to 5-star hotels in selected provinces of Region III (Central Luzon), particularly Pampanga, Bataan, Bulacan, Nueva Ecija, and Zambales. Aurora and Tarlac were excluded because the source manuscript reported that their hotels within the identified list were classified only as 2-star properties.

Participants and Sampling Technique

The quantitative population consisted of 1,844 employees from 14 accredited hotels. Using the Raosoft Sample Size Calculator, 319 employees were selected through simple random sampling, giving eligible employees an equal opportunity to participate. The largest proportion of the sample came from Pampanga hotels.

For the qualitative phase, purposive sampling was used to identify managers with direct knowledge of sustainable hotel operations. Fourteen managers were initially selected according to criteria requiring managerial responsibility in relevant hotel functions, at least five years in the managerial position, and at least ten years in the hospitality industry. Data saturation was reached at the tenth manager-participant.

Research Instrument

The quantitative instrument was a researcher-developed survey questionnaire assessing renewable energy resources, water conservation, indoor cultivation, sustainable sourcing, waste reduction/reuse/recycling, and five dimensions of managerial commitment. A five-point Likert scale was used to describe observed sustainability practices and the extent to which managerial commitment was evident.

A semi-structured interview guide was used in the qualitative phase to elicit managers' descriptions of sustainability practices, operational effects, managerial influence, branding, marketability, and guest feedback. The survey and interview guides underwent content validation by professionals from tourism, hospitality education, hotel operations, and graduate education. Reliability testing using Cronbach's alpha yielded high internal-consistency coefficients, including .9523 for water conservation, .9228 for sustainable sourcing, and .9595 for waste reduction, reuse, and recycling.

Data Gathering Procedure

Permission to conduct the research was secured from La Consolacion University Philippines through the Graduate School and from the Department of Tourism Regional Office III. After endorsement and approval, survey questionnaires were administered to selected hotel employees and sufficient time was provided for completion.

Manager interviews were then conducted using the validated interview guide. Responses were recorded and transcribed verbatim, with online and offline follow-up discussion used when needed to deepen descriptions and ensure completeness. Quantitative and qualitative findings were subsequently integrated as the basis for the proposed sustainability program.

Data Analysis

SPSS was used for quantitative data management and analysis. Frequencies and percentages summarized respondent and hotel profiles, weighted means and standard deviations described sustainability practices and

managerial commitment, and Pearson's correlation coefficient tested the relationship between the two main variables at the .05 significance level.

Qualitative interview data were analyzed through thematic analysis. Codes were grouped into coherent patterns and themes, and the source protocol included participant validation of the interpreted themes to strengthen credibility. Integration focused on identifying how the qualitative themes explained or extended the quantitative results.

Ethical Consideration

Participation was voluntary and based on informed consent. Participants were informed about the purpose of the study, their right to withdraw, and the confidential handling of responses. The study avoided the disclosure of identities and reported the quantitative findings in aggregate form.

The research also observed the Data Privacy Act of 2012 (Republic Act No. 10173). Interview participants were assured of anonymity and confidentiality, and the source protocol provided for the removal of data if a participant chose to discontinue participation.

RESULTS AND DISCUSSION

Respondent and Hotel Profile

The quantitative phase included 319 hotel employees. Front Office Services/Guest Relations represented the largest single department group (56; 17.55%), followed by Housekeeping Services (55; 17.24%) and Food and Beverages (46; 14.42%). All respondents had 1-5 years of service. Most responses came from Pampanga (299; 93.73%). In terms of hotel classification, 165 respondents (51.72%) came from 5-star hotels, 105 (32.92%) from 4-star hotels, and 49 (15.36%) from 3-star hotels.

Table 1. Selected Respondent and Hotel Profile

Profile Variable	Largest / Key Category	Frequency	Percent
Position/Department	Front Office Services / Guest Relations	56	17.55
Years of Service	1-5 years	319	100.00
Hotel Location	Pampanga	299	93.73
Hotel Classification	5-star	165	51.72

Sustainability Practices of Accredited Hotels

Overall sustainability practices were rated Observed ($M = 4.18$, $SD = 1.04$). Renewable energy resources obtained the highest dimension mean ($M = 4.26$, $SD = 1.07$), followed by waste reduction, reuse, and recycling ($M = 4.24$, $SD = 1.02$), sustainable sourcing ($M = 4.20$, $SD = 1.00$), water conservation ($M = 4.10$, $SD = 1.07$), and indoor cultivation ($M = 4.09$, $SD = 1.07$). Although all dimensions were positively assessed, indoor cultivation emerged as the clearest area for further development.

Table 2. Summary of Sustainability Practices

Dimension	Weighted Mean	SD	Descriptive Rating
Renewable Energy Resources	4.26	1.07	Observed
Water Conservation	4.10	1.07	Observed
Indoor Cultivation	4.09	1.07	Observed
Sustainable Sourcing	4.20	1.00	Observed
Waste Reduction, Reuse, and Recycle	4.24	1.02	Observed
Overall	4.18	1.04	Observed

The relatively strong renewable-energy and waste-management ratings are consistent with literature emphasizing resource efficiency and emissions reduction in hospitality (Dube & Nhamo, 2021; Salehi et al.,

2021). The lower indoor-cultivation rating suggests that newer or less conventional sustainability strategies may require stronger managerial support, investment, and staff capability.

Managerial Commitment Relevant to Sustainability

Managerial commitment was rated Evident overall ($M = 4.37$, $SD = .84$). Commitment to organizational goals on sustainable practices was highest ($M = 4.44$, $SD = .83$), followed by team and employee development ($M = 4.41$, $SD = .81$). Commitment to change and innovation and commitment to problem-solving and accountability both obtained $M = 4.36$, while resource management was lowest at $M = 4.29$, though still rated Evident.

Table 3. *Summary of Managerial Commitment*

Dimension	Weighted Mean	SD	Descriptive Rating
Organizational Goals on Sustainable Practices	4.44	.83	Evident
Team and Employee Development	4.41	.81	Evident
Change and Innovation	4.36	.84	Evident
Resource Management	4.29	.88	Evident
Problem-Solving and Accountability	4.36	.82	Evident
Overall	4.37	.84	Evident

The findings indicate that sustainability was not viewed only as an operational technique but also as a leadership responsibility. This interpretation is consistent with Fok et al. (2021), who connected sustainability commitment with organizational culture and performance, and with Thakur and Mangla (2019), who emphasized leadership and change-management factors in sustainability transitions.

Relationship Between Sustainability Practices and Managerial Commitment

Pearson correlation analysis showed a statistically significant moderate positive relationship between sustainability practices and managerial commitment, $r = .684$, $r^2 = .468$, $p < .001$ ($N = 319$). Thus, stronger sustainability practices were associated with stronger perceived managerial commitment, and approximately 46.8% of the shared variation identified in the source analysis was represented by the coefficient of determination.

Table 4. *Relationship Between Sustainability Practices and Managerial Commitment*

Variables	N	r	r^2	p-value
Sustainability Practices and Managerial Commitment	319	.684	.468	< .001

The result supports the source manuscript's central premise that managerial commitment is a driving condition for sustained hotel environmental practice. It is also consistent with Cop et al. (2020), who linked environmental commitment with employee-related sustainable behavior, and Oriade et al. (2021), who emphasized the interaction among sustainability awareness, management practices, and organizational culture.

Qualitative Themes on Hotel Operations

The qualitative phase identified four themes explaining how sustainability practices and managerial commitment affected hotel operations: balancing environmental and social imperatives, adopting an environmentally sustainable business model, maintaining systematic sustainable practices, and building holistic competitive branding. Managers described sustainability as influencing resource use, community collaboration, employee participation, work culture, operational efficiency, service quality, and brand reputation.

Table 5. *Themes on the Effects of Sustainability and Managerial Commitment on Hotel Operations*

Theme	Integrated Interpretation
Balance Environmental and Social Imperatives	Combines environmental responsibility, community engagement, collaboration, and social contribution

Environmentally Sustainable Business Model	Embeds resource efficiency, cost reduction, and environmental responsibility into routine operations
Systematic Sustainable Practices	Institutionalizes sustainability through coordinated procedures, monitoring, and employee involvement
Holistic Competitive Branding	Links operational sustainability with service quality, reputation, positive work culture, and competitive identity

Qualitative Themes on Hotel Marketability

Four further themes captured the effects on hotel marketability: profitable identity, community-centric hospitality, innovative leadership and management, and ethical business practices. Managers associated sustainability with positive guest experiences, repeat patronage, online recommendations, stronger community ties, brand differentiation, leadership visibility, and responsible business identity.

Table 6. *Themes on the Effects of Sustainability and Managerial Commitment on Hotel Marketability*

Theme	Integrated Interpretation
Profitable Identity	Sustainability strengthens branding, guest loyalty, positive feedback, and revenue-related market appeal
Community-Centric Hospitality	Local sourcing and community relationships reinforce social value and destination identity
Innovative Leadership and Management	Managers use sustainability as a strategic and differentiating leadership platform
Ethical Business Practices	Environmental and social responsibility strengthen trust, accountability, and long-term brand credibility

These qualitative findings extend the survey results by showing how sustainability is experienced as a business, leadership, and branding strategy. The themes align with evidence that hotel sustainability practices can influence guest attitudes, loyalty, brand equity, and perceived value (Han et al., 2019; Shanti & Joshi, 2022; Olya et al., 2021).

Enhanced Sustainability Program

Integration of the quantitative and qualitative findings provided the basis for an enhanced sustainability program centered on managerial commitment. The proposed program emphasizes sustainability leadership, employee engagement, continuous improvement, resource-efficient operations, innovation, accountability, community collaboration, and market communication. Its logic is that sustainability becomes durable when management allocates resources, models expected behaviors, embeds environmental goals in operational systems, and connects these efforts to hotel identity and guest value.

CONCLUSION

The study concludes that sustainability practices are already embedded to a considerable extent in the operations of accredited hotels in selected provinces of Region III. Renewable-energy initiatives, waste reduction and recycling, sustainable sourcing, water conservation, and indoor cultivation were all observed, although the lower rating for indoor cultivation identifies an opportunity for further operational development.

Managerial commitment was consistently evident across organizational goals, employee development, change and innovation, resource management, and problem-solving and accountability. The strongest emphasis on organizational goals indicates that sustainability is most firmly supported when it is connected to the hotel's strategic direction and organizational values.

The significant positive relationship between sustainability practices and managerial commitment confirms that the two variables function together. The qualitative findings further show that this relationship affects more than environmental compliance: it influences business models, operational efficiency, employee

culture, community relationships, branding, guest perceptions, and marketability. The enhanced sustainability program therefore appropriately places managerial commitment at the center of sustainable hotel development.

Recommendation

1. Hotels should strengthen continuous professional development for frontline and guest-relations personnel by integrating sustainability practices into service, operations, and guest communication training.
2. Hotel management should expand indoor cultivation where feasible, including herb gardens, hydroponic systems, or other appropriate approaches that can support environmental education, food sourcing, aesthetics, and guest engagement.
3. Managers should translate sustainability goals into measurable operational targets for energy, water, waste, sourcing, employee participation, and community engagement and regularly review progress.
4. Accredited hotels should reinforce managerial commitment through leadership-development programs focused on sustainability strategy, innovation, resource management, accountability, and change management.
5. Hotels should deepen community-centric sustainability through local procurement, partnerships with local producers, community development activities, and transparent communication of social impacts.
6. Sustainability achievements should be integrated ethically into hotel branding and market communication so that claims made to guests are supported by documented practices and measurable outcomes.
7. The proposed enhanced sustainability program should be pilot-tested and evaluated across different hotel classifications and provinces to determine its effectiveness in improving operations, marketability, and sustainability performance.
8. Future researchers should examine additional organizational, financial, and employee-related factors and evaluate sustainability outcomes using longitudinal, comparative, and intervention-based designs.

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