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The Role of Green CSR, Corporate Image, and Sustainability Motivation on Sustainability Behavior and Environmental Performance among Hotels in National Capital Region, Philippines

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Abstract

Recognizing the substantial environmental footprint of hotel operation ranging from resource consumption to waste generation, This study explores the role of green corporate social responsibility on the environmental performance of hotels, highlighting the role of corporate image and sustainability motivation towards the formation of sustainability behavior among employees. The study employs a causal predictive quantitative design. A multistage sampling technique was utilized to collect 446 valid responses from hotel employees and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that green CSR strongly enhances corporate image (β = 0.727; f^2 = 0.528, large), with smaller but significant direct effects on sustainability motivation (β = 0.205; f^2 = 0.121, small), influencing positive employee engagement in sustainability-driven behaviors (β = 0.182; f^2 = 0.091, small), leading to enhanced environmental performance of hotels (β = 0.193; f^2 = 0.094, small). The results of the mediation analysis indicated that corporate image and sustainability motivation play a complementary and synergistic role in the relationship between green corporate social responsibility and sustainability behavior among hotel employees, leading to enhanced environmental performance (β=0.067; f^2=0.033; p=.002). Furthermore, the result indicate that strong green CSR enhances corporate image leading to a multiple serial mediating effect that strengthen employee's sustainability motivation and sustainability behavior, ultimately predicting improve environmental performance. This research bridges theoretical gaps by providing empirical evidence that supports the mechanism of multidimensional factors influencing employee sustainability behavior and environmental performance. These findings provide valuable insights to hotel management on the development of an employee service-oriented sustainability framework in advocating for green human resources and organizational strategies to foster sustainable hospitality practices.

Keywords: green CSR; corporate image; sustainability motivation; sustainability behavior; environmental performance

A. INTRODUCTION

The rising use of energy and resources, including the production of waste, by the hotel operation contributes significantly to global carbon emissions (Ahmed et al., 2021). The widespread utilization of single-use plastics and non-renewable energy sources in the hotel industry exacerbates worldwide environmental degradation. Consequently, the global need for sustainable development has resulted in the establishment of business policies that prioritize environmental corporate social responsibility, referred to as green CSR (Khan & Thomas, 2023). As awareness of sustainable practices grows, Southeast Asian developing nations have implemented legal frameworks to govern CSR projects (Singh et al., 2020). Hotels that include green corporate social responsibility in their fundamental strategies not only boost their environmental performance but also improve employee outcomes, including dedication, engagement, and job satisfaction (Wang et al., 2020).

Green CSR refers to the integration of environmental considerations into management systems, primarily aimed at achieving sustainability. Green CSR helps hotels to minimize their impact on the environment, improve their organizational image and adherence to environmental policies (Wood et al.,

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2021). Energy-efficient technologies, encompassing energy-saving systems and waste management solutions, are essential facilitators of sustainable hotel operations (Patwary et al., 2024). Guerra-Lombardi et al. (2024) highlight that energy-efficient initiatives help businesses reduce expenses, leading to improved resource utilization. Hotels that incorporate modern environmental technology into their daily operations not only decrease operating expenses but also enhance brand uniqueness and client attraction (Xin & Wang, 2023). Importantly, these practices extend beyond customer perception. They shape employees' motivation, engagement, and satisfaction by reinforcing organizational values aligned with environmental responsibility (Wang et al., 2020; Özcan & Elçi, 2020). Empirical evidence indicates that both the functional and psychological dimensions of corporate image influence how employees and customers respond to sustainability initiatives (Karim & Rabiul, 2022; Mansoor et al., 2025). Employees who perceive their organization as environmentally responsible are more likely to engage in eco-friendly behaviors and act as advocates of sustainability, thereby reinforcing corporate reputation and brand distinctiveness (Shahzad et al., 2025).

Beyond corporate image, employee sustainability motivation is a critical driver of organizational transformation. Research demonstrates that intrinsic and extrinsic motivational factors encourage employees to internalize environmental practices and align their work behaviors with the organization's sustainability agenda (Panwanitdumrong & Chen, 2021; AlSuwaidi et al., 2021). Thomas and Albishiri (2024) revealed that environmentak CSR initiatives positively influences employee behavior towards organization's green practices. Green CSR, therefore, acts as a catalyst for cultivating a culture of environmental responsibility where employee participation directly impacts both customer experiences and organizational performance (Hayat & Afshari, 2022). As pointed out in the study of Sheik et al. (2024) and Nisar et al. (2022) organizational culture and GHRM practices are critical factors in fostering action-driven behavior and environmental performance among employees. A growing body of literature suggests that collectivist organizational cultures enhance this alignment, as employees are more willing to participate in environmental initiatives when embedded within a shared vision and communal values (Asghar et al., 2022; Bouichou et al., 2022). Consequently, the internalization of sustainability practices within hotel culture is indispensable for improving environmental performance and embedding sustainability within long-term strategic operations (Appiah Kissi et al., 2023).

A number of factors can be highlighted having a direct impact on sustainability behavior of employees working in a hotel sector. Meirun et al. (2024) revealed that fostering a workplace culture supportive of sustainability practices requires deliberate organizational strategies aimed at promoting awareness, motivation, and active participation among employees. As emphasized in the study of Hassanein et al. (2024) the role of continuous training and development in enhancing employees' environmental knowledge and behavior significantly contributes to the organizational citizenship behavior towards the environment. Similarly, Wu and Zhu (2021) emphasize the direct impact of ecological worldview on personal norms enhance an individual's sense of responsibility to engage in environmentally friendly practices. Attitudes and behaviors are seen as outcomes of these values, beliefs, and moral norms with personal norms significantly influencing behavior through attitudes (Chi et al., 2023). Consequently, the influence of social norms on sustainability behavior was explored by Chua et al. (2024) revealing that personal sustainability behavior at home and organizational oriented support significantly influence individual actions towards sustainability motivation and behavior. As pointed out in the study of Aboramadan et al. (2022), inclusive leadership complemented by organizational support toward eco-friendly programs and initiatives influences the sustainability actions and behaviors among hotel employees.

Wong et al. (2021) argued that internal drivers such as personal ecological values and employee's sense of satisfaction on ethical CSR initiatives of the hotel play a critical role in shaping sustainability

behavior. Such behavioral changes are integral for hotels aiming to achieve substantive improvements in sustainability performance, which enhances their brand reputation and aligns with global environmental stewardship goals. Additionally, hotel employees who perceive strong corporate images and alignment with sustainability often exhibit increased voluntary pro-environmental actions, particularly when actively involved in sustainability initiatives (Jiang et al., 2025; Sheikh et al., 2024). These studies support the essential role of active employee engagement and meaningful participation in sustainability programs within the hospitality context. Hotels documenting sustainability outcomes such as waste reduction metrics, energy efficiency improvements, and resource conservation measures contributes to employee job satisfaction and organizational loyalty (Li et al., 2025). Moreover, business practices based on environmental stewardship and social welfare enhance corporate image and reputation (Triamanto et al., 2021). This leads to the development of sustainable practices and changes in behavior among employees (Sampene et al., 2024; Tariq & Hassan, 2023). This alignment enhances the efficacy of green CSR initiatives, as employees are more likely to participate in environmental programs when they feel part of a collective effort (Bouichou et al., 2022).

Despite the wealth of information on the topic of green CSR and the significance of employees' environmental sustainability behaviors, empirical study primarily centered on customer perspectives such as satisfaction and loyalty (Hayat & Afshari, 2022). Limited research focusing on the influence of green CSR practices, corporate image and sustainability motivation among internal stakeholders were found. Subsequently, there is an observable discrepancy in the practical integration of these initiatives into daily organizational operations and employee behavior (Boğan & Dedeoğlu, 2022). This gap is evident in the context of developing countries such as the Philippines, where firms often operate under resource constraints, heterogeneous regulatory enforcement, and strong community oriented cultural norms. In such contexts, the perceived credibility of green CSR and the corporate image it projects may play a disproportionate role in mobilizing employees, who frequently act as both implementers and advocates of sustainability practices. The geographical conditions of Metro Manila, characterized by a tropical climate with a pronounced rainy season, affected by extreme heat conditions, typhoons, and urban flooding, present unique challenges and opportunities for hotels aiming to implement sustainable practices. Recent studies document a clear shift toward sustainability among hotels in Metro Manila. Arceo-Dumlao (2024) reports that major hotel groups have launched comprehensive programs encompassing energy conservation, waste management, and community engagement, in line with international CSR standards. Similarly, Haldorai et al. (2023) find that green human resource management has enabled hotels to implement structured sustainability initiatives that significantly improve environmental performance indicators. Green hotel certifications and accreditations further guide and incentivize these efforts, steering properties toward more robust sustainability practices (Chi et al., 2022).

In contrast, Filimonau et al. (2023) argue that while, implementation of green practices of hotels is dependent on employee engagement, the study revealed multiple factors that influence the disengagement such as perceived insignificance, additional workload requirement and passive compliance can impact the implementation and development of sustainable behavior. Similarly, Guerra-Lombardi et al. (2024) highlighted significant contextual limitations, especially in smaller hotels where financial and logistical constraints limit CSR implementation. Thus, complex factors in the workplace setting may potentially influence incongruence of behavior and performance towards eco-friendly initiatives. As exemplified in the study of Cinderby et al. (2023) employees' involvement may be restrained by professional pursuit over environmental concerns. This is supported by the findings of the study of Zafar et al. (2022) which highlighted the role of organizational support and culture and cam influence employee behavior towards sustainable practices. Thus, gaps in understanding the complex interplay of these factors warrants the necessity of tailored strategies that consider both internal capabilities and

external environmental factors influencing employee behavior towards sustainable management performance. Thus, the current study recognizes the gaps in the literature by capturing the dynamic interplay of these factors and investigating the mechanism that enhances sustainability practices within the hotel sector. Although corporate commitment to environmental initiatives has increased, empirical research remains limited on how employees in the Philippine context cultivate pro-environmental attitudes, values, and routine workplace practices that advance organizational sustainability objectives. In particular, the role of social identity processes, managerial support, and organizational culture in shaping the internalization and consistent enactment of green behaviors is underexplored, leaving a critical gap in both policy-oriented discourse and the academic literature on sustainability in Filipino workplaces.

In addition literature indicates several research gaps. First, while many studies emphasize customer perspectives in evaluating green CSR, limited investigations focus on employees as internal stakeholders who play a crucial role in implementing sustainability practices (Sampene et al., 2024). Second, although the influence of corporate image on customer loyalty has been well established, its role in shaping employee sustainability behavior and motivation remains underexplored. Third, in the context of Southeast Asia, particularly the Philippines, there is limited empirical research on how hotels integrate green CSR, corporate image, and employee motivation into organizational culture, despite increasing pressures from climate vulnerabilities, regulatory frameworks, and sustainable tourism certifications. Therefore, literature on the mechanism of green CSR in the hotel and tourism sector remains to be underexplored.

In response to the above highlighted gaps, there is a need to investigate the impacts of these interactions collectively on the formation of sustainability behavior, and environmental performance. Therefore, this study aims to investigate the role of green corporate social responsibility, corporate image and sustainability motivation on sustainability behavior and environmental performance among employees in the hotel sector. This study contributes to both scholarly understanding and managerial practice. It advances a framework that policymakers can employ to design programs and strategies that cultivate sustainability oriented organizational cultures.

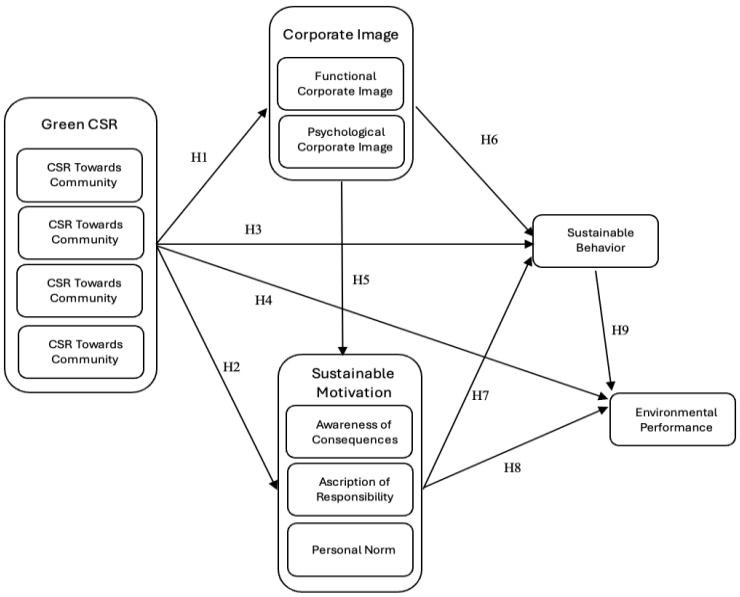


Figure 1. Conceptual framework

Theoretically, this study at figure 1 above is guided by the Value-Belief-Norm (VBN) Theory and Social Cognitive Theory, which provide the framework for understanding the psychological and sociological mechanisms that underpin sustainability behavior. VBN theory has been applied in predicting pro-environmental behaviors, postulating that values, beliefs, and norms shape the individual's environmental behaviors (Shang et al., 2023). On the other hand, Bhutto et al. (2021) highlighted the importance of the domains of SCT on how personal experiences, the behavior of others, and environmental contexts shape individual behaviors in the workplace setting. SCT also explains the interplay of how employees may mimic or reciprocate the observed actions and initiatives of the organization as part of their positive or negative behavioral reinforcement (Zameer et al., 2021). Thus, VBN and SCT may provide nuance in understanding the mechanism of the formation of environmental sustainability behavior and performance of employees in the hotel sector.

Thus, the study postulates the conceptual framework investigating the interplay between green Corporate Social Responsibility (Green CSR), corporate image, and sustainability motivation, examining the impact on sustainability behavior and environmental performance within hotels sector. Green CSR, identified as the independent variable encompassing four distinct dimensions: CSR towards Community (CSRCO), CSR towards Environment (CSREN), CSR towards Consumers (CSRCS), and CSR towards Employees (CSREP). Each dimension represents specific strategic actions that hotels undertake to exemplify their commitment to sustainability principles. The underlying assumption of this framework is that proactive engagement in green CSR positively enhances both the functional and psychological aspects of corporate image while simultaneously cultivating stronger sustainability motivations among hotel employees.

Corporate image and sustainability motivation are posited as necessary mediating variables within this model. Corporate image is bifurcated into functional corporate image (FCI), capturing the observable, tangible sustainability measures, and psychological corporate image (PCI), reflecting the intangible emotional and perceptual evaluations by stakeholders regarding the hotels' sustainable efforts. Concurrently, Sustainability Motivation is conceptualized through three sub-variables: Awareness of Consequences (AC), Ascription of Responsibility (AR), and Personal Norm (PN), which collectively represent employees' cognitive awareness, perceived accountability, and intrinsic moral obligations towards sustainability practices. These mediators interact intricately; a positive corporate image is hypothesized to strengthen employees' sustainability motivation, subsequently fostering sustainability behavior. Sustainability behavior (SB) functions as an additional mediator, ultimately influencing the environmental performance (EP) of the hotels as the primary outcome variable. Thus, this framework suggests a sequential, interrelated process where Green CSR initiatives positively influence corporate image and sustainability motivation, leading to enhanced sustainable behaviors and significant improvements in environmental performance.

Subsequently, to determine the direct and indirect relationships among the variables in this study, the following hypotheses are formulated, namely:

H1: Green corporate social responsibility has a direct effect on corporate image.
H2: Green corporate social responsibility has a direct effect on sustainability motivation.
H3: Green corporate social responsibility has a direct effect on sustainability behavior.
H4: Green corporate social responsibility has a direct effect on environmental performance.
H5: Corporate image has a direct effect on sustainability motivation.
H6: Corporate image has a direct effect on sustainability behavior.
H7: Corporate image has a direct effect on environmental performance.
H8: Sustainability motivation has a direct effect on sustainability.
H9: Sustainability motivation has a direct effect on environmental performance.

H10: Corporate image has a mediating effect between green corporate social responsibility and sustainability behavior.
H11: Sustainability motivation has a mediating effect between green corporate social responsibility and sustainability behavior.
H12: Sustainability behavior has a mediating effect between green corporate social responsibility and environmental performance.
H13: The relationship between green corporate social responsibility and environmental performance is sequentially mediated by corporate image and sustainability motivation.
H14: The relationship between green corporate social responsibility and environmental performance is sequentially mediated by corporate image and sustainability behavior.
H15: The relationship between green corporate social responsibility and environmental performance is sequentially mediated by sustainability motivation and sustainability behavior.
H16: The relationship between green corporate social responsibility and environmental performance is sequentially mediated by corporate image, sustainability motivation, and sustainability behavior.

B. RESEARCH METHOD

The study utilized causal predictive design by combining causal reasoning with predictive analytics to examine relationships between independent and dependent variables. A multistage sampling method was used in the study, in which cluster sampling using geographical boundaries was determined to identify the areas of hotels included in the study. Consequently, systematic control over the data collection process was ensured by categorizing the participating hotels according to the three districts of the National Capital Region. Only hotels classified as 4- or 5-star establishments and officially accredited by the Department of Tourism (DOT) were included in the study. The survey was conducted from February 12 to March 25, 2025, in selected hotels located in the National Capital Region, Philippines.

The study employed purposive sampling technique. A survey questionnaires were distributed in the English language using self-administered survey questions and QR code online-based surveys. Professional and personal referral was employed to collect valid responses from employees even if they are not present in their operation. This ensures respondents can provide their perspective on the study and provides an option for the employee to answer the survey instantaneously without hampering their operation. The researcher also utilized social media and LinkedIn accounts to gather responses from active employees of the hotel. Eligible respondents were enrolled in the study based on their active employment status in DOT accredited 4-to-5-star hotels located in the National Capital Region. Must be at least 21 years to 60 years of age, employed in hotels with recognized sustainability practices and corporate social responsibility. Respondents must have at least six months of tenure in their current position to provide informed insights into the environmental policies and operational sustainability measures of the hotel. Additionally, respondents must possess a functional proficiency in English language to ensure comprehension and accuracy of response. These criteria ensure that respondents have a sufficient understanding of the dimensions of the study and operational complexity in human resource operation and sustainability practices of the hotel. Furthermore, selected establishments with publicly initiated green practices mentioned on their websites or received awards or certification for sustainable performance were part of the criteria. Additionally, incomplete responses and withdrawals were not included in the analysis. Enrolled responses were collected through a hybrid technique, using self-administered survey and an online survey form.

Ethical approval for this study was obtained from the Research Ethics Committee of Lyceum of the Philippines Batangas, under protocol number RERC Code: A1 2025-068. All procedures adhered to the Declaration of Helsinki and applicable national guidelines, and written

informed consent was obtained from all participants prior to data collection. Participation was voluntary, with the option to withdraw at any time without penalty; personal identifiers were removed, and data were stored on encrypted servers accessible only to the principal researchers.

The survey instruments used in the study were adapted and modified from extant literature consisting of three parts. The first part was the demographic profile (e.g., Age, sex, position, department). The second part was the firmographic profile of the respondents (e.g., Number of employees and level of involvement in green CSR). The third part consisted of 5 constructs with 53 items that aimed to measure the perceived association between various dimensions, namely, green CSR, corporate image, sustainability motivation, sustainability behavior, and environmental performance. Specifically, green CSR values will be estimated by 21 indicators grounded upon established literature (Gürlek & Tuna, 2019). 9 questions relevant to corporate image dimensions will be used, adapted from the existing works of Triatmanto et al. (2021). 10 items associated with sustainability motivation were adapted and contextualized, anchored in the ascription of responsibility, awareness of consequences, and personal norms (Pan & Zhou, 2024); sustainability behavior will be examined using 6 questions generated from extant literature (Sampene et al., 2024); and 7 items relevant to environmental performance were adapted and modified from the existing study of Appiah Kissi et al. (2023).

A scale validation was employed through face and content validity in which three subject matter experts from the hotel industry evaluated the consistency and validity of the latent variables and their constructs (Gunawan et al., 2021). Additionally, a pretest and factor analysis were conducted to test the validity and reliability of the indicators. A pretest was conducted among 40 hotel employees to examine the reliability and internal consistency of all indicators. In this study, Confirmatory factor analysis (CFA) was tested to determine the applicability of constructs and measures from the perspective of employee in the hotel sector.

Primary data were analyzed with Partial Least Squares Structural Equation Modeling (PLS-SEM) in WarpPLS 8. Construct validity was assessed via confirmatory factor analysis, factor loading and convergent validity of the model construct through the computation of Cronbach's alpha, composite reliability, and average variance extracted (AVE). The HTMT was later used to also confirm the discriminant validity as recommended in the study of Salameh et al. (2023). Hair et al. (2019) recommends eliminating external factor loading between 0.5 and 0.7 to ensure construct uniformity and reliability. Table 3 presents the results of the pilot test, which demonstrate that all indicators satisfied the reliability requirements for the study's measurement construct, as evidenced by Cronbach's alpha coefficients ranging from 0.806 to 0.930. These values indicate a high degree of internal consistency among the indicators in measuring the intended underlying concept. Consequently, Evaluation of the structural equation model was conducted through the utilization of content validity, convergent validity and discriminant validity (Aman-Ullah and Mehmood, 2022).

A hierarchical component model using disjoint two stage approach in PLS-SEM was utilized to operationalize the higher order construct (HOC) and its lower order components (LOC) in the model. The first stage assessed the discriminant validity using Forner-Larcker Criterion, HTMT matrix and AVE of the lower order construct. Subsequently, assessment of the measurement model of the higher order construct relied on the measurement of variance inflation factor (VIF), the outer weights & their p-values, and the full collinearity VIF (Ramayah et al., 2018; Rasoolimanesh et al., 2017).

The second stage of the analysis using PLS-SEM involved evaluating the structural model to test the direct, indirect, and moderating effects among the study variables. This process assessed the strength, direction, and significance of the hypothesized relationships by examining path coefficients (β), their associated p-values, and Cohen's f^2 effect sizes (Hair et al., 2019). These results provide insights into how the constructs interact within the conceptual framework (see Figure 3 and Table 6). The method is well suited to prediction-oriented models with complex paths, smaller samples, and non-normal indicators, maximizing explained variance via a composite-based

approach (Guenther et al., 2023; Hair et al., 2019, 2021). Serial mediation was applied to test sequential mechanisms across multiple mediators, and supplementary procedures were used to assess the magnitude effect relationships within the proposed structural model (Kock, 2022; Rehman et al., 2023; Rasoolimanesh et al., 2018).

As shown in Figure 2 below, Sample adequacy was verified in WarpPLS using the inverse square-root and gamma-exponential methods, which indicated minimum sample sizes of 316 and 302 to detect $|\beta| \geq 0.140$ with 80% power at $\alpha = .05$. The achieved sample (n = 446) exceeded both thresholds, supporting sufficient statistical power (Kock, 2022). Accordingly, the sample size in this study meets the criteria established by Kock and Hadaya (2016), thereby ensuring the robustness, reliability, and validity of the structural relationships examined in the research.

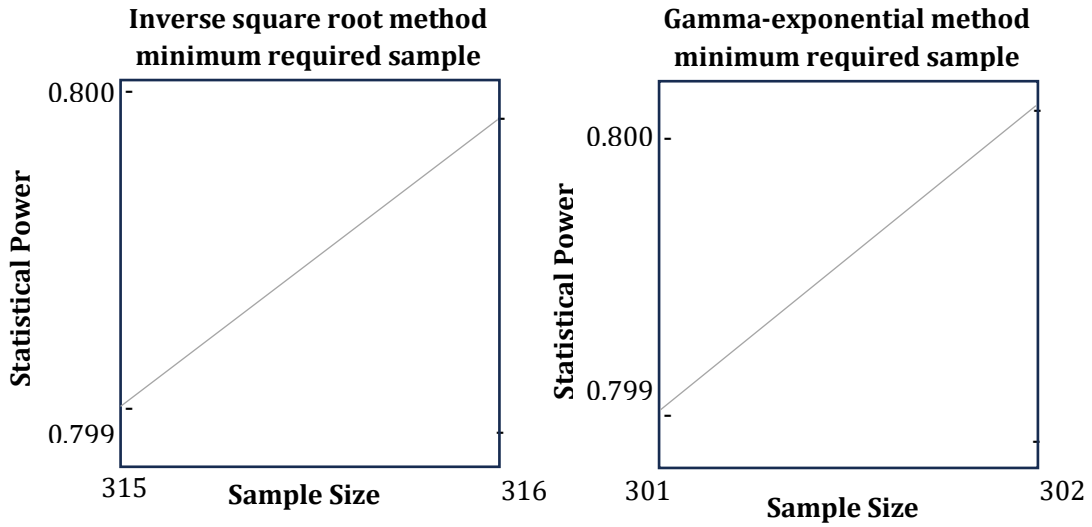


Figure 2. Sample size estimation result

C. RESULTS

Participants

Table 1 below presents the demographic profile of the respondents (N = 446). The gender distribution indicates a nearly balanced sample, with 51.1% identifying as male and 48.9% as female. In terms of age, the majority of respondents (68.2%) were classified as Generation Z (18–30 years old), followed by Generation Y (31–45 years old) at 27.8%, while only 4.0% belonged to Generation X (46–60 years old). Regarding educational attainment, most participants were college graduates (78.3%), with 13.7% reporting incomplete college education, 5.2% holding a postgraduate degree, and 2.9% having completed high school only. Position-wise, 80.9% of respondents were in rank-and-file roles, 12.3% held supervisory positions, and 6.7% occupied managerial-level posts. The largest departmental group was Guest Services (Food & Beverage Services) (32.3%), followed by Housekeeping (18.8%), Front Office (17.5%), Culinary (11.9%), Casino Services (7.0%), Marketing and Sales (6.1%), and Human Resources (6.1%). An additional 0.4% indicated positions not specified in the given options. In terms of tenure, 51.7% of respondents reported having less than five years of service, while 48.3% had worked for five to ten years. Only 2.8% reported 11 to 15 years of service, and 2.2% indicated more than 16 years of tenure. This demographic profile reflects a workforce that is predominantly young, college-educated, and employed in entry-level positions, with significant representation in guest services and housekeeping departments.

In terms of organizational size, more than half of the respondents (51.1%) were employed in hotels with more than 1,000 employees, while 37.0% worked in establishments with 501 to 1,000 employees. Smaller proportions were recorded for hotels with 201 to 500 employees (7.4%) and 51 to 200 employees (4.5%). Regarding the level of involvement in green Corporate Social Responsibility practices, 43.3% of respondents indicated that their hotels operated at an advanced level of Green CSR engagement. Meanwhile, 30.0% reported a moderate level of involvement, and 26.7% were employed in establishments implementing basic-level green CSR practices. To control for geographic distribution during data collection, hotels were categorized by district. The Southern Manila District, which includes Las Piñas, Makati, Muntinlupa, Parañaque, and Pasay, accounted for the highest proportion at 37.7%. The Capital District (Manila proper) represented 35.4% of the sample, while 26.9% of respondents were employed in hotels within the Eastern Manila District, covering Mandaluyong, Marikina, Pasig, Quezon City, and San Juan. In terms of participating hotel establishments, respondents were drawn from a diverse range of properties.

Table 1. Respondents Demographics

Respondents Characteristics *(N =446)*	Frequency	Percent (%)
Sex		
Male	228	51.1
Female	218	48.9
Age Range		
18 – 30 Generation Z	304	68.2
31 – 45 Generation Y	124	27.8
46 – 60 Generation X	18	4.0
Educational Attainment		
High school Graduate	13	2.9
College Undergrad	61	13.7
College Graduate	349	78.3
Post Graduate Level	23	5.2
Position		
Rank and File	361	80.9
Supervisory	55	12.3
Managerial Level	60	6.7
Position		
Front Office	78	17.5
Marketing and Sales	27	6.1
Culinary	53	11.9
Housekeeping	84	18.8
Guest Service (F&B Services)	144	32.3
Human Resource	27	6.1
Casino Services	31	7.0
Others, please specify:	2	0.4
Years of Service		
Less than 5 years	92	51.7
5-10 Years	86	48.3
11-15 Years	10	2.8
16 Years above	8	2.2

Table 2. Organizational Profile

Respondents Characteristics *(N =446)*	Frequency	Percent (%)
Number of employees		
51 to 200	20	4.5
201 to 500	33	7.4
501 to 1000	165	37.0
More than 1000	228	51.1
Level of Involvement in Green CSR Practices		
Basic Level	119	26.7
Moderate Level	134	30.0
Advanced Level	193	43.3
Location of Hotel by District		
Capital District: Manila	158	35.4
Eastern Manila District: Mandaluyong, Marikina, Pasig, Quezon City, San Juan	120	26.9
Southern Manila District: Las Pinas, Makati, Muntinlupa, Paranaque, Pasay	168	37.7

Assessment of the measurement model

The measurement constructs of the study were adapted based on prior research (refer to Table 3) and utilized a five-point Likert scale, with 1 indicating strong disagreement and 5 indicating strong agreement. The measurement model was assessed for internal consistency, convergent validity, and discriminant validity. Internal consistency was evaluated through Composite Reliability (CR) and Cronbach's Alpha (CA). Results revealed CR values ranging from 0.837 to 0.898 and CA values between 0.708 and 0.864, indicating robust internal reliability (Kock & Lynn, 2012). Convergent validity was determined through Average Variance Extracted (AVE) and factor loadings. All factor loadings were significant ($p < 0.001$), ranging from 0.643 to 0.858, surpassing the recommended minimum of 0.50 (Amora, 2021; Kock, 2014). Similarly, AVE values ranged from 0.519 to 0.694, exceeding the acceptable benchmark of 0.50, confirming strong convergent validity (Amora, 2021; Kock & Lynn, 2012). Discriminant validity was verified using the Fornell-Larcker criterion and Heterotrait-Monotrait (HTMT) ratio, establishing clear distinctions between constructs. Table 3 summarizes these findings, affirming the measurement model's suitability and readiness for structural model analysis.

Table 3. Indicator Loadings, Convergent Validity, and Reliability Test

Construct/Item	Outer Loading	CFA	CR	CA	AVE
Green Corporate Social Responsibility *(Gürlek & Tuna, 2019)*					
CSR to Community		0.918	0.898	0.858	0.639
CSRCO1	0.791				
CSRCO2	0.805				
CSRCO3	0.846				
CSRCO4	0.815				
CSRCO5	0.734				
CSR to Environment		0.926	0.897	0.856	0.635
CSREN1	0.78				
CSREN2	0.769				
CSREN3	0.797				

CSREN4	0.83				
CSREN5	0.806				
CSR to Consumer		0.865	0.862	0.800	0.556
CSRCS1	0.749				
CSRCS2	0.787				
CSRCS3	0.746				
CSRCS4	0.743				
CSRCS5	0.702				
CSR to Employee		0.828	0.898	0.864	0.596
CSREP1	0.78				
CSREP2	0.732				
CSREP3	0.827				
CSREP4	0.75				
CSREP5	0.764				
CSREP6	0.775				
Corporate Image *(Triatmanto et al., 2021)*					
Functional Corporate Image		0.891	0.893	0.849	0.625
FCI1	0.698				
FCI2	0.831				
FCI3	0.844				
FCI4	0.814				
FCI5	0.758				
Psychological Corporate Image		0.930	0.888	0.831	0.665
PCI1	0.797				
PCI2	0.838				
PCI3	0.828				
PCI4	0.797				
Sustainability Motivation *(Pan & Zhou, 2024)*					
Awareness of Consequences		0.918	0.874	0.808	0.635
AC1	0.802				
AC2	0.831				
AC3	0.773				
AC4	0.780				
Ascription of Responsibility		0.854	0.872	0.779	0.694
AR1	0.826				
AR2	0.858				
AR3	0.814				
Personal Norm		0.806	0.837	0.708	0.632
PN1	0.799				
PN2	0.820				
PN3	0.765				
Sustainability Behaviour *(Sampene et al., 2024)*		0.846	0.866	0.813	0.519
SB1	0.708				
SB2	0.753				
SB3	0.772				
SB4	0.673				
SB5	0.762				
SB6	0.643				
Environmental Performance *(Appiah Kissi et al., 2023)*		0.823	0.880	0.840	0.511
EP1	0.681				
EP2	0.679				

EP3	0.711
EP4	0.713
EP5	0.777
EP6	0.711
EP7	0.730

Note: CFA =confirmatory factor analysis; CR =composite reliability; Cronbach's alpha = CA; AVE =average variance extracted. Reference value for CFA and AVE is 0.50 and for CR and CA is 0.70.

The discriminant validity of the constructs used in the measurement model was supported by the findings in Table 4. According to the Fornell and Larcker (1981) criterion, diagonal elements of the matrix value of Average Variance Extracted (AVE) should have higher square roots than off-diagonal elements or the inter-construct correlations. Based on this guideline, the square roots of AVEs for all the constructs of green CSR, corporate image, sustainability motivation, sustainability behavior, and environmental performance were ranged from 0.715 to 0.833, and all inter-construct correlations are above the threshold. This statistical result clearly reveals strong evidence of discriminant validity, suggesting the discriminant nature of the variables and providing evidence that different constructs are conceptually dissimilar (Kock, 2023; Sarstedt et al., 2022).

Moreover, all HTMT2 values ranging between 0.421 and 0.881, are significantly lower than the critical value. Thus, the result confirms the discriminant validity and accuracy of the measurement constructs in the study. According to Henseler et al. (2015) and Roemer et al. (2021), values of HTMT2 need to be lower than 0.90 in order to prove the effectiveness of the discriminant validity. This evidence indicates that the respondents accurately differentiated among the questions representing various constructs. Thus, the measurement model evidently resolved the ambiguities in measurement of the dimensions of the model. This indicates that the discriminant validity result supports specific operational definitions of constructs that are required for correct interpretation of the latent relationships.

Table 4. Fornell-Larcker and HTMT discriminant validity criteria

	CSRCO	CSREN	CSRCS	CSREP	FCI	PCI	AC	AR	PN	SB	EP
CSRCO	**0.799**	0.687	0.653	0.536	0.528	0.516	0.418	0.358	0.354	0.394	0.362
CSREN	0.805	**0.797**	0.648	0.537	0.530	0.487	0.446	0.343	0.388	0.403	0.418
CSRCS	0.788	0.783	**0.746**	0.664	0.608	0.568	0.490	0.353	0.387	0.422	0.387
CSREP	0.623	0.625	0.799	**0.772**	0.709	0.623	0.455	0.394	0.408	0.465	0.410
FCI	0.622	0.624	0.737	0.832	**0.791**	0.738	0.581	0.494	0.484	0.524	0.464
PCI	0.614	0.580	0.697	0.735	0.881	**0.815**	0.654	0.493	0.468	0.450	0.425
AC	0.502	0.533	0.607	0.541	0.700	0.796	**0.797**	0.560	0.516	0.460	0.409
AR	0.440	0.421	0.449	0.481	0.606	0.613	0.709	**0.833**	0.568	0.444	0.366
PN	0.455	0.497	0.515	0.523	0.626	0.608	0.682	0.766	**0.795**	0.506	0.405
SB	0.472	0.485	0.525	0.553	0.630	0.548	0.568	0.560	0.667	**0.720**	0.617
EP	0.427	0.494	0.474	0.482	0.550	0.509	0.497	0.453	0.526	0.749	**0.715**

Note: Diagonal elements are the square root of AVE of constructs while the upper off-diagonal elements are the correlation between constructs. Heterotrait-Monotrait HTMT Ratio below-off diagonal elements.

In this study, Green corporate social responsibility (GCSR) was measured as a Higher-order formative construct and is linked to four lower-order constructs (LOCs): Green CSR to Community (CSRCO), Green CSR to Environment (CSREN), Green CSR to Consumers (CSRCS), and Green CSR to Employees (CSREP). The formative higher-order construct was tested via a disjoint two-stage processing. To test that GCSR, as a higher-order composite, adequately met the measurement model assessments, all outer loadings needed to be significantly different from 0 ($p < .05$) and VIF value less than or equal to 3.3 (Diamantopoulos & Siguaw, 2006). All loadings on the indicators were

significant at p <. 001, 1.875 ≤ VIF ≤ 2.478. Discriminant validity was tested on the basis of the full collinearity VIF, which should not exceed a value 3.3 (Kock, 2014; Kock & Lynn, 2012). The full collinearity VIF of GCSR was 2.222, also indicating that it is below the cut-off and thus it verifies discriminant validity. Based on these findings, GCSR as a formative higher-order construct met all the criteria for measurement model evaluation (see Table 5).

Similarly, Corporate Image (CI) was modeled as a formative higher-order construct consisting of two LOCs: Functional Corporate Image (FCI) and Psychological Corporate Image (PCI). All indicator weights were significant at p < .001, and both VIF values of 2.195 were below the 3.3 threshold. The full collinearity VIF of 2.743 further supported discriminant validity. Therefore, the measurement model assessment of CI met the established criteria. Furthermore, Sustainable Motivation (SM) was assessed as a formative higher-order construct comprising three LOCs: Awareness of Consequences (AC), Ascription of Responsibility (AR), and Personal Norm (LK). All indicator weights were significant (p < .001), with VIF values ranging from 1.592 to 1.725, which is within acceptable limits. The full collinearity VIF of 2.104 confirmed discriminant validity. As such, Sustainable Motivation also satisfied the requirements for measurement model assessment (see Table 5).

Table 5. Higher-order formative construct measurement evaluations

Higher-order formative construct	Indicator weight	*p*-value	Variance Inflation Factor	Inflation Full Collinearity VIF
Green CSR				2.222
CSRCO	0.297	<.0.001	2.232	
CSREN	0.297	<.0.001	2.214	
CSRCS	0.307	<.0.001	2.478	
CSREP	0.280	<.0.001	1.875	
Corporate Image **(CI)**				2.743
FCI	0.536	<.0.001	2.195	
PCI	0.536	<.0.001	2.195	
Sustainable Motivation **(SM)**				2.104
AC	0.394	<.0.001	1.592	
AR	0.406	<.0.001	1.725	
PN	0.396	<.0.001	1.613	

CSRCO = Green Corporate Social Responsibility to Community, CSREN = Green Corporate Social Responsibility to Environment, CSRCS = Green Corporate Social Responsibility to Consumers, CSREP = Green Corporate Social Responsibility to Employees, FCI = Functional Corporate Image, PCI = Psychological Corporate Image, AC = Awareness of Consequences, AR = Ascription of Responsibility, PN = Personal Norm, SB = Sustainability Behaviour, EP = Environmental Performance.

Evaluation of the Structural Model

The bootstrapping results for the direct effects revealed that green corporate social responsibility had a significant positive influence on corporate image (β = 0.727, p < 0.001, Cohen's f^2 = 0.528), indicating a large effect size, supporting *H1*. This result emphasizes the substantial role of green CSR practices in shaping internal stakeholders trust towards hotel's environmental commitment. Similarly, the current study revealed that a strong corporate image, shaped by employees' perceptions of socially responsible practices, plays a crucial role in enhancing their commitment to sustainability-related behaviors. Green CSR also showed a significant positive effect on sustainable motivation (β = 0.205, p < 0.001, f^2 = 0.121) and sustainability behavior (β = 0.182, p < 0.001, f^2 = 0.091), both reflecting small effect sizes and confirming *H2* and *H3*, respectively. These findings are aligned with the meta-analytic study of Wen et al. (2025) highlighting that

positive employee perception on hotel CSR practices significantly enhances employee job satisfaction, organizational commitment, brand reputation and corporate performance.

Corporate image positively influences sustainability behavior ($\beta = 0.157$, $p < 0.001$, $f^2 = 0.083$), indicating a small effect size *(H4)*. This suggests that authentic CSR initiatives recognized by employees can lead to enhanced employee engagement and advocacy to promote environmental stewardship (Ahmad et al.,2024; Saracevic et al.,2022). Sustainability behavior had a significant positive effect on environmental performance ($\beta = 0.461$, $p < 0.001$, $f^2 = 0.290$), demonstrating a medium effect size *(H5)*. Similarly, Sustainable motivation also positively affected environmental performance ($\beta = 0.140$, $p < 0.001$, $f^2 = 0.067$), indicating a small effect size *(H6)*. The direct effect of sustainable motivation on sustainability behavior was significant ($\beta = 0.354$, $p < 0.001$, $f^2 = 0.201$), representing a medium effect size and supporting *H7*. The findings revealed that green corporate social responsibility in hotels functions as a key internal driver that shapes employees' sustainability motivation and pro-environmental behavior, thereby enhancing overall environmental performance. Chen and Wu (2022) indicate that visible green initiatives are associated with higher employee motivation, stronger organizational commitment, improved customer satisfaction, cost efficiencies, and brand loyalty, particularly when employees are informed, engaged, and perceive sustainability as a core organizational value. Moreover, the path analysis illustrates that green CSR directly influenced environmental performance ($\beta = 0.193$, $p < 0.001$, $f^2 = 0.094$), with a small effect size *(H8)*. Wong et al. (2025) found that strong organizational commitment towards environment social and governance enhances organizational sustainability performance and strengthens employee's commitment towards organizational goals. Furthermore, Corporate image had a significant positive effect on sustainable motivation ($\beta = 0.565$, $p < 0.001$, $f^2 = 0.399$), indicating a large effect size *(H9)*. The result of the study highlighted that positive corporate image is a significant antecedent of hotel employees' sustainability motivation within green CSR initiatives. Empirical evidence suggests that organizations with a strong and well-communicated corporate identity foster higher employee satisfaction, engagement, and productivity, which in turn enhance employees' sense of belonging and commitment to CSR-related goals (Schwaiger & Zehrer, 2021; Ahmad et al., 2022; Thomas & Albishri, 2024).These findings collectively confirm that the hypothesized direct relationships are statistically significant, with varying magnitudes of effect, thereby supporting the proposed structural paths within the model.

Regarding the mediating effects, the analysis revealed that corporate image significantly mediated the relationship between green CSR and sustainability behavior ($\beta = 0.114$, $SE = 0.033$, $p < 0.001$, Cohen's $f^2 = 0.057$), indicating a small effect size, thus supporting *H10*. Furthermore, Sustainable motivation was found to significantly mediate the relationship between green CSR and SB ($\beta = 0.072$, $SE = 0.033$, $p = 0.015$, Cohen's $f^2 = 0.036$), demonstrating a small effect size and supporting *H11*. Finally, Sustainability behavior significantly mediated the relationship between green CSR and environmental performance ($\beta = 0.084$, $SE = 0.033$, $p = 0.006$, Cohen's $f^2 = 0.041$), with a small effect size, providing support for *H12*. From the structural model assessment, it can also be observed that the two mediators, corporate image and sustainable motivation had a significant and positive influence on the relationship between green CSR and environmental performance ($\beta = 0.057$, $SE = 0.027$, $p = 0.018$, Cohen's $f^2 = 0.028$), with a small effect size, providing support for *H13*. Similarly, the two mediators' corporate image and sustainability behavior showed a significant positive effect on the relationship between green CSR and EP ($\beta = 0.053$, $SE = 0.027$, $p = 0.027$, Cohen's $f^2 = 0.026$), with a small effect size, providing support for *H14*. However, the two mediators SM and SB did not significantly influence the link between green CSR and EP ($\beta = 0.033$, $SE = 0.027$, $p = 0.110$, Cohen's $f^2 = 0.016$), with a negligible effect size, and thus *H15* was not supported. Extending this examination to three mediators, the results showed that corporate image, sustainable motivation, and sustainability behavior sequentially had a significant and positive influence on the relationship between green CSR and EP ($\beta = 0.067$, $SE = 0.023$, $p = 0.002$, Cohen's $f^2 = 0.033$), with a small effect size, providing support for *H16*.

The result of the mediation analysis revealed that green CSR in the hotel sector enhances environmental performance primarily through three interrelated mediating mechanisms: corporate image, sustainability motivation, and sustainability behavior. A strong corporate image,

shaped by visible, consistent, and authentic green CSR initiatives, fosters employees' trust and identification with the organization (Gulakdeniz & Karadas, 2024; Shahzad et al., 2025). This positive organizational identification strengthens employees' sustainability motivation, as they internalize the hotel's environmental values and view pro-environmental engagement as both normatively appropriate and personally meaningful. Heightened sustainability motivation, in turn, translates into concrete sustainability behaviors, such as energy conservation, waste reduction, and responsible resource use in daily hotel operations. These behaviors directly contribute to improved environmental performance indicators. Empirical evidence suggests that increased employee engagement in environmental initiatives significantly contributes to achieving corporate sustainability goals, thereby enhancing the hotel's overall environmental performance (Bhutto et al., 2021; Zameer et al., 2020).

Table 6. Direct, Indirect, and Sequential Mediating Effects of the PLS Path model

	β	*SE*	*p*-value	Decision	f^2	*Effects Size*
Direct Effects						
H_1: GCSR → CI	0.727	0.043	< 0.001	Supported	0.528	Large
H_2: GCSR → SM	0.205	0.046	< 0.001	Supported	0.121	Small
H_3: GCSR → SB	0.182	0.046	< 0.001	Supported	0.091	Small
H_4: GCSR → EP	0.193	0.046	< 0.001	Supported	0.094	Small
H_5: CI → SM	0.565	0.044	< 0.001	Supported	0.399	Large
H_6: CI → SB	0.157	0.046	< 0.001	Supported	0.083	Small
H_7: SM → SB	0.354	0.045	< 0.001	Supported	0.201	Medium
H_8: SM → EP	0.140	0.047	< 0.001	Supported	0.067	Small
H_9: SB → EP	0.461	0.045	< 0.001	Supported	0.290	Medium
Mediating Effects						
H_{10}: GCSR → CI → SB	0.114	0.033	< 0.001	Supported	0.057	Small
H_{11}: GCSR → SM → SB	0.072	0.033	0.015	Supported	0.036	Small
H_{12}: GCSR → SB → EP	0.084	0.033	0.006	Supported	0.041	Small
Sequential Mediation						
H_{13}: GCSR → CI → SM → EP	0.057	0.027	0.018	Supported	0.028	Small
H_{14}: GCSR → CI → SB → EP	0.053	0.027	0.027	Supported	0.026	Small
H_{15}: GCSR → SM → SB → EP	0.033	0.027	0.110	Not Supported	0.016	-
Sequential Mediation Effects of Three mediators						
H_{16}: GCSR → CI → SM → SB → EP	0.067	0.023	0.002	Supported	0.033	Small

Note: The Cohen's effect sizes (f2) were measured using the following: 0.02 = small, 0.15 = medium, 0.35 = large; SE = standard Error (Cohen, 1988),) β = standardized path coefficient. Abbreviations: GCSR = Green Corporate Social Responsibility, CI = Corporate Image, SM = Sustainable Motivation, SB = Sustainability Behaviour, EP = Environmental Performance

Common Method Bias, R^2, and Q^2

Table 7 summarises the analysis of collinearity, predictive relevance, and determination coefficients within the structural equation modelling framework. Common method bias was examined using the Full Collinearity Variance Inflation Factor (FCVIF), applying Kock's (2015) recommended threshold value of 3.3. All constructs showed FCVIF values between 1.738 and 2.743, confirming minimal collinearity and the absence of substantial common method bias. The determination coefficients (R^2) were assessed to evaluate explained variance, following Hair et al.'s (2017) guidelines, where values of 0.75, 0.50, and 0.25 denote strong, moderate, and weak explanatory power, respectively. Findings reveal moderate explanatory power for sustainability behavior (SB) (R^2 = 0.375) and environmental performance (EP) (R^2 = 0.451). In contrast, corporate image (CI) (R^2 = 0.528) and sustainable motivation (SM) (R^2 = 0.520) demonstrated

moderately strong explanatory power, nearing substantial levels. Predictive relevance was confirmed through Stone-Geisser's Q^2 test (Geisser, 1974; Stone, 1974), with values exceeding zero across all constructs: SB (Q^2 = 0.376), EP (Q^2 = 0.456), CI (Q^2 = 0.534), and SM (Q^2 = 0.516). Overall, these results affirm the robustness of the proposed model and its capacity to accurately predict dependent variables.

Table 7. Predictive Relevance, Collinearity, and Coefficient of Determination

Construct	Q^2	Structural Model Collinearity - FCVIF	R^2
SB	0.376	1.963	0.375
EP	0.456	1.738	0.451
GCSR		2.222	
CI	0.534	2.743	0.528
SM	0.516	2.104	0.520

Note: Q2 = predictive validity, R2 = coefficient of determination, R^2 values classification = weak (0.19), moderate (0.33), or *substantial (0.67). FCVIF = Full Collinearity Variance Inflation Factor. Abbreviations: GCSR = Green Corporate Social Responsibility, CI = Corporate Image, SM = Sustainable Motivation, SB = Sustainability Behaviour, EP = Environmental Performance*

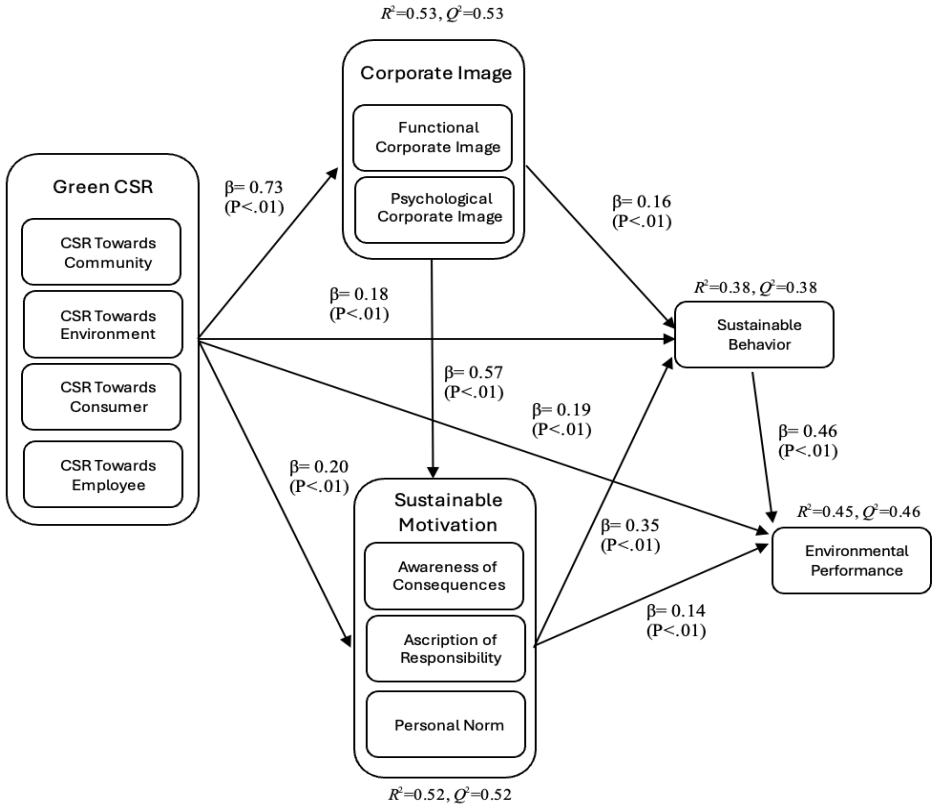


Figure 3. The structural model with parameter estimates

D. RESULT AND ANALYSIS

The results from the structural equation modeling analysis demonstrate that all direct effect path regressions linking green CSR, corporate image, sustainability motivation, sustainability behavior, and environmental performance revealed a highly significant and direct relationship. This indicates that hotels leveraging green CSR practices effectively enhance their corporate image, inspire sustainable motivation, and transform employee sustainability behavior to contribute positively toward environmental stewardship. First, Green CSR shows a significant and strong positive influence on corporate image with a large effect size. Green CSR's impact on corporate image may stem from the hotel's integration of green CSR initiatives, such as waste reduction, energy-saving, and community involvement, suggesting a responsible image that attracts environmentally conscious guests, investors, and employees. This prominence and positive visibility provide tangible, immediate benefits, making CSR actions highly favorable and recognized by hotel employees. Employees formed a sense of cocreation of responsibility and workplace cohesion in achieving environmental sustainability initiatives of the hotel, linking to enhanced employee satisfaction and workplace well-being. The study supports the empirical findings of Vuong and Bui (2023), suggesting that the implementation of both internal and external corporate social responsibility practices has a significant and positive influence on employee satisfaction, contributing to enhanced corporate reputation and brand image.

Second, the direct positive effect of green CSR on sustainability motivation indicates that employees' active participation towards environmental initiatives increases role internalization and sense of personal responsibility to deliver on sustainability goals. Yin et al. (2021) observed that environmental-related CSR projects strengthen the cooperation between stakeholders and increase the degree of employee engagement and quality of service. Similarly, Hayat and Afshari (2022) demonstrated that green CSR enhances employee motivation towards the promotion of sustainable objectives relevant to the firm. Additionally, the impact of green CSR on employees' sustainability motivation is similarly grounded in the daily visibility of proactive behaviors, although these effects manifest more deeply within the psychological framework of the workforce. Third, the significant and positive relationship of green CSR to sustainability behavior indicates institutional commitment to green policies translates into tangible pro-environmental actions among hotel employees. Moreover, these results suggest that well-designed and well-communicated CSR activities highly motivate hotel employees, leading to proactive environmental behaviors.

Moreover, green CSR's strong and positive effect on sustainability behavior among hotel employees can be traced to the tangible nature of eco-friendly initiatives and the sense of shared goal they foster within the organization. Hotel employees recognize waste reduction programs, energy-efficient operations, and community-focused environmental projects as collaborative efforts that reflect their personal beliefs rather than strictly corporate obligations. Frezza and White (2024) emphasize that employees who internalize sustainability into their ethical framework consistently demonstrate stronger commitment and participation in sustainable actions within the workplace.

The findings align with Social Cognitive theory (SCT) by highlighting the role of green CSR in enhancing organizational commitment toward sustainable practices among internal stakeholders, especially employees, who are both recipients and co-creators of sustainability practices. When hotels implement visible and credible environmental programs, employees interpret these as signals that the organization genuinely prioritizes societal and ecological interests. This perceived authenticity boosts employees' trust, morale, and sense of shared purpose, which in turn heightens their motivation to contribute to sustainability goals (Ahmad et al., 2024; Saracevic et al., 2022).

Fourth, green CSR positively impacts environmental performance, demonstrating that green CSR encompassing community engagement, environmental stewardship, consumer protection, and employee welfare substantially leads to measurable improvements in resource efficiency, waste reduction, and ecological outcomes of the hotel. The findings of the study

emphasize that consistent engagement with authentic environmental initiatives such as linen reuse campaigns, food waste mitigation, avoidance of single-use plastics, guest rooms with smart energy controls, and partnerships that aim at preserving local biodiversity, including employee and community well-being demonstrates that the organization adheres to its commitment and sustainability principles. This authenticity fosters a sense of purpose, prompting staff to view their daily responsibilities through a pro-environmental lens and to align personal values with corporate goals. Khan and Muktar (2024) confirm that sustainable practices in hotels significantly enhance employee morale and commitment, which leads to the development of heightened involvement towards achieving environmental sustainability goals of the organization.

Consequently, the positive recognition of green CSR practices among internal stakeholders contributes to enhancing the environmental performance of the hotel sector. Furthermore, the findings support the Value-Belief-Norm theory (VBN) asserting that internalized norms, built upon deeply held values and beliefs, are the strongest predictors of consistent pro-environmental behavior (Majeed et al., 2023). This could be attributed to effective environmental policies, CSR programs, and sustainability training provided by the hotel. Employees may feel a moral obligation to uphold environmental principles beyond their workplace, demonstrating how workplace sustainability culture influences individual behaviors. The findings reflect broader trends in pro-environmental behavior theory, where individuals are more likely to engage in sustainable actions when they perceive strong institutional support and personal environmental responsibility. Active engagement in sustainability initiatives fosters a culture of environmental responsibility, aligning with industry trends toward achieving green certifications and meeting consumer demand for eco-friendly practices.

Moreover, the hypothesis test results show that there is a significant and large effect relationship between corporate image and sustainability motivation. This indicates that a strong reputation not only fosters guest loyalty but also enhances employees' commitment towards achieving environmental objectives. Saracevic et al. (2022) support that authentic CSR initiatives recognized by employees enhance employee engagement and advocacy to promote environmental stewardship. This means that enhancing visible environmental practices influences internal stakeholders' formation of sustainability practices and environmentally driven organizational culture. Additionally, the direct path between corporate image and sustainability behavior indicates that the favorable reputation of the hotel as an environmentally responsible organization serves primarily as an antecedent that drives sustainability behavior among employees of the hotel sector. Similarly, the findings suggest that a corporate sustainability image without concrete organizational practices tends to lose internal credibility, which hinders actual employee behavior change and subsequent achievement of environmental goals (Boğan et al., 2024). Accordingly, A good corporate image transform a setting within the organization to foster environmental stewardship and workplace cohesion towards sustainability-driven actions.

Additionally, empirical evidence showed a positive and direct relationship of sustainability motivation to sustainability behavior among hotel employees. This result is aligned with the study of Zhang et al. (2020), highlighting that sustainability behavior is shaped by intrinsic motivation and a strong sense of environmental responsibility among employees, leading to increased in role engagement towards enhancing hotel green CSR initiatives. Subsequently, employees who internalize sustainability values routinely translate them into pro-environmental work practices, which in turn strengthen hotels' environmental performance (Hooi et al., 2021; Meng et al., 2024; Muisyo et al., 2021). Furthermore, this study confirms a significant relationship between sustainable behavior and environmental performance. The findings indicate that measurable advancements in environmental performance such as reduced resource utilization, decreased emissions, and improved waste management, directly indicate the integration of sustainability driven practices into routine hotel operations (Nisar et al., 2021; Umrani et al., 2020).

Extending the integrated theory of Value-Belief-Norm (VBN) and Social Cognitive Theory (SCT) deepens the explanatory power of this study's findings and provides a cohesive foundation for the proposed mediation model. The mediation analysis reveals significant and complex interactions among green CSR, corporate image, sustainability motivation, sustainability behavior, and environmental performance within the hospitality sector. Statistical evidence confirms that green CSR significantly influences sustainability behavior through the mediating effect of corporate image and sustainability motivation. This suggests that a positive corporate reputation and brand identity towards environmental stewardship serve as an enabling factor that encourages employee pro-environmental behavior. Subsequently, mediation analysis further revealed that the intrinsic motivation induced by green CSR practices emerged as a strong mediating factor that transforms sustainability behavior among employees in the hotel sector. Furthermore, sustainability behavior significantly mediates the relationship between green CSR practices and enhanced environmental outcomes, suggesting employee adoption of sustainable behaviors as a critical pathway for converting green CSR into measurable ecological improvements (Kim et al., 2020).

Overall, Consistent and genuine CSR practices strengthen corporate reputation through targeted stakeholder communication, significantly shaping workplace culture and enhancing internal stakeholder perceptions. This means that deeply rooted CSR initiatives influence employee synergy and workplace culture, leading to enhanced corporate reputation and brand image. The synergy between personal environmental norms and a socially supportive corporate context ensures that pro-environmental habits persist and spread throughout the organization. This co-evolution of individual motivation and social context, captured in SCT, aligns with the study's demonstration that authentic, consistent CSR practices and positive workplace culture mediate the impact of corporate image and sustainability motivation on behavior. The study highlights that comprehensive environmental and community-centered initiatives positively influence internal stakeholder perceptions of corporate reputation, enhancing organizational commitment to eco-friendly practices. Ultimately, the research confirms the sequential and interactive mediation pathways offering a more comprehensive and actionable framework for advancing sustainability in the hotel sector.

E. CONCLUSION

This research confirms the role of green CSR in transforming perceived corporate image and subsequent effect on employee sustainability motivation in enhancing the propensity for active engagement on sustainability service-oriented practices of hotel operation, fostering sustainability behavior and environmental performance. This aligns with the research work of Kim et al. (2025) revealing the importance of cohesive environmental culture through employee engagement on green CSR practices and sustainability programs of the hotel.

This study developed a model that investigates how multidimensional factors such as internal and external motivation, norms and shared organizational values towards the environment contributes in predicting and enhancing sustainability behavior and environmental performance in the hotel sector. Anchored in the integrated framework based on Value-Belief-Norm (VBN) theory and Social Cognitive Theory (SCT) revealed that authentic green corporate social responsibility enhances corporate image and organizational culture, which in turn shape employees' sustainability motivation and pro-environmental behavior. Drawing on SCT, the model further highlights the reciprocal influence of individual factors, organizational context, and behavior in shaping sustainability practices and environmental performance.

The model confirms the mechanism that links the formation and positive behavioral response of employees towards corporate environmental responsibility initiatives. This model highlights that behavioral dimension serves as a strong predictor in achieving ecological outcomes in hotels. Therefore, hotels must prioritize staff training, motivation, and empowerment to embed sustainability into routine operations, ensuring that environmental goals are achieved through consistent employee-driven action. This result affirms that while policies and CSR strategies are important, the behavioral execution by

frontline employees remains the most decisive factor in environmental sustainability. Moreover, the model demonstrated the substantial mediation effect of corporate image, sustainability motivation, and sustainability behavior on the causal connection between green CSR and the environmental performance of hotels. Collectively, the complex interplay of these factors synergistically influences sustainability-driven initiatives. Therefore, revealing a significant sequential mediation path among green CSR, corporate image, sustainability motivation, and sustainability behavior towards enhancing environmental performance in the hotel sector. Empirical evidence suggests that increased employee engagement in environmental initiatives significantly contributes to achieving corporate sustainability goals, thereby enhancing the hotel's overall environmental performance (Bhutto et al., 2021; Zameer et al., 2020).

Theoretical Implication

This study advances sustainable management theory in the hospitality industry by demonstrating that green CSR as a central mechanism for building a sustainability oriented organizational culture. Exemplifying that when environmental practices are embedded in a hotel's identity, green CSR fosters shared values, strengthens corporate image, and clarifies behavioral expectations for employees. Visible and credible initiatives legitimize pro-environmental practices, enhance awareness of ecological consequences, and foster a sense of responsibility. This is aligned with the study of Pham et al. (2023) highlighting that organizational context strongly shapes individual behavior in service-intensive settings.

The study further extends theory by demonstrating corporate image and sustainability motivation as key mediating mechanisms between green CSR and employees' sustainable behavior. Existing behavioral frameworks often emphasize intentions and norms but underplay how perceived CSR authenticity and shared green values translate into sustained motivation and action. The findings show that employees' sustainability motivation is significantly influenced by their perceptions of genuine CSR commitment and that involvement in green CSR strengthens intrinsic and extrinsic motivations that drive daily pro-environmental behaviors and improved environmental performance. Finally, this research addresses a theoretical gap by conceptualizing and empirically validating green CSR as a strategic antecedent of green employee behavior and environmental outcomes in hotels. Prior studies have strongly focus on leadership or personal values without fully considering the structural role of CSR in enabling sustainable practices. The integrative model developed here shows that the effectiveness of "green hotels" depends on how CSR is institutionalized and perceived by employees, and provides empirical evidence linking proactive sustainability behaviors to environmental performance. Thus, the study strengthens sustainable management theory by elucidating the mechanism that connect organizational systems, employee motivation, and sustainability performance.

Managerial and Policy Implication

The findings present significant implications for small scale and independent hotels seeking to improve their environmental performance. Primarily, green CSR initiatives should be integrated into strategic human resource practices and organizational culture. Thus, sustained investment in employee training and capacity-building to foster long-term sustainability behavior is necessary. Hotels should embed environmental values into daily operations, from recruitment and employee evaluations to reward systems by establishing sustainability performance metrics to monitor sustainability performance ensures that employees maintain a high level of commitment, which in turn contributes to improved environmental performance at the operational level. To maximize effectiveness, managers should ensure sustainability practices become routine across all key departments of the hotel.

Moreover, based on the limitations of the study, several recommendations are proposed to enhance the reliability and significance of future research on sustainable hospitality management. Theoretically, It is recommended to integrate cultural specific factors, such as collectivism, local environmental policies, and ESG performance-related measures, to capture a comprehensive understanding of sustainability

behaviors within hotels. Expanding the scope of the study by including independent and small scale hotel establishments situated in rural and ecotourism destination can further enhance the generalizability of the current findings of the study. Future research may employ a multi-stage research design that combines quantitative data and qualitative insights including longitudinal and cross country comparitive studies to gain a deeper understanding of the managerial and operational complexities to inform policies and programs for sustainable operations. Finally, investigating common method bias by collecting the predictor and outcome measures separately in two waves may be considered in future studies. These methodological improvements are important for producing valid, reliable results that serve to guide a sustainable hotel operations and strategic management.

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