RESEARCH ARTICLE   **OPEN ACCESS**

GREEN MARKETING ORIENTATION AND SUSTAINABLE PERFORMANCE OF HOSPITALITY FIRMS IN THE MALABO CAPITAL OF EQUATORIAL GUINEA

Diosdado Aniceto Micha Ovono Nsefumu[1*], Shao Jihong[1] and John Wiredu[2]

[1]School of Management and Economics, Hubei University of Technology, Hubei – China
[2]School of Management, Northwestern Polytechnical University, Xi'an-China

ABSTRACT

In recent years, the hotel industry had faced increasing scrutiny over its environmental impact, prompting customers to seek eco-friendly accommodation options. This research aimed to assess the influence of green marketing and hotel environmental performance within Equatorial Guinea capital of Malabo. Guided by the natural resource base view theory, this study employed a quantitative approach and an explanatory design. The target population included all 197 hotels in Equatorial Guinea capital of Malabo, with a sample size of 132 hotels selected through simple random sampling. Data collected was analyzed using SPSS version 26.0 to conduct descriptive, correlational, and multiple regression. This research was significant as it contributed to understanding the link between green marketing orientation and sustainable performance in the hospitality industry. It provided insights for academics and industry stakeholders and informed policymakers about the need for environmentally focused policies. Given the rising importance of green marketing, the findings could guide decision-makers in promoting sustainability within the hotel sector.

INTRODUCTION

Over the last few decades, there has been a rising emphasis on environmental conservation and the use of sustainable development concepts. Environmental methods such as energy saving, recycling, eco-design, green purchasing, and overall quality ecological management are increasingly being implemented by businesses today (Li, J., & Sarkis, 2021). Green marketing has gained traction partly due to customer attitudes and behavior shifts. It is now a global phenomenon that is thought to contribute beneficial qualities to society (Bathmathan & Rajadurai, 2019) by encompassing all actions related to product modification, manufacturing methods, and packaging, as well as developing environmentally friendly advertising campaigns. Moreover, green marketing is a strategy for accelerating business growth while having the most negligible detrimental impact on the environment. Today's society is inextricably linked to its environmental practices. Commercial companies have begun to adapt and alter their behavior to fit new societal concerns as we increasingly worry about the natural environment. Businesses have started to change their methods in response to the public's environmental problems. Companies have been driven to guarantee that their activities fulfil the community's ecological expectations because of society's strong interaction with the environment and its calls to ensure minimal harm to the ecosystem (Bathmanathan, Rajadurai, & Sohail, 2018). Green marketing orientation (GMO) is a type of marketing orientation (MO) that focuses on the environment. MO allows a business to collect information on its customers, suppliers,

and technical and environmental advances (Wang, 2015; Pratono, Darmasetiawan, Yudiarso & Jeong, 2019). GMO is a business strategy that enables businesses to develop and market environmentally sustainable products and services that consumers appreciate. GMOs are a strategic resource that can provide a long-term competitive advantage to businesses. This assumption is consistent with Hart's (1995) natural resource basis view (NRBV), which says that a company's competitive advantage is based on its interaction with the natural environment. GMOs may be able to aid in the improvement of this relationship. Contamination of the environment is indeed an issue for the hotel industry, as it is for any other business. According to Ashrafi, Seow, Lai, and Lee (2013), the consumption of electricity, water, and materials when operating a hotel business accounts for approximately 75% of pollution.This demonstrates that the hotel industry is one of the significant users of power, water, and other resources, forcing them to generate more waste and contributing to rising pollution. "Eco-friendly hotel," "environmentally friendly hotel," and "green hotel," according to Yuniati (2021), are terms used for hotels that are committed to green activities such as water and energy conservation and waste reduction. According to the author, the 3Rs (Reduce, reuse, and recycle) are also the benchmark for green hotel performance. Certain hotels worldwide have embraced this as an acceptable method of company management in their efforts to become more environmentally friendly. They have become more responsible in resource conservation by utilizing them sparingly. It is necessary to evaluate a company's marketing strategy and sustainability initiatives. Performance is measured using financial and non-financial variables (Eneizan& Wahab, 2016). Non-financial

indicators, the balanced scorecard, and integrated performance measures have been developed in response to the inadequacies of financial performance metrics, mainly their focus on short-term profitability. Performance metrics that are sustainable or triple the bottom line take into account economic, social, and environmental aspects (Ahmad & Sabri, 2016; Elkington, 2018). Previous GMO research has been the topic of financial indicators and market capabilities (Amegbe, Owino & Nuwasiima, 2017). Still, the current study will consider the triple bottom line of sustainability (economic, social and environmental) performance.

The tourism industry's primary sector is accommodation (Kuhzady, Seyfi, & Béal, 2020). Hotels, an essential part of the accommodation industry, are characterised by several activities that significantly impact natural resources when taken together (Linneberg, Madsen & Nielsen, 2019). On average, hotel generates between 160 kg and 200 kg of carbon dioxide per square meter of room floor space per year, according to Sam-Amobi, Ekechukwu and Chukwuali (2019). According to Kenney (2018), in a typical five-star hotel in Ghana, a guest uses between 170 and 440 litres of water each night. Hotel guests generate an average of 1 kilogram of waste per night (Scholz, 2019). To prevent the negative impacts of hotel operations on the environment, the Equatorial Quinea government established state agencies such as the Equatorial Guinea Tourism Authority (EGTA) and the Environmental Protection Agency (EPA) to oversee and monitor hotel operations in the country. For example, hotels must undertake and submit an Environmental Impact Assessment (EIA) of their planned project for evaluation by the statutory instrument (Environmental Assessment Regulations LI 1652). They (hotels) are then required to file an Environmental Management Plan (EMP) to the Environmental Protection Agency within 18 months of starting a business. The EMP discusses how they will control their activities' environmental impact. However, data from the literature (Xuhua, Spio-Kwofie, Udimal & Addai, 2018) suggests that hotels do not comply after obtaining a license or permit. This carelessness backs up earlier findings from the 1996 Tourism Development Plan, which said that hotels in Equatorial Guinea are likely to face waste disposal challenges, which could contribute to water pollution.

The hotel sector has been dubbed "the silent environmental destroyer" (Babagbale, 2020). Because of hotels' unsustainable operations and marketing methods. In Equatorial Guinea, the industry continues to struggle to acquire the necessary funding. In reality, little have been done to prosecute hotels for releasing foul effluent waste into public gutters in the past. According to Tang (2019), tourism is a two-edged sword that can generate and destroy. Against this backdrop, many people have called for hotels worldwide to adopt and follow some environmental management principles to reduce their negative environmental consequences. Several studies have emphasized the need for an environmental strategy to generate a long-term competitive advantage and profit (e.g., Leonidou, Katsikeas& Morgan, 2013; Psomas, Fotopoulos & Kafetzopoulos, 2011; Acquah, Sarkodie, Enoch, Adams, Djanie, and Nunoo, 2020). While green marketing is increasingly being recognized from various perspectives, previous GMO research has primarily focused on financial indicators and market capabilities (Amegbe *et al.,* 2017). The influence of GMOs on non-financial indicators such as social and environmental performance has mostly been overlooked. Green marketing issues have also been researched in Equatorial Guinean hotels; however, organizational elements such as leadership and philosophy have been overlooked. Mensah (2014), for example, looked into thedifferent shades of green: environmental management in hotels in Malabo. Mallen-Ntiador (2017) also looked into green marketing methods and customer satisfaction in a few Equatorial Guineanhotels. From the standpoint of an organization, leadership is its lifeblood; thus, its importance cannot be overstated.

In addition, green marketing orientation plays a crucial role in setting the direction and choice of marketing methods businesses use.Furthermore, Ahmed, Guozhu, Mubarik, Khan & Khan (2019) also recommended that a different perspective of firm performance should be investigated considering the triple bottom line of sustainability. Hence, the study sought to look into green marketing orientation and sustainable performance of hospitality firms in the Equatorial Guinea capital of Malabo. Accordingly, this research aims to investigate green marketing orientation and sustainable performance of hospitality firms in the Equatorial Guinea capital of Malabo. The following objectives have been set to achieve the study's goal, First, analyze the relationship that exist between green marketing orientation and hospitality firms' sustainable performance in Equatorial Guinea capital of Malabo. Second, to investigate the challenges that exist in implementing green marketing orientation among hospitability firms in Equatorial Guinea capital of Malabo.Third, assess the impact of green marketing orientation on hospitality firms' sustainable performance in Equatorial Guinea capital of Malabo.

Based on the specific research objectives, the following research questions are posed in the bid to find answers to the purposes; Q1. What relationship exist between green marketing orientation and sustainable performance of hospitality firms in Equatorial Guinea capital of Malabo? Q2. What challenges occurs in implementing green marketing orientation amongst hospitality firms in Equatorial Guinea capital of Malabo? And Q3. To what impact does green marketing orientation have on sustainable performance of hospitability firms in Equatorial Guinea?

This research is noteworthy and novel because the tourism sector is gradually shifting its objectives away from purely economic reasons and toward a long-term tourism marketing strategy (Aimagambetov, Bugubaeva, Bespayeva & Tashbaev, 2017; Kisi, 2019). This research will add to the body of knowledge on the relationship between GMOs and sustainable (environmental, social and economic) performance in the hospitality industry. A comprehensive examination of Equatorial Guinea'shotel business reveals that it faces numerous issues, including high operational costs, with energy costs accounting for most of them. As a result, the study will allow academics and hotel industry actors to gain a deeper understanding of green marketing orientation and sustainable growth and their effects on sustainable performance. Green marketing is progressively gaining traction among regulatory organizations that oversee hotels and the general public. The findings of this inquiry are expected to be valuable in policymakers' monitoring so that policies focusing on environmental enhancement and conservation may be developed. The rest of the studyis organized as follow. Chapter two presents the theoretical and empirical reviews of green marketing orientation concepts, perceived management support and sustainable performance. It will also provide the conceptual framework. Chapter three presents the research methods used in conducting the study. Chapter four covers the data collection, analysis and discussion. Chapter fivecaptures the key findings, conclusion, and recommendations of the study.

LITERATURE REVIEW

This section of the study draws crucial literature regarding the relationship between green marketing orientation and sustainable performance of hospitality firms in the Equatorial Guinea capital of Malabo. The chapter will be segregated into three parts: theoretical review, empirical review and conceptual framework. The theoretical review will validate the choice of theories that will underpin the study. Hence, the study would be underpinned by theNatural Resource-Based View theory (NRBV). The empirical review will hover around some studies that have been done concerning the key thematic variables of the study. Lastly, the analysis in this chapter will present the study's conceptual framework, which is a synthesis of existing literature and how the researcher wishes to explain the rationale behind this study.

THEORETICAL REVIEW

Natural Resource-based view (NRBV): The natural resource-based view (NRBV) assumes that a company's competitive advantage is intimately tied to its interactions with nature. The NRBV framework

identifies strategies for organizations to obtain a competitive edge by exploiting long-term development capabilities. Stuart Hart (1995) proposed a framework for businesses to develop three interdependent capabilities: pollution prevention, product stewardship, and long-term development. At the heart of each of these is a natural environment-related driving factor. Pollution control capabilities aid in pollutant and waste reduction product stewardship capabilities lower total product costs (Wiredu, Yang, Saljoughipour, *et al.,* 2023). The environmental impact of a company's growth and development is reduced when it has sustainable development capabilities. Continuous improvement, stakeholder integration, and a shared vision are three essential capabilities (resources) that companies create in concert with these driving forces. Each of these results in a competitive advantage, a head starts on competitors, and a long-term position(Wiredu, Yang, Sampene *et al.,* 2023). Environmental performance is the most critical outcome of environmental management (Hartmann & Vachon, 2018;Wiredu, Yang, Inuwa, *et al.,* 2023). Previous research has demonstrated that proactive methods favour pollution reduction and, as a result, attempt to enhance environmental performance indicators (Rahman, Aziz & Hughes, 2020; Chan, Lai & Kim, 2022). However, depending on the nature of the technical and organizational activities, the impact of environmental management on environmental performance varies. Because they are oriented toward reducing pollution emissions from the moment they are released into the environment (e.g., installation of filters on pipes), most traditional and reactive measures related to end-of-process solutions fail to have any real impact on improving environmental performance (Fraj, Martínez & Matute, 2013).

Hart's (1995) theoretical arguments have been empirically tested in recent research (Adomako & Nguyen, 2020; Fraj et.al, 2013; Ates, Bloemhof, van Raaij & Wynstra, 2012), and the results suggest that environmental proactivity allows firms to improve their performance and achieve competitive advantages. As environmental demands mount, corporations are obliged to develop new strategies that should convert into competitive advantages, according to the NRBV (Wang, 2019). The NRBV theory will aid in drawing a theoretical relationship between green marketing orientation and hospitality firm (environmental) performance. Since customers are becoming more environmentally conscious and paying attention to environmental products and services, the NRBV theory will help to reveal how green marketing orientation helps hospitality firms or firms, in general, to improve their sustainability performance to gain competitive advantages and also increase the market share of the firm.

Green Marketing Orientation: Influencing consumer purchase decisions is one of marketing's key goals. Marketing attempts to educate and exploit the society in addition to advertising and selling goods and services. "Sustainable marketing," "ecological marketing and environmental marketing" are other terms for "green marketing." Green marketing became popular in the late 1980s and early 1990s after it was initially employed in the late 1970s (Yan &Yazdanifard, 2014). In the current era of sustainable development, green marketing is one of the essential areas of attention for the company and society. According to Punitha, Aziz, and Rahman (2016), economists, sociologists, and environmentalists are interested in understanding the relationship between the natural environment and the operation of commercial activity. Even though the idea has several phases, it is thought to be deficient in in-depth information (Punitha *et al.,* 2016). Green marketing is described by the American Marketing Association (AMA) as items that consumers view as environmentally beneficial or safe. This could include modifications to products, packaging, production processes, and techniques, as well as enhanced compliance marketing awareness among organizations aiming to provide a green product or service. Marketing orientation, macro marketing, and sustainable development management are all combined in green marketing orientation (GMO). GMO is a modern marketing management technique that ensures value for various stakeholders. A GMO perspective leads to excellent knowledge of environmental and societal challenges and the market. GMO allows business management to focus on more than just microeconomic and functional management (Fatoki, 2019; Papadas, Avlonitis & Carrigan,

2017). The term "green marketing" refers to the planning, development, and advertising of products or services that match consumers' expectations for quality, production, low prices, and service while minimizing negative environmental impacts such as raw material use, energy consumption, and so on. This study's three components of the GMO construct are strategic green marketing orientation, tactical green marketing orientation, and internal green marketing orientation. The dimensionality is based on significant concepts from the literature on green marketing, such as the contrast between long-term (i.e., strategic), short-term (i.e., tactical), and internal green marketing orientations.

Sustainable Performance: Badi and Murtagh (2019) defined sustainable performance as a comprehensive look into issues, for example, researching the potential adverse effects of firm economic activities on the environment in both rising and propelled economies. Also, sustainable performance refers to the process of ascertaining the social well-being, which includes meeting and satisfying basic human needs (Kamble, Gunasekaran &Gawankar, 2020) and guaranteeing that environmental renewable and non-renewable resources are well-looked-after to make available for and support people in the future (Poltronieri, Ganga & Gerolamo, 2019; Gong, Simpson, Koh & Tan, 2018). Sustainable performance can broadly be classified into economic, environmental, and social performance (San Ong, Magsi & Burgess, 2019; Zaid *et al.,* 2018). Numerous firms coordinate sustainability in their operations due to increasing public awareness, government strict regulatory requirements, and market pressure (Bai, Kusi-Sarpong & Sarkis, 2017; Kusi-Sarpong, Sarkis & Wang, 2016). Most academics who tried to explain sustainability performance and its consequences used the lens of the firms' stakeholder relationship (López-Santamaría, Amaya, Hinestroza, & Cuero, 2021). Stakeholders are individuals or organizations with stakes in a firm's operations (Ahsan & Pedersen, 2018). They encompass diverse groups that $A = \pi r^2$ more or less salient (Mitchell, Agle, & Wood, 1997). With this rationale in mind, literature explained firms' degree of sustainability performance by the salience of their environmental and social stakeholders (Brammer & Millington, 2004), the impact of these firms on their natural and social environment (Bansal & Roth, 2000b), and their willingness to limit stakeholders' pressures (Delmas & Toffel, 2008). Sustainability actions in this framework can be considered as behaviors proactive to governments' regulations (Aragon-Correa, 1998), reactions to interest groups' activism (Lenox & Eesley, 2009), or ways to differentiate toward customers (Hull & Rothenberg, 2008).

Hotels in Equatorial Guinea: In Equatorial Guinea, the hospitality sector plays a critical role in promoting tourism. The Equatorial Guinea capital of Malabo has the most hotels, which could be related to the fact that Malabo is theEquatorial Guinea'sadministrative capital. As the nation's capital and a major business centre, it hosts most conferences, seminars, and workshops, which necessitate the use of hotels (Mensah-Ansah *et al.* 2011). Each country's hotel classification system is unique, and even hotels within the same country may utilize different criteria according to local legislation (Martin-Fuentes 2016). Even on a global scale, there are no agreed-upon criteria for what a hotel of each category should offer (Martin-Fuentes, 2016). There are, nevertheless, certain general classifications for hotels. Throughout the world, hotels are categorized into numerous categories based on their target market size, location, facilities, or ownership (Martin-Fuentes, 2016). A hotel is classed in the target market category based on the customers it caters to, such as business and leisure hotels. Hotels are also divided into categories based on location, such as city centre hotels, suburban hotels, and resort hotels (Baker *et al.* 2000). Small hotels (fewer than 100 rooms), medium-sized hotels (between 100 and 200 rooms), and large hotels (more than 200 rooms) are all possible classifications for hotels (usually have more than 200 rooms). Hotels also differ in their standard of services and facilities, such as full-service hotels, budget hotels, and self-catering hotels (Baker *et al.* 2000).

Summary of Empirical Review: Fatoki (2019) undertook an empirical study to examine the relationship between green marketing

orientation (GMO) and environmental and social performance in the context of firms in the hospitality industry. The study was undertaken in South Africa. The paper was underpinned by the natural resource base (NRBV) theory and the Stakeholder theory. The report adopted a quantitative approach to the study since the positivism research philosophy was applauded. The paper used the cross-sectional survey technique through a self-administered questionnaire method for data collection. The convenience sampling method was used for the study because the population was all hotels in South Africa, and the hotels were selected from various accommodation databases. Five hundred questionnaires were sent out physically to the respondents with the help of three well-trained data collectors. Only 192 completed and usable questionnaires were retrieved from the managers of the various hotels. From a statistical point of view, the results indicated a moderate level of GMO and environmental and social performance by hospitality firms since on a five-point Likert scale, a mean value below 3 is considered as low, 3–4 moderate and above 4 high (Neneh & van Zyl, 2017). The results of the regression model indicate that there is a significant positive relationship between GMO and environmental performance ($\beta = 0.637$, $p < 0.01$) and GMO and social performance ($\beta = 0.618$, $p < 0.01$). The results of the study indicated a significant positive relationship between GMO and environmental performance and GMO and social performance in the hospitality firms in South Africa. The paper further evidenced that GMO is an intangible firm-specific resource that can affect social and environmental performance and improve the non-financial performance of hospitality firms in South Africa. Finally, the paper also directly affirmed the findings of past studies, which pointed out that a strong market orientation promotes environmental and social sustainability efforts by creating management awareness of customer demands for eco-friendly products and services.

Subsequently, a study was conducted by Tariq, Yasir, Majid and Yasir (2020), and it aimed to examine the effect of line managers' environmental attitudes on their organizational citizenship behavior for the environment (OCBE) and environmental performance (EP). In addition to the above examination, the study also investigated the mediating role of OCBE in the relationship between management environmental awareness (MEA) and managers' environmental performance (MEP). The study employed the theory of Planned Behavior's assumptions to underpin its undertaking. The study by way of analysis used descriptive statistics, correlation and multiple hierarchical regressions techniques. Moreover, using AMOS software, discriminant validity was examined through confirmatory factor analysis (CFA). Upon critically assessing the structural interactions among the study's construct, the study found out that there is a positive relationship between management environmental awareness and management environmental performance. The results further confirmed that environmental management Awareness predicts environmental performance management through the mediation of organizational citizenship behavior for the environment. The management environmental awareness motivates the managers to develop organizational citizenship behavior for the environment that boosts their environmental performance. Siagia, Tarigan and Basana , undertook a study in 2022. That study aimed to examine the impact of top management commitment on competitive advantage with the mediating role of supplier integration, customer integration, and green innovation. The study was conducted in Indonesia. The data collection used a questionnaire designed with a five-point Likert scale to measure the objective opinion of the respondents against the item statement by choosing the predetermined measurement scale starting with 1: strongly disagree up to 5: strongly agree. Questionnaires were created in Google Form link and distributed to 600 respondents via email, WhatsApp, and Facebook. This survey received 285 responses (response rate 47.50%) considered valid for further analysis.

The result implies that top management commitment plays a vital role and has multiple effects in enhancing competitive advantage through establishing strategy and policies. The result provided a practical contribution on how the manufacturing companies could improve competitive advantage and, simultaneously, concerns environmental protection through green innovation such as green marketing

orientation. The study could also enrich and extend the acceptance of the recent research in the context of the manufacturing industry.

Conceptual Framework: The framework of this study signals the diagrammatic presentation of the study's constructs with their underlying relationships. Thus, upon critically reviewing extant literature, some basic fundamental relationships were found among the study's exogeneous and endogenous variables. The study's underpinning theory empirically justified these construct linkages, empirical justification drawn from scholarly reviews and the statistical orientation of the study.
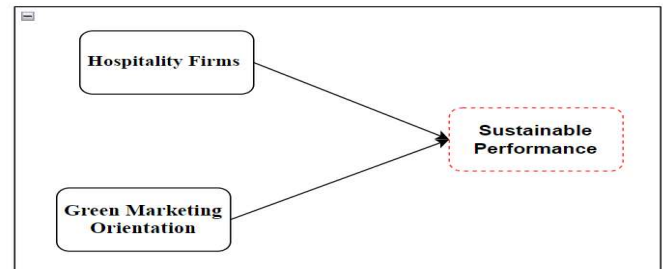

Figure 1. Conceptual Framework

RESEARCH METHODS

Study Design: This study employed the explanatory research design. An explanatory design helps establish the relationship between variables and explains the cause and effect of the relationships. It describes how variables influence other variables (Siemsen, Roth & Oliveira, 2010). The descriptive survey research design which is quantitative in nature was chosen for the study. This is the type of design that entails collection of numerical data with the view to establishing an objective conception of social reality. In this design, social life is quantified, and deductions drawn (Wiersma, 1995; Wiredu *et al.,* 2021). The study used the explanatory research design to explain the relationship between electronic procurement adoption, institutional quality, and performance of public entities in Equatorial Guinea.

Research Approach: The design to be adopted was quantitative approach. This is because this approach helped enable the researcher to obtain objective findings since this kind of approach are supported by fact and figures. This approach draws its potency from the research philosophy and research design underpinning this research. The choice of this approach was informed by numerical nature of the data collected (Kumar, 2019; Wiredu, Yang, *et al.,* 2021), the statistical approach to the data processing and analysis (Shiau, Sarstedth & Hair, 2019), nature of specific research objectives, theoretical inferences, nature of research (Viotti & Kauppi, 2019), data collection instrument design and the research paradigm (Eisend& Kuss, 2019).

Study Population: According to Kothari (2004) and Wiredu, Otoo, *et al.,* (2021), the population is an entire civilization with similar quantitative characteristics of individuals, events, or objects. The totality of causes that meet predetermined criteria is referred to as population (Graneheim& Lundman, 2004). Due to the nature of the study and the unit of analysis employed for the survey, a total of 197 hotels in the Equatorial Guinea capital of Malabo, as stated by the Equatorial Guinea Hotel Association website, which was last updated on July 21, 2023, was available to be used for the survey.

Sample and Sampling procedure: According to Ofori and Dampson (2011) and Sekaran and Bougie (2016), a sample is the representative percentage of the population chosen for the study chosen. According to Saunders et al. (2016) and Wiredu *et al.,* (2022), scholars' use of sample surveys rather than censuses is that complete coverage of the entire population is difficult to achieve when dealing with huge populations. This means that when a large population is involved, sample surveys assist researchers in conducting studies in the most

effective method possible. Out of the total 197 licensed hotels in the Equatorial Guinea capital of Malabo, the study used a sample size of 132 licensed hotels. This sample size is justifiable by Yamane's sample size determination formula (1967).

The formula is given as;

$$n = N / [1+N (e)2]$$
$$n = 197 / [1+197 (.05)^2]$$
$$n = 132$$

Where n = sample size; N = population frame; and e = margin of error. A margin of error of 5%, as suggested by Yamane (1967), was applied.

A stratified random sampling technique was used to select the number of respondents from the sampling frame. When a target population is divided into mutually exclusive, homogenous segments (strata), a simple random sample is taken from each segment (stratum) of the target population (Burnam & Koegel, 1988; Hagan & Collier, 1983; Wiredu, Bo, Labaran, *et al.,* 2021). The samples selected from the various strata are combined into a single sample. This sampling procedure is sometimes called "random quota sampling" (Binson, Canchola & Catania, 2000). The sample size for the investigation was determined using proportionate stratified sampling. Stratified sampling employs self-weighing and EPSEM sampling techniques. Each stratum receives the same sampling percentage, providing every element in the population an equal chance of being chosen (Scheaffer, Mendenhall & Ott, 2006; Wiredu *et al.,* 2020). The study chose the desired number of elements from each stratum at random.

Table 1. Proportional Stratified Sampling for Sample Size Used

Forms of hotels	Population (N)	Sample (%)	Sample (n)
1 star	57	28.9	38
2 star	28	14.2	19
3 star	14	7.1	9
Guest house	98	49.7	66
Total	197	100	132

Source: Author's Sample, (2024)

Data Collection Instruments: The study used primary data for statistical analysis. The data gathering instrument for the analysis was a standardized close-ended self-administered questionnaire. According to Malhotra et al. (2013) and Otoo *et al.,* (2024), using a questionnaire to get factual information from a wide group of people is a viable option. The close-ended questions adopted the checklist, a list of acts, traits, or other individuals the researcher was analyzing. The study's questionnaire had five (5) sections, A, B and C and D. Sections A was used to collect demographic data of respondent, and B and C was used to collect data on green marketing orientation, and firms' sustainable performance. In contrast, Section D was used to collect data concerning challenges the hospitality faces in implementing green marketing orientation. All of the items in sections B, C and D were graded on a five-point Likert scale, with 1 indicating "Strongly disagree," 2 indicating "Disagree," 3 indicating "Neutral," 4 indicating "Agree," and 5 indicating "Strongly agree." Filling out the questionnaire will take no more than 20 minutes.

Data Collection Procedures: Data for the study was collected between January and March 2024. Selected respondents were first approached, and the purpose of the study explained to them. An introductory letter indicating the purpose of the study as well as and assuring them of confidentiality and anonymity was obtained from the Department of Marketing and Supply Chain Management. Consent of the respondents was sought after which confidentiality and anonymity of the respondents was assured before the instrument would be administered to them. Respondents was assured that their responses were purely for academic purposes which was also stated in the questionnaire. Data was collected from respondents at their respective organization since the data collection instrument was administered to them at their organization.

Data Analysis: The quantitative data that was obtained from the questionnaires was coded for statistical analysis using the Statistical

Package for Social Sciences (SPSS, Version 25). After completion of data entry, data cleaning was done in order to ensure that there are no outliers or improper entries which might contaminate the findings. Descriptive, Correlation and Multiple linear regression analysis and structural interactions was undertaken via the use of Statistical Package for Social Sciences (SPSS, Version 25). Thus, the study examined the interrelationships green marketing orientation, top management support and sustainable performance using the Triple Bottom Line concept.

RESULT AND DISCUSSIONS

This chapter presents the results of the data analyzed and key findings. Data was collected using questionnaires as the data collection instruments whose presentation and interpretation is given below through the use of a descriptive analysis. Discussions of the results in relation to literature are made where appropriate.

Table 2. Gender of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	78	40.8	59.1	59.1
	Female	54	28.3	40.9	100.0
	Total	132	69.1	100.0	

Source: Field Work, (2024)

Our research surveyed a total of 132 respondents, revealing a reasonably balanced gender distribution. Among these, 78 respondents, constituting approximately 59.1% of the valid respondents, identified as male, while 54 respondents, representing approximately 40.9%, identified as female. This gender equilibrium significantly enhances the reliability and robustness of our findings. By maintaining a nearly equal representation of both male and female respondents, our study mitigates the potential for gender-related bias, ensuring that our research outcomes are more reflective of the diverse perspectives within the hospitality industry of Equatorial Guinea capital of Malabo. The gender distribution among our respondents opens the door to a deeper exploration of gender-specific dynamics within the context of green marketing orientation and sustainable performance. A gender-based analysis, which we intend to undertake in subsequent stages of our research, will allow us to discern any distinctive patterns, preferences, or challenges that may exist among male and female respondents. The implications of this gender distribution extend beyond the confines of our research study. Hospitality firms in Equatorial Guinea capital of Malabo may find these findings particularly relevant. Should our research reveal noteworthy variations in attitudes and behaviors linked to sustainability practices among male and female customers, these firms could consider tailoring their green marketing strategies accordingly. For instance, if male respondents exhibit a heightened preference for certain sustainable amenities or practices, such as energy-efficient facilities, hospitality businesses could emphasize these features in their marketing efforts targeting this demographic. Similarly, if female respondents express a stronger inclination towards eco-friendly dining options or sustainable transportation services, hospitality firms can adapt their strategies to cater to these preferences, thereby enhancing their appeal and competitiveness in the market.

Table 3. Years of Experience of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 1 year	11	5.8	8.3	8.3
	1-4 years	59	30.9	44.7	53.0
	5- 9 years	40	20.9	30.3	83.3
	10-14 years	22	11.5	16.7	100.0
	Total	132	69.1	100.0	

Source: Field Work, (2024)

Our research surveyed a total of 132 respondents, each possessing a unique history of experience within the industry. The distribution of

years of experience is both diverse and insightful, painting a vivid picture of the diverse landscape of professionals contributing to this study.Below 1 year: 11 respondents, representing approximately 8.3% of the total, are relatively new entrants to the hospitality industry in Equatorial Guinea capital of Malabo. 1-4 years: The largest cohort, consisting of 59 respondents (about 44.7% of the total), demonstrates the presence of a substantial number of individuals with moderate experience levels in the sector, suggesting a significant pool of insights from those with foundational expertise. 5-9 years: 40 respondents (approximately 30.3%) fall within this category, highlighting a significant proportion of individuals with a commendable amount of experience and expertise. 10-14 years: Finally, 22 respondents (comprising approximately 16.7%) boast an impressive 10 to 14 years of experience, providing a valuable perspective from seasoned professionals. The distribution of years of experience among our respondents holds profound implications for our research. The varied backgrounds of our participants bring forth a rich tapestry of knowledge, perspectives, and experiences within the Equatorial Guineanhospitality industry. These nuances are critical as we investigate the relationship between green marketing orientation and sustainable performance. For hospitality firms operating in Equatorial Guinea capital of Malabo, these findings offer guidance in tailoring their strategies. Recognizing the diverse experience levels among their employees and customers, businesses may consider implementing training programs, mentorship opportunities, or specialized marketing approaches aimed at specific experience cohorts. Newcomers may benefit from comprehensive sustainability education, while experienced professionals might thrive in leadership roles that emphasize sustainability practices.

adoption of green marketing orientation and sustainability practices. For the hospitality firms operating within Equatorial Guinea capital of Malabo, these educational findings present opportunities to tailor their recruitment, training, and marketing strategies. Businesses may consider tapping into the knowledge and expertise of respondents with advanced degrees, placing them in leadership roles where they can champion sustainability initiatives. Alternatively, they may harness the creativity and adaptability of individuals with college diplomas to inject fresh sustainability concepts into their operations. The correlation analysis reveals a remarkable and statistically significant relationship between green marketing orientation and sustainable performance across all dimensions. The Pearson correlation coefficient of 0.781** suggests a strong positive relationship between Strategic Green Marketing Orientation (SGM) and Firms Sustainable Performance (OPM). This implies that hospitality firms in Equatorial Guinea capital of Malabo that strategically incorporate green marketing practices tend to exhibit better sustainable performance outcomes. The correlation coefficient of 0.796** between Tactical Green Marketing Orientation (TGM) and Sustainable Performance reaffirms a robust positive association. Hospitality firms that tactically implement green marketing initiatives are likely to experience improved sustainable performance. The highest correlation coefficient in this analysis, 0.799**, underscores a powerful and positive relationship between Internal Green Marketing Orientation (IGM) and Sustainable Performance (OPM). This suggests that firms emphasizing internal green marketing practices, such as employee engagement and eco-conscious organizational culture, tend to excel in sustainable performance. These findings have profound practical implications for hospitality firms in Equatorial

Table 4. Educational Qualification of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	College Diploma	35	18.3	26.5	26.5
	Bachelors' degree	62	32.5	47.0	73.5
	Masters'	35	18.3	26.5	100.0
	Total	132	69.1	100.0	

Source: Field Work, (2024)

Table 5. Correlations of Green Marketing Orientation and Sustainable Performance

		OPM	SGM	TGM	IGM
OPM	Pearson Correlation	1	.781**	.796**	.799**
	Sig. (2-tailed)		.000	.000	.000
	N	132	132	132	131
SGM	Pearson Correlation	.781**	1	.897**	.880**
	Sig. (2-tailed)	.000		.000	.000
	N	132	132	132	131
TGM	Pearson Correlation	.796**	.897**	1	.958**
	Sig. (2-tailed)	.000	.000		.000
	N	132	132	132	131
IGM	Pearson Correlation	.799**	.880**	.958**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	131	131	131	131

Source: Field Work, (2024)
**. Correlation is significant at the 0.01 level (2-tailed).
OPM: Sustainable Performance, SGM: Strategic Green Marketing Orientation, TGM: Tactical Green Marketing Orientation and Internal Green Marketing Orientation

Our research engaged with a diverse array of respondents, each armed with distinct educational qualifications that reflect the multifaceted nature of the hospitality industry. College Diploma: 35 respondents (approximately 26.5% of the total) hold college diplomas, signifying a substantial segment of respondents with a foundational level of education. Bachelor's Degree: A significant majority of 62 respondents (approximately 47% of the total) possess bachelor's degrees, representing a pool of individuals with a more comprehensive academic foundation.Master's Degree: Another noteworthy group of 35 respondents (approximately 26.5% of the total) have pursued master's degrees, reflecting the presence of individuals with advanced education and expertise in our study. The distribution of educational qualifications among our respondents is a critical dimension of our research, as it hints at the potential relationship between levels of education and the understanding and

Guinea capital of Malabo. They highlight the importance of integrating green marketing orientation into their business strategies. By doing so, these firms can enhance their sustainable performance, which encompasses reduced operational costs, greater environmental responsibility, and a stronger competitive edge. Furthermore, the strong correlations suggest that aligning marketing strategies with sustainability objectives can lead to tangible benefits. Hospitality firms can develop marketing campaigns that emphasize their commitment to eco-friendly practices, attracting environmentally conscious consumers and positively influencing their bottom line. Chung, (2020) argue that firms that integrate CSR practices, including green marketing, into their strategic objectives tend to achieve sustainable competitive advantages. Green marketing is viewed as a subset of CSR and has been found to positively influence a firm's sustainability performance (Yadav et al. 2016).

Table 6. Model Summary of Green Marketing Orientation on Hospitality Firms Sustainable Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.817[a]	.667	.659	.98316

Source: (Field Work, 2024)
a. Predictors: (Constant), Internal Marketing Orientation, Strategic Marketing Orientation, Tactical Marketing Orientation

Table 7. Anova of Green Marketing Orientation on Hospitality Firms Sustainable Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	246.100	3	82.033	84.867	.000[b]
	Residual	122.759	127	.967		
	Total	368.860	130			

Source: Field Work, (2024)
a. Dependent Variable: Firms Sustainable Performance
b. Predictors: (Constant), Internal Marketing Orientation, Strategic Marketing Orientation, Tactical Marketing Orientation

Table 8. Coefficientsof Green Marketing Orientation on Hospitality Firms Sustainable Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	6.063	.982		6.176	.000
	SGM	.303	.114	.310	2.669	.009
	TGM	.185	.210	.169	.879	.381
	IGM	.394	.196	.364	2.014	.046

Source: Field Work, (2024)
a. Dependent Variable: Firms Sustainable Performance

Table 9. Challenges Faced by Hospitality Firms Implementing Green Marketing Orientation

	N	Minimum	Maximum	Mean	Std. Deviation
Lack of awareness and understanding of green marketing practices	132	2	5	4.14	.521
Insufficient financial resources for implementing green initiatives	132	4	5	4.77	.426
Limited availability of green suppliers and partners	132	4	5	4.23	.426
Resistance from employees to adopt green practices	132	2	5	4.14	.521
Inadequate government support and policies for green initiatives	132	4	5	4.77	.426
Valid N (listwise)	132				

Source: Filed Work, (2024)

Research by Martinez, (2015) and Wiredu, (2024)suggests that consumers increasingly prefer brands and businesses that exhibit environmental responsibility. Green marketing efforts create a positive brand image, which can lead to greater customer loyalty and improved financial performance. This consumer preference aligns with the positive correlation between green marketing orientation and sustainable performance found in our study. Firms that adopt green marketing practices often engage in innovative approaches to sustainability, including energy-efficient operations and waste reduction. Research by Dangelico and Pujari (2010) highlights that these innovations not only contribute to environmental benefits but also lead to cost savings and improved financial performance. This aligns with research by Kim et al. (2019), which shows that firms with engaged, and environmentally aware employees tend to perform better in terms of sustainability, as they are more likely to implement and adhere to green practices. The Model Summary reveals several important statistical indicators. The R-squared value of 0.667 signifies that approximately 66.7% of the variance in firms' sustainable performance can be explained by the combination of green marketing orientation variables included in the model. This suggests a substantial influence of green marketing orientation on hospitality firm's sustainable performance in Equatorial Guinea capital of Malabo. The ANOVA table f supports the significance of the model. The F-statistic of 84.867 is highly significant ($p < 0.001$), indicating that the regression model, which includes green marketing orientation variables, significantly explains variations in hospitality firm's sustainable performance. The coefficient of 0.303 is both positive and statistically significant ($p = 0.009$). This indicates that for each unit increase in Strategic Green Marketing orientation, firms' sustainable performance is expected to increase by approximately 0.303 units. SGM plays a pivotal role in enhancing sustainable

performance. The coefficient of 0.185 is positive, but it is not statistically significant ($p = 0.381$). This suggests that Tactical Green Marketing orientation may have a positive impact on sustainable performance, but the relationship is not strong enough to be statistically significant in this model. The coefficient of 0.394 is both positive and statistically significant ($p = 0.046$). This indicates that Internal Green Marketing orientation has a significant positive impact on firms' sustainable performance. For each unit increase in IGM, sustainable performance is expected to increase by approximately 0.394 units. These findings underscore the vital role of green marketing orientation in influencing the sustainable performance of hospitality firms in Equatorial Guinea capital of Malabo. Strategic Green Marketing and Internal Green Marketing, in particular, demonstrate strong positive impacts on sustainable performance. This suggests that firms that strategically integrate green marketing into their overall business strategies and cultivate an eco-conscious organizational culture are likely to experience significant improvements in their sustainability outcomes. For practitioners in the hospitality industry, these results offer clear guidance. Embracing green marketing as a strategic approach, focusing on both external strategies (SGM) and internal organizational culture (IGM), can yield tangible benefits. It not only enhances firms' ecological responsibility but also contributes to financial performance and competitive advantage. Studies by Ismail et al. (2023) and Braik et al. (2023) have emphasized the pivotal role of Strategic green marketing in achieving sustainable performance. Strategic green marketing practices, including eco-friendly product development, green branding, and sustainability-driven market positioning, have been shown to positively influence a firm's financial performance. Research by Hameed and Waris, (2018) highlights the significance of internal green marketing in shaping an eco-conscious organizational culture.

Fostering green values among employees and promoting sustainability within the workplace can lead to improved sustainable performance. This supports our finding that internal green marketing has a significant positive impact on sustainable performance. One of the prominent challenges identified is the "Lack of awareness and understanding of green marketing practices". This challenge has a mean score of 4.14, indicating that, on average, respondents perceive this as a significant hurdle. This suggests that there may be a need for educational and awareness campaigns to enhance understanding and appreciation of green marketing practices among both employees and management. The challenge of "Insufficient financial resources for implementing green initiatives" is particularly noteworthy, with a mean score of 4.77. This indicates that financial constraints pose a substantial obstacle for hospitality firms in Equatorial Guinea capital of Malabo in their efforts to adopt green marketing practices. Addressing this challenge may require exploring avenues for funding or incentives to support sustainable initiatives. The "Limited availability of green suppliers and partners" is another challenge, with a mean score of 4.23. This suggests that finding reliable suppliers and partners that align with green marketing initiatives is a concern for these firms. Collaborative efforts to expand the network of green suppliers and partners could mitigate this challenge. Resistance from employees to adopt green practices is highlighted as a significant challenge, with a mean score of 4.14. This points to the importance of internal green marketing efforts, such as employee engagement programs and training, to overcome employee resistance and foster a culture of sustainability within these firms.Lastly, the challenge of "Inadequate government support and policies for green initiatives" has a mean score of 4.77. This suggests that there may be room for improvement in government policies and incentives that encourage and facilitate green marketing initiatives within the hospitality industry.

Key Findings, Conclusion, and Recommendation

Key Findings: This research aimed to assess the influence of green marketing and hotel environmental performance within Equatorial Guinea capital of Malabo. Guided by the Natural Resource Base View theory, this study employed a quantitative approach and an explanatory design. The target population included all 197 hotels in Equatorial Guinea capital of Malabo, with a sample size of 132 hotels selected through simple random sampling. Data collected were stored securely, ensuring participant anonymity and confidentiality. This research was significant as it contributed to understanding the link between green marketing orientation and sustainable performance in the hospitality industry. It provided insights for academics and industry stakeholders and informed policymakers about the need for environmentally focused policies. Given the rising importance of green marketing, the findings could guide decision-makers in promoting sustainability within the hotel sector. Hence, the key findings are enumerated as below.

Objective 1: **Analyzing the Relationship between Green Marketing Orientation and Sustainable Performance**

Our first objective sought to explore the intricate relationship between green marketing orientation and the sustainable performance of hospitality firms. The statistical analysis revealed a compelling and statistically significant positive relationship between green marketing orientation and sustainable performance. This relationship was observed across multiple dimensions of green marketing orientation, including Strategic Green Marketing (SGM), Tactical Green Marketing (TGM), and Internal Green Marketing (IGM). These findings are corroborated by established literature, emphasizing that firms strategically incorporating green marketing practices tend to achieve superior sustainable performance.

Objective 2: Assessing the Impact of Green Marketing Orientation on Sustainable Performance

The objective 2 was to assess the direct impact of green marketing orientation on the sustainable performance of hospitality firms. Our analysis revealed significant impacts, with both Strategic Green

Marketing (SGM) and Internal Green Marketing (IGM) demonstrating strong positive effects on sustainable performance. While Tactical Green Marketing (TGM) did not show statistical significance in our model, it remains an important aspect of green marketing for targeting niche markets of eco-conscious consumers.

Objective 3: Investigating Challenges in Implementing Green Marketing Orientation

Lack of Awareness and Understanding: Respondents identified a significant challenge related to the lack of awareness and understanding of green marketing practices. This underscores the need for educational and awareness campaigns to enhance comprehension and appreciation of green marketing among both employees and management. Insufficient Financial Resources: Financial constraints emerged as a substantial hurdle, with respondents highlighting "Insufficient financial resources for implementing green initiatives." Strategies such as exploring alternative funding sources and incentives may be crucial to overcoming this challenge. Limited Availability of Green Suppliers and Partners: Finding reliable green suppliers and partners was identified as another challenge. Collaborative efforts to expand the network of green suppliers and partners could help mitigate this obstacle. Resistance from Employees: Resistance from employees to adopt green practices was a notable challenge. Addressing this issue may require internal green marketing efforts, including employee engagement programs and training, to foster a culture of sustainability within firms. Inadequate Government Support and Policies: Respondents also expressed concerns regarding "Inadequate government support and policies for green initiatives." Advocacy and collaborative efforts within the industry may be instrumental in influencing government policies that encourage green initiatives within the hospitality sector. These findings underscore the pivotal role of green marketing orientation in influencing sustainable performance, emphasizing the importance of incorporating green marketing practices into the core strategies of hospitality firms to achieve both environmental responsibility and long-term financial success.

CONCLUSION

In conclusion, this research examined the relationship between green marketing orientation and sustainable performance within the hospitality industry in Equatorial Guinea capital of Malabo. The findings revealed a positive and significant association between green marketing orientation and sustainable performance. Challenges in implementing green marketing orientation were identified, and their impact on sustainable performance was assessed. The study underscores the importance of incorporating green marketing practices into the core strategies of hospitality firms to achieve both environmental responsibility and long-term financial success. This research contributes to the growing body of knowledge on green marketing and sustainability in the hospitality sector. It offers valuable insights for industry practitioners, policymakers, and academics. By embracing green marketing orientation and overcoming implementation challenges, hospitality firms can not only contribute to a greener future but also secure their long-term competitiveness in an eco-conscious market.

RECOMMENDATION

Hospitality firms should prioritize the enhancement of green marketing orientation as a strategic imperative. This entails a multifaceted approach:

Development of comprehensive strategies that incorporate eco-friendly product development, green branding, and sustainability-driven market positioning. Embrace sustainability as a central theme in marketing strategies. While TGM did not show statistical significance in our model, firms should not neglect this dimension. Tailor pricing strategies and communication tactics to target niche markets of eco-conscious consumers. Firms should foster an eco-

conscious organizational culture through employee engagement programs, training, and incentives. Ensure that sustainability values are ingrained at every level of the organization. Firms should invest in educational and awareness campaigns to enhance comprehension and appreciation of green marketing practices among employees and management. Also, firms should explore creative financial strategies, including partnerships, grants, and sustainable investment options, to overcome financial constraints hindering the implementation of green initiatives. Furthermore, firms should collaboratively expand the network of green suppliers and partners. Seek out reliable sources for eco-friendly resources and products. Firms should develop internal green marketing campaigns, incentives, and recognition programs to mitigate resistance from employees. Foster a culture of sustainability within the organization. Moreso, firms should advocate for supportive government policies and incentives that encourage and facilitate green initiatives within the hospitality industry. Collaborative efforts can influence policy change. Additionally, firms should invest in research and development to identify innovative, eco-friendly practices and products that align with green marketing objectives. Embrace technologies and practices that reduce waste, energy consumption, and environmental impact. Firms should implement resource-efficient operations, including water and energy conservation measures. Explore renewable energy sources and sustainable waste management practices. Businesses should ensure effective communication and engagement with stakeholders. For example, firms should maintain transparency in green marketing practices. Communicate sustainability initiatives clearly to customers, employees, suppliers, and investors to build trust and credibility. Lastly, firms should develop a clear and unwavering commitment to sustainability as a core organizational value. Align corporate culture, values, and strategic goals with sustainability objectives. Firms should embrace a philosophy of continuous improvement in sustainability practices. Regularly reassess and update strategies to adapt to changing market dynamics and emerging environmental challenges.

Limitation and Future Studies: Future research could delve deeper into specific strategies for overcoming challenges in implementing green marketing orientation within the hospitality industry. Additionally, exploring the role of government policies and incentives in promoting sustainability within the sector warrants further investigation. Furthermore, longitudinal studies tracking the evolution of green marketing practices and their impact on sustainable performance over time would provide valuable insights.

Declaration Statements

Conflict of interest*:* The author declares no conflict of interest.

Data availability statement: Data used for the study will be provided upon request from the corresponding author.

Funding: This research received no external funding.

Informed consent statement: Not applicable.

REFERENCES

Acquah, H. E., Sarkodie, N. A., Enoch, B., Adams, L., Djanie, B. N. A., & Nunoo, J. (2020). Influence of Organisational Culture on Employee Commitment: Evidence from Environmental Protection Agency in Ghana. *International Journal of Technology and Management Research*, 5(3), 45-57.

Adomako, S., & Nguyen, N. P. (2020). Human resource slack, sustainable innovation, and environmental performance of small and medium-sized enterprises in sub-Saharan Africa. *Business Strategy and the Environment,* 29(8), 2984-2994.

Ahmad, K., Sabri, S., 2016. The Effect of Non- financial Performance Measurement System on Firm Performance. *International Journal of Economics and Financial Issues,* 6(S6), pp.50-54.

Ahmed, S. S., Guozhu, J., Mubarik, S., Khan, M., & Khan, E. (2019). Intellectual capital and business performance: the role of dimensions of absorptive capacity. *Journal of Intellectual Capital.*

Ahsan, D., & Pedersen, S. (2018). The influence of stakeholder groups in operation and maintenance services of offshore wind farms: Lesson from Denmark. *Renewable Energy*, 125, 819-828.

Aimagambetov, E., Bugubaeva, R., Bespayeva, R., & Tashbaev, N. (2017). Model of sustainable development of tourism industry in Kazakhstan (regional perspective).

Amegbe, H., Owino, J., Nuwasiima, A., (2017). Green Marketing Orientation (GMO) and Per- formance of SMEs in Ghana. *American Journal of Management*, 11(1), pp.99-109.

Ampofo, J. A. (2020). Contributions of The hospitality industry (Hotels) in the development of Wa municipality in Ghana. *International Journal of Advanced Economics*, 2(2), 21-38.

Appolloni, A., Sun, H., Jia, F., & Li, X. (2014). Green Procurement in the private sector: a state of the art review between 1996 and 2013. *Journal of Cleaner Production*, 85, 122-133.

Ashrafi, A., & Ravasan, A. Z. (2018). How market orientation contributes to innovation and market performance: the roles of business analytics and flexible IT infrastructure. *Journal of Business & Industrial Marketing.*

Ashrafi, A., Seow, H. V., Lai, S. L., & Lee, C. G. (2013). The efficiency of the hotel industry in Singapore. *Tourism Management,* 37(3), 31-34.

Ateş, M. A., Bloemhof, J., Van Raaij, E. M., & Wynstra, F. (2012). Proactive environmental strategy in a supply chain context: the mediating role of investments. *International Journal of Production Research,* 50(4), 1079-1095.

Babagbale, E. (2020). Employees' perceptions of the effects of green training and practices on hotel sustainability in Ilorin, Nigeria. *African Journal of Hospitality and Tourism Management,* 2(1), 46-60.

Badi, S., & Murtagh, N. (2019). Green supply chain management in construction: A systematic literature review and future research agenda. *Journal of cleaner production*, 223, 312-322.

Bai, C., Kusi-Sarpong, S., & Sarkis, J. (2017). An implementation path for green information technology systems in the Ghanaian mining industry. *Journal of Cleaner Production*, 164, 1105-1123.

Bai, C., S. Kusi-Sarpong, and J. Sarkis. 2017. "An Implementation Path for Green Information Technology Systems in the Ghanaian Mining Industry." *Journal of Cleaner Production* 164: 1105–1123

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of management,* 17(1), 99-120.

Bathmanathan, V., Rajadurai, J., & Sohail, M. S. (2018). Generational consumer patterns: A document analysis method. Global Business and Management Research: An International Journal, 10(4), 1-13.

Bathmathan, V., & Rajadurai, J. (2019). Green marketing mix strategy using modified measurement scales–a performance on Gen Y green purchasing decision in Malaysia.

Boiral, O., Raineri, N., & Talbot, D. (2018). Managers' citizenship behaviors for the environment: A developmental perspective. *Journal of Business Ethics*, 149(2), 395-409.

Braik, A., Saleh, Y., & Jaaron, A. A. (2023). Green marketing practices and organizational sustainable performance in developing countries context: an empirical study. *Journal of Foodservice Business Research,* 1-41.

Camilleri, M.A., 2018. Closing the Loop for Resource Efficiency, Sustainable Consumption and Production: A Critical Review of the Circular Economy. *International Journal of Sustainable Development,* 1, pp.1-22.

Cannella, S. F. B., Hambrick, D. C., Finkelstein, S., & Cannella, A. A. (2009). Strategic leadership: Theory and research on executives, top management teams, and boards. Strategic Management.

Chan, R. Y., Lai, J. W., & Kim, N. (2022). Strategic motives and performance implications of proactive versus reactive environmental strategies in corporate sustainable development. Business Strategy and the Environment.

Chung, K. C. (2020). Green marketing orientation: Achieving sustainable development in green hotel management. *Journal of Hospitality Marketing & Management,* 29(6), 722-738.

Del Carmen Triana, M., Richard, O. C., & Su, W. (2019). Gender diversity in senior management, strategic change, and firm performance: Examining the mediating nature of strategic change in high tech firms. Research Policy, 48(7), 1681-1693.

El-Kassar, A. N., & Singh, S. K. (2019). Green innovation and organizational performance: The influence of big data and the moderating role of management commitment and HR practices. *Technological forecasting and social change,* 144, 483-498.

Elkington, J. (2018). 25 years ago I coined the phrase "triple bottom line." Here's why it's time to rethink it. Harvard business review, 25, 2-5.

Eneizan, B.M., Wahab, K.A., 2016. Effects of Green Marketing Strategy on the Financial and Non-Financial Performance of Firms: A Conceptual Paper. *Arabian Journal Business Management Review,* 6(5), pp.1-7.

Everaert, P., Bouten, L., & Baele, A. (2019). CSR website disclosure: the influence of the upper echelons. Accounting, Auditing & Accountability Journal, 32(2), 421-455.

Fatoki, O. (2019). Green marketing orientation and environmental and social performance of hospitality firms in South *Africa. Foundations of Management,* 11(1), 277-290.

Fraj, E., Martínez, E., & Matute, J. (2013). Green marketing in B2B organisations: an empirical analysis from the natural-resource-based view of the firm. *Journal of Business & Industrial Marketing.*

Gong, M., Simpson, A., Koh, L., & Tan, K. H. (2018). Inside out: The interrelationships of sustainable performance metrics and its effect on business decision making: Theory and practice. *Resources, Conservation and Recycling*, 128, 155-166.

Gordon, R., Carrigan, M., & Hastings, G. (2011). A framework for sustainable marketing. Marketing theory, 11(2), 143-163.

Graneheim, U. H., & Lundman, B. (2004). Qualitative content analysis in nursing research: concepts, procedures and measures to achieve trustworthiness. Nurse education today, 24(2), 105-112.

Graneheim, U. H., & Lundman, B. (2004). Qualitative content analysis in nursing research: concepts, procedures and measures to achieve trustworthiness. *Nurse education today,* 24(2), 105-112.

Hambrick, D. C. (2007). Upper echelons theory: An update. Academy of management review, 32(2), 334-343.

Hambrick, D. C., & Mason, P. A. (1984). Upper echelons: The organization as a reflection of its top managers. *Academy of Management Review,* 9(2), 193–206.

Hambrick, D. C., & Mason, P. A. (1984). Upper echelons: The organization as a reflection of its top managers. *Academy of management review,* 9(2), 193-206.

Hameed, I., & Waris, I. (2018). Eco labels and eco conscious consumer behavior: the mediating effect of green trust and environmental concern. Hameed, Irfan and Waris, Idrees (2018): Eco Labels and Eco Conscious Consumer Behavior: The Mediating Effect of Green Trust and Environmental Concern. Published in: *Journal of Management Sciences*, 5(2), 86-105.

Hart, S.L., 1995. A Natural-Resource-Based View of the Firm. The *Academy of Management Review,* 20(4), pp.986-1014.

Hartmann, J., & Vachon, S. (2018). Linking environmental management to environmental performance: The interactive role of industry context. *Business Strategy and the Environment,* 27(3), 359-374.

Hasegawa, T., Fujimori, S., Havlík, P., Valin, H., Bodirsky, B. L., Doelman, J. C., & Witzke, P. (2018). Risk of increased food insecurity under stringent global climate change mitigation policy. *Nature Climate Change*, 8(8), 699-703.

Hult, T., 2011. Market-focused Sustainability: Market Orientation Plus. Journal of the Academy of Marketing Science, 39, pp.1-6.

Ismail, I. J., Amani, D., & Changalima, I. A. (2023). Strategic green marketing orientation and environmental sustainability in sub-Saharan Africa: Does green absorptive capacity moderate? Evidence from Tanzania. Heliyon, 9(7).

Jayashree, S., Malarvizhi, C.A., Mayel, S., & Rasti, A. (2015). Significance of top management commitment on the implementation of ISO 14000 EMS towards sustainability. *Middle-East Journal of Scientific Research*, 23(12), 2941-2945.

Kamble, S. S., Gunasekaran, A., & Gawankar, S. A. (2020). Achieving sustainable performance in a data-driven agriculture supply chain: A review for research and applications. *International Journal of Production Economics*, 219, 179-194.

Kenney, P. L. (2018). Green Business Practices among Star-Graded Hotels in Ghana: The Case of Ladadekotopon Municipality (Doctoral dissertation, University of Ghana).

Kim, Y. J., Kim, W. G., Choi, H. M., &Phetvaroon, K. (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. *International Journal of Hospitality Management,* 76, 83-93.

Kişi, N. (2019). A strategic approach to sustainable tourism development using the A'WOT hybrid method: A case study of Zonguldak, Turkey. Sustainability, 11(4), 964.

Kothari, C. R. (2004). Research methodology: Methods and techniques. *New Age International.*

Kotler, P. (2011). Reinventing marketing to manage the environmental imperative. *Journal of Marketing,* 75, 132–135.

Kuhzady, S., Seyfi, S., &Béal, L. (2020). Peer-to-peer (P2P) accommodation in the sharing economy: A review. Current Issues in Tourism, 1-16.

Leonidou, C. N., Katsikeas, C. S., & Morgan, N. A. (2013). "Greening" the marketing mix: Do firms do it and does it pay off? Journal of the Academy of Marketing Science, 41(2), 151-170.

Li, J., & Sarkis, J. (2021). Product eco-design practice in green supply chain management: A China-global examination of research. *Nankai Business Review International.*

Linneberg, M. S., Madsen, M. T., & Nielsen, J. A. (2019). Micro-level translation of corporate sustainability: When strategy meets practice in the Danish hospitality sector. *Journal of Cleaner Production,* 240, 118159.

López-Santamaría, M., Amaya, N., Hinestroza, M. P. G., & Cuero, Y. A. (2021). Sustainability disclosure practices as seen through the lens of the signaling theory: A study of companies listed on the Colombian Stock Exchange. *Journal of Cleaner Production,* 317, 128416.

Mallen-Ntiador, T. N. E. (2017). Green Marketing Practices and Customer Satisfaction In Selected Hotels In Ghana (Doctoral dissertation, University Of Ghana).

Martinez, P. (2015). Customer loyalty: Exploring its antecedents from a green marketing perspective. International Journal of Contemporary Hospitality Management, 27(5), 896-917.

Mensah, I. (2014). Different shades of green: Environmental management in hotels in Accra. *International Journal of Tourism Research,* 16(5), 450-461.

Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997). Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. *Academy of management review,* 22(4), 853-886.

Neneh, B. N., & Van, Z. J. (2017). Entrepreneurial orientation and its impact on firm growth amongst SMEs in South Africa. Problems and Perspectives in Management, (15, Iss. 3), 166-178.

Nhemachema, C &Murimbika, M. 2018. Motivation of sustainable entrepreneurship and their impact on enterprise performance in Gauteng Province, South Africa. Business Strategy and Development, 1, 115-127.

Nishii, L. H., Gotte, A., & Raver, J. L. (2007). Upper echelon theory revisited: The relationship between upper echelon diversity, the adoption of diversity practices, and organizational performance.

Ofori, R., & Dampson, D. G. (2011). Research methods and statistics using SPSS. Amakom-Kumasi: Payless Publication Limited.

Ofori, R., &Dampson, D. G. (2011). Research methods and statistics using

Punitha, S., Aziz, Y. A., & Abd Rahman, A. (2016). Consumers' perceptions of green marketing in the hotel industry. Asian Social Science, 12(1), 1.

Rahman, M., Aziz, S., & Hughes, M. (2020). The product-market performance benefits of environmental policy: Why customer awareness and firm innovativeness matter. Business Strategy and the Environment, 29(5), 2001-2018.

Richey Jr, R. G., Musgrove, C. F., Gillison, S. T., & Gabler, C. B. (2014). The effects of environmental focus and program timing on green marketing performance and the moderating role of resource commitment. Industrial Marketing Management, 43(7), 1246-1257.

Ries, A., & Trout, J. (1985). Positioning, The battle for your mind. McGraw-Hill.

Sam-Amobi, C., Ekechukwu, O. V., &Chukwuali, C. B. (2019). A preliminary assessment of the energy related carbon emissions associated with hotels in Enugu metropolis Nigeria. AFRREV STECH: An *International Journal of Science and Technology,* 8(2), 19-30.

San Ong, T., Magsi, H. B., & Burgess, T. F. (2019). Organisational culture, environmental management control systems, environmental performance of Pakistani manufacturing industry. *International Journal of Productivity and Performance Management.*

San Ong, T., Magsi, H. B., & Burgess, T. F. (2019). Organisational culture, environmental management control systems, environmental performance of Pakistani manufacturing industry. *International Journal of Productivity and Performance Management.*

Sarango-Lalangui, P., Santos, J. L. S., &Hormiga, E. (2018). The development of sustainable entrepreneurship research field. Sustainability, 10(6), 2005.

Scholz, P. (2019). Green management implementation in accommodation facilities in Bulgaria. *Ekonomiai Środowisko-Economics and Environment,* 68(1), 16-16.

Sekaran, U., & Bougie, R. (2016). Research methods for business: A skill building approach. john wiley& sons.

Sekaran, U., & Bougie, R. (2016). Research methods for business: A skill building approach. john wiley& sons.

Siagian, H., Tarigan, Z., & Basana, S. (2022). The role of top management commitment in enhancing competitive advantage: The mediating role of green innovation, supplier, and customer integration. *Uncertain Supply Chain Management*, 10(2), 477-494.

Stoeckl, V. E., & Luedicke, M. K. (2015). Doing well while doing good? An integrative review of marketing criticism and response. *Journal of Business Research,* 68(12), 2452-2463.

System. Management of Environmental Quality: An International Journal.

Tang, S. (2019, August). Analysis of the Potential and Tourists Impacts When Introducing Ecotourism Development to Sha Tau Kok. In 1st International Symposium on Economic Development and Management Innovation (EDMI 2019) (pp. 469-472). Atlantis Press.

Tariq, M., Yasir, M., & Majid, A. (2020). Promoting employees' environmental performance in hospitality industry th rough environmental attitude and ecological behavior: Moderating role of managers' environmental commitment. *Corporate Social Responsibility and Environmental Management,* 27(6), 3006-3017.

Tuan, L. T. (2021). Disentangling green service innovative behavior among hospitality employees: The role of customer green involvement. *International Journal of Hospitality Management,* 99, 103045.

Wang, C. H. (2019). How organizational green culture influences green performance and competitive advantage: The mediating role of green innovation. *Journal of Manufacturing Technology Management.*

Wang, Y., Li, Y., Zhang, J., & Su, X. (2019). How impacting factors affect Chinese green purchasing behavior based on Fuzzy Cognitive Maps. *Journal of Cleaner Production*, 240, 118199.

Wijethilake, C., & Lama, T. (2019). Sustainability core values and sustainability risk management: Moderating effects of top management commitment and stakeholder pressure. *Business Strategy and the Environment,* 28(1), 143-154.

Otoo, P., Haojie, S., Wiredu, J., & Elvis, A. (2024). *The influencing factors of quality health care delivery and nhis accessibility: A.*

Wiredu, J. (2024). Exploring Sustainable Supply Chain Management Practice and Environmental Performance: A Systematic Review Perspective. *Universal Journal of Carbon Research*, 1–18.

Wiredu, J., Bo, Y., Labaran, U. I., & Georgine, F. (2021). The Effect of the Adoption of ICT on the Monetary Performance of Rural Banks in Ghana: A Case Study of Chosen Rural Banks in Eastern Region. *International Journal of Recent Research in Commerce Economics and Management (IJRRCEM), Vol. 8*(Issue 1), pp: (230-237). https://doi.org/www.paperpublications.org

Wiredu, J., Bo, Y., Yang, Q., & Agyemang, S. A. (2021). Customer Satisfaction on the Impact of ICT Based Products on Rural Banks: A Case Study of Anyinam-Rural Bank Limited in Ghana. *Journal of Business*, 9(4), 192–204.

Wiredu, J., Labaran, U. I., Nketiah, E., & Osibo, B. K. (2020). The Impact of Information and Communication Technology (ICT) on Rural Banks Management. A Case Study of Atiwa-Rural Bank Limited in Ghana. *American Journal of Industrial and Business Management*, 10(10), 1681.

Wiredu, J., Otoo, P., & Yang, Q. (2021). THE INFLUENCE OF DELEGATION ON EMPLOYEES'PERFORMANCE: A CASE STUDY AT KOFORIDUA MUNICIPAL ASSEMBLY-GHANA. *International Journal of Economics, Commerce and Management*, *Vol. IX,*(Issue 10, Oct 2021), Page 1. https://doi.org/http://ijecm.co.uk/

Wiredu, J., Yang, Q., Inuwa, U. L., & Sampene, A. K. (2023). Energy transition in Africa: The role of human capital, financial development, economic development, and carbon emissions. *Environmental Science & Policy*, *146*, 24–36.

Wiredu, J., Yang, Q., Otoo, P., & Igbonaju, J. O. (2021). The Impact of Potency on Feminine Workforce Involvement in West Africa. Evidence from Countries in West Africa. *Journal of Business*, 9(3), 114–122.

Wiredu, J., Yang, Q., Saljoughipour, S., Olufunke, E. C., Sampene, A. K., & Brenya, R. (2023). Stimulating environmental performance through green human resource practice: Does green transformational leadership matter? *Journal of Infrastructure, Policy and Development*, 7(1), 2127.

Wiredu, J., Yang, Q., Sampene, A. K., Gyamfi, B. A., & Asongu, S. A. (2023). The effect of green supply chain management practices on corporate environmental performance: Does supply chain competitive advantage matter? *Business Strategy and the Environment*.

Wiredu, J., Yang, Q., Sampene, A. K., Shams, F. K., Nishimwe, A., Agyeman, F. O., & Awuah, A. (2022). Key Barriers for Bioenergy Projects Implementation: A fresh insight from Ghana. *Int. J. Sci. Manag. Res*, 5, 237–256.

Xuhua, H., Spio-Kwofie, A., Udimal, T. B., & Addai, M. (2018). Entrepreneurial innovation strategies; an option for small hotels' growth in Ghana. *Journal of Global Entrepreneurship Research,* 8(1), 1-18.

Yadav, R., Kumar Dokania, A., & Swaroop Pathak, G. (2016). The influence of green marketing functions in building corporate image: Evidence from hospitality industry in a developing nation. International *Journal of Contemporary Hospitality Management,* 28(10), 2178-2196.

Yamane, Taro. 1967. Statistics, An Introductory Analysis, 2nd Ed., New York: Harper and Row.

Yan, Y. K., & Yazdanifard, R. (2014). The concept of green marketing and green product development on consumer buying approach. *Global Journal of Commerce & Management Perspective,* 3(2), 33-38.

Yuniati, N. (2021). Green Hotel Concept and Practices in Indonesia. E-Journal of Tourism, 184-196.

Zaid, A. A., Jaaron, A. A., & Bon, A. T. (2018). The impact of green human resource management and green supply chain management practices on sustainable performance: An empirical study. *Journal of cleaner production*, 204, 965-979.

****