UNIVERSITY OF CAPE COAST

GREEN MARKETING ORIENTATION AND SUSTAINABILITY PERFORMANCE OF HOSPITALITY FIRMS IN GHANA: THE ROLE OF MANAGEMENT SUPPORT

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BY

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Thesis submitted to the Department of Marketing and Supply Chain of the School of Business, College of Humanities and Legal Studies, University of Cape Coast, in partial fulfillment of the requirements for the award of Master of Commerce degree in Marketing

APRIL, 2023

DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: ……. Date: ……

Name: Ebenezer Adjei Buobu

Supervisors' Declaration

We hereby declare that the preparation and presentation of this research work was supervised in accordance with the guidelines on supervision laid down by the University of Cape Coast.

Principal Supervisor's Signature ……..…..…. Date……

Name: Dr. (Mrs.) Gloria K.Q. Agyapong

ABSTRACT

This study examined the effect that top-level management had on the relationship between hospitality businesses in Ghana's central region and their sustainability performance. This study examined how a focus on green marketing and backing from management affected sustainability performance, drawing on the work of upper echelon theory and the notion of the firm as a system's natural resource base. The research questions were tested using four hypotheses. This study used a quantitative method and an explanatory research design to gather primary data from 197 hotel managers in the Central area of Ghana selected using a simple random selection strategy and given a structured questionnaire. SmartPLS 3 and IBM SPSS Statistics version 26 were then used to evaluate the data. After gathering the data, we used Partial Least Squares Structural Equation Modelling (PLS-SEM) to analyse it and test our hypotheses. The study's results stress the value of green marketing techniques and the dedication of hotel management in raising the industry's bar for environmental responsibility. When hotels in Ghana's central region received the most support from upper-level management, they performed best on sustainability metrics. To improve sustainability performance and inspire hotel tactical managers to use green marketing practises, the study found that policymakers, practitioners, and management should keep or strengthen their green marketing orientation.

KEYWORDS

Green marketing orientation

Sustainability performance

Management support

Hotels

Green innovation

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DEDICATION

To my family.

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LIST OF ACCRONYMS

AVE – Average variance extracted

CA – Cronbach alpha

CI – Confidence interval

CR – Composite reliability

DEP – Dependent variable

DV – Discriminant validity

ECO.P – Economic performance

EM – Employee motivation

ENV.P – Environmental performance

GMO – Green marketing orientation

HTMT - Heterotrait-monotrait ratio

IND – Independent variable

MS- Management support

NRBV – Natural resource-based view

PLS-SEM – Partial least square-Structural equation modeling

SP – Sustainability performance

SPSS- Statistical Package for Social Sciences

VIF – Variance inflation factor

CHAPTER ONE

INTRODUCTION

Researchers, policymakers, and businesses continue to be intrigued by sustainability. Sustainability concerns being held accountable for actions that cause social, environmental, and economic problems. With hotels continuing to endanger the environment and its inhabitants through questionable practices, the need for green marketing orientation practices is unavoidable. Whether a country is rich or poor, hotels are a vital part of every economy's growth; however, their activities have been found to endanger the environment and its inhabitants, necessitating sustainability. Although hotels in Ghana, a developing economy, have adopted green marketing practices, their effects on long-term performance have received little attention. As a result, this study looks into how green marketing and management support affect the sustainability performance of hotels.

Background to the study

Sustainable development and other environmental preservation measures have gained popularity in recent years due to this increased recognition (Tomislav, 2018). Companies are progressively incorporating environmental tactics including energy saving, recycling, eco-design, green purchasing, and general quality environmental management in order to score highly on the green marketing agenda (Abdullah, Mohamad, & Thurasamy, 2019). Green marketing is becoming increasingly popular as a result of consumers' altering attitudes and

behaviours. The concept of "green" has evolved from that of a market niche to that of a standalone industry in recent years (Bathmathan & Rajadurai, 2019).

The term "green marketing orientation" was coined by Lazar (2017) to describe "the complex of economic strategies and production means implemented in the organisation to assure the fulfilment of the organization's objectives without pollution and avoidance of any component that produces harm to the environment." The focus of the research is on green marketing, with particular attention paid to the strategic and internal steps that businesses are currently taking to develop more extensive green marketing plans (Banerjee, 2002). According to Papadas, Avlonitis, and Carrigan (2017), a company has a strategic green marketing orientation (SGMO) when it takes environmental factors into account in making marketing-related business decisions. The alternative strategy, known as internal green marketing orientation (IGMO), promotes the company's environmental beliefs among employees in an effort to create a "green ethos" throughout the organisation.

Businesses can use the competitive edge created by a focus on green marketing to hopefully remain ahead of the competition. It has been suggested (Shi &Yang, 2018) that companies who invest in environmentally friendly advertising strategies will eventually outperform their competitors. This approach is in line with Hart's (1995) natural resource basis view (NRBV), which argues that a company's interaction with its environment has a significant impact on its ability to compete. Green marketing tactics may lead to increased earnings and better sustainability performance (Polonsky, 2015).

As people become more aware of how their purchasing habits affect the environment, there has been a rise in the demand for eco-friendly products and services. The market has changed as a result, with more emphasis placed on green production and consumption. Prudent and sustainable use of natural resources, increased energy efficiency, and decreased waste and pollution can all improve a company's sustainability performance (Camilleri, 2018). Sustainability was evaluated based on environmental, social, and economic outcomes (Kaklauskas & Kaklauskiene, 2022). Management's backing of sustainability efforts is a key factor in whether or not a company's sustainability performance declines or increases (Surianto, Haseeb, & Hartani, 2018).

As natural resources dwindle and the effects of human activity on the environment become more apparent, sustainability has emerged as a pressing concern in today's society (Tietenberg & Lewis, 2018). Sustainable business practises and ecologically friendly products and services are essential for resolving sustainability concerns. Because of this, an eco-friendly perspective in marketing is essential. Businesses may reach eco-conscious customers and help mitigate environmental damage by highlighting the sustainability of their goods and services. Furthermore, a green marketing strategy can improve a company's image, leading to more loyal and trusting customers (Widyastuti, Said, Siswono, & Firmansyah, 2019).

Latan, Jabbour, Sousa, Wamba, and Shahbaz (2018) argue that firms make a variety of judgements about environmental performance in light of the management's own personal ideas and values. This perspective is supported by

upper echelon theory (UET), which states that top management theory (TMT; Hambrick & Mason, 1984) holds that an organization's actions and results are a direct reflection of top management. Allocating resources wisely, developing one's talents, and helping the company gain a competitive edge all require the support of management (Chadwick, Super, & Kwon, 2015; Sirmon, Hitt, & Ireland, 2007). Companies' approaches to implementing massive amounts of data vary depending on the expertise and priorities of their tactical management (Chatterjee, Grewal, & Sambamurthy, 2002).

Managerial environmental factors affect the ways in which green innovation strategies affect corporate performance and competitive capacity (El-Kassar & Singh, 2019). The environmental consciousness of top executives has an outsized effect on corporate policy and other strategic choices. However, these decisions cannot be accomplished without the support of tactical managers, who are responsible for the day-to-day operations of the enterprises. The greening of a corporation, particularly at the operational level, requires the backing of upper management. Tactical management's major responsibilities include making the best decisions for implementing a strategic plan or aim and figuring out how to deal with complex external factors (Kareska, 2017). In addition, they back up the efforts of other workers and first-line supervisors to better environmental practises (Kim, Kim, W. G. Choi & Phetvaroon 2019).

There is an uptick in environmentally damaging practises when tactical management is used as a role model for middle managers and below (Boiral, Raineri, & Talbot, 2018; Wijethilake & Lama, 2019). Since management does not

demonstrate more environmentally conscious practises, environmental contamination is an issue for the hotel sector just as it is for any other business. The consumption of energy, water, and materials in hotels accounts for almost 75% of pollution (Ashrafi, Seow, Lai, & Lee, 2013). It is clear from this analysis that the hotel sector is a big consumer of both energy and water, and thus a major source of waste and pollution. The term "hospitality" is used to describe a wide range of service-related businesses; hotels are included in this definition (Narteh, Agbemabiese, Kodua, & Braimah, 2013).

Globally, the hotel business has a significant effect on national economies as both an employer and service provider. The hospitality industry, which includes hotels and restaurants, and the nightlife industry, which includes bars and clubs, have been separated to better serve their respective clienteles. Motels, serviced apartments, campgrounds, resorts, inns, and even bars can all provide overnight stays for weary travellers. Restaurants, nightclubs and fast food joints all fall under the umbrella term "clubs and bars" (GTA, 2015). Hoteliers, like travel agents and flight attendants, frequently provide services to vacationers. Others include those who work in the travel and tourism industries and the "applied information technology" (IT) they utilise in their jobs (GTA, 2015).

The tourism sector contributed around 3.9 billion Ghanaian cedis (GHS) to Ghana's GDP in 2020, which is equivalent to about 640.9 million USD (Statista, 2021). The nationwide outbreak of coronavirus (COVID-19) was largely responsible for the precipitous decline from previous years. The period under review saw annual growth from 2017-2019, with 2019 marking a new high of

over 6 billion GHS (almost 985.8 million USD). It is predicted that in 2021, Ghanaians will spend over $2.43 billion on lodging and food.

Hotels that conserve water and energy and reduce waste are variously known as "eco-friendly hotels," "environmentally friendly hotels," and "green hotels," as stated by Manaktola and Jauhari (2007). The authors argue that the 3Rs (reduce, reuse, recycle) are the best metrics by which to evaluate the effectiveness of eco-friendly housing. Hotels can reduce their carbon footprints by implementing energy-efficient lighting, heating, and cooling systems. They can also suggest that visitors switch off lights and electronics when not in use to cut down on energy consumption. By installing low-flow showerheads and toilets and encouraging visitors to reuse towels and linens, hotels may significantly cut their water consumption. As part of their eco-friendly initiatives, certain hotels around the world have started doing this.

Statement of the problem

According to Kuhzady, Seyfi, and Béal (2020), The hotel and lodging sector is crucial to the success of the tourism industry. Hotels are a crucial aspect of the hospitality business, but they also have a number of characteristics that have a major impact on the environment (Linneberg, Madsen, & Nielsen, 2019). According to Sam-Amobi, Ekechukwu, and Chukwuali (2019), the annual carbon dioxide emissions from hotel activities such as the use of electricity, heating, and cooling systems, for example, heating and cooling systems that are left running when not needed or inefficient lighting systems that use energy-hungry bulbs, range from 160 to 200 kg per square metre of guest room floor area. Kenney

(2018) reports that the average water consumption per night per hotel visitor in Ghana is between 170 and 440 litres. Scholz (2019) reports that one kilogramme of garbage is produced per hotel room per night.

The government of Ghana established agencies like the Environmental Protection Agency (EPA) and the Ghana Tourism Authority (GTA) to lessen the hotel industry's influence on the environment. Hotels, for instance, are required by law to submit an EIA as part of the approval process under the Environmental Assessment Regulations LI 1652. The hotels then have 18 months from the time they open to submit an EMP to the EPA (Environmental Protection Agency). The EMP details their strategies for mitigating the environmental impact of their operations. Literature evidence (Xuhua, Spio-Kwofie, Udimal, & Addai, 2018) reveals, however, that hotels do not comply even after they have been granted the necessary permits and licences. The Ghana Tourism Development Plan from 1996 foresaw a problem with waste management at hotels, which could lead to water contamination.

As "the silent environmental destroyer" (Babagbale, 2020), the hospitality industry has earned a bad reputation. As a result of hotels' wasteful practises and advertising strategies. The sector in Ghana still has a long way to go before it can secure the required finance to thrive. Little has really been done in the past to penalise hotels for discharging noxious effluent trash into public gutters. Tang (2019) argues that tourism has the potential to both boost and devastate local economies. In light of this, many have argued that hotels all over the world should implement and strictly adhere to certain environmental management

guidelines in order to reduce the negative impacts they have on the surrounding environment.

Several studies (Leonidou, Katsikeas, & Morgan, 2013; Psomas, Fotopoulos, & Kafetzopoulos, 2011; Acquah et al., 2020), among others, have stressed the importance of an environmental strategy in creating a sustainable competitive advantage and profit. Previous GMO research has mostly focused on financial indicators and market capacities (Amegbe et al., 2017), despite the growing recognition of green marketing from a variety of angles. Social and environmental impacts of genetically modified organisms (GMOs) have received less attention than their financial counterparts. Although studies on green marketing in Ghanaian hotels have been conducted, leadership and organisational philosophy have been neglected. Mensah (2014), for instance, studied environmental management in hotels in Accra. Mallen-Ntiador (2017) investigated green marketing strategies and hotel guests' experiences in Ghana. It is impossible to overstate the significance of good leadership to any organisation.

As a result, top-down buy-in is essential for propelling a company's green marketing strategy and sustainable performance (Papadas, Avlonitis, & Carrigan, 2017). When upper management is on board, everyone pulls together and does what it takes to succeed. When there is backing from the top, the connection between green marketing and results in sustainability is strengthened. When a company's leadership is committed to sustainability, the company's values, aims, and practises can evolve to become more environmentally responsible. This mindset then leads to more eco-friendly goods, services, and business practises.In

addition, Ahmed, Guozhu, Mubarik, Khan, and Khan (2019) suggested looking at business success from a new angle by examining the three pillars of sustainability. So, the researchers set out to investigate the green marketing attitudes and sustainability practises of hotels in Ghana's central area. Management backing as a moderator.

Purpose of the Study

This study sought to examine the green marketing orientation and sustainability performance of hospitality firms in the central region of Ghana: The mediating role of management support .

Research Objectives

The following objectives have been set to achieve the study's goal:

1. Examine the impact of green marketing on the long-term viability of businesses in the hospitality sector in central Ghana.
2. To establish the effect of management support and sustainability performance of hospitality firms in the central region of Ghana.
3. To investigate the effect of green marketing orientation and management support.
4. Examine the mediating effect of management support on the relationship between green marketing orientation and sustainability performance of hospitality firms in the central region of Ghana.

Research Hypotheses

Based on the specific research objectives, the following research hypotheses were posed in the bid to find answers to the objectives;

H_1a: There is a significant positive relationship between green marketing orientation and hospitality firms' sustainability performance in Ghana's central region.

H_1b: There is a significant positive relationship between strategic green marketing orientation and hospitality firms' sustainability performance in Ghana's central region.

H_1c: There is a significant positive relationship between green marketing orientation and hospitality firms' sustainability performance in Ghana's central region.

H_2: There is a significant positive relationship between management support and hospitality firms' sustainability performance in Ghana's central region.

H_3: There is a significant positive relationship between green marketing orientation and management support.

H_4: Management support mediates the relationship between green marketing orientation and hospitality firms' sustainability performance in Ghana's central region.

Significance of the study

This study is important because the tourism industry is moving away from short-term profits and towards a more sustainable marketing plan (Aimagambetov, Bugubaeva, Bespayeva, & Tashbaev, 2017; Kisi, 2019). The connection between GMOs and environmental, social, and economic performance in the hotel industry is explored in this study. Energy expenditures make up the bulk of hoteliers' operational expenses, according to a study of the Ghanaian hotel

industry (Ghana News Agency, 2016). Therefore, the study aimed to help scholars and players in the hotel industry better comprehend green marketing orientation, sustainable growth, and their bearings on sustainable performance. Green advertising is gaining popularity among both the public and the agencies responsible for monitoring hotels. It is anticipated that the outcomes of this study would be useful in monitoring by policymakers, leading to the creation of policies intended at the improvement and preservation of the natural environment.

Delimitation of the Study

This analysis looked into the connection between hospitality enterprises' green marketing orientation and their perceived management support in the central area of Ghana. The primary aim of this study was to understand the effect that management perceptions of support have on the sustainability performance and green marketing orientation of hospitality firms in central Ghana. Due to their central role in the firm's daily operations and the critical importance of their support for any policy or strategic decision made by upper management, this study focused primarily on employees' perceptions of management's backing. Finally, this study's questions could only be answered by the hotel managers of the designated hotels in the central area of Ghana, as the study focuses on how these hotels support green marketing orientation.

Limitations of the study

The analysis only considered hotels, not the whole hospitality industry, which also includes transportation, catering, and more. This study used a descriptive research strategy. The factors of interest in this study were measured

using a questionnaire comprising both closed- and open-ended questions and a five-point Likert scale. When posed personal questions that are nonetheless pertinent to the study's aims, respondents may be hesitant to provide honest replies. Again, the population of the study was restricted to those hotels that are active members of the Ghana Hotels Association at the time of data collection. There was no grading system for the hotels because they lacked stars.

Definition of terms

Sustainability Performance: means ensuring that both renewable and non-renewable resources are properly cared for so that they may be used to sustain people in the future and generate a profit, all while serving the requirements of the present population.

Green Marketing Orientation: The term "green" is used to describe an organization's commitment to a set of internal and strategic actions and processes aimed at creating and distributing goods with the smallest potential negative impact on the natural world.

Management Support: The extent to which top-level executives back a company initiative or allocate resources to it.

Hotel: means a building that caters to tourists by providing them with beds, food, and entertainment for a fee.

Green Innovation: means any technological advancement that helps protect the planet and maximise the productive use of its limited resources.

Organization of the study

There were a total of five chapters in the research. In the first chapter, we discussed the context, aims, problem statement, research hypothesis, purpose, and significance of the study. In Chapter 2, we looked at how concepts like "green marketing orientation," "perceived management support," and "sustainable performance" were conceptualised and empirically evaluated. It also provided the theoretical underpinnings. In Chapter 3, we discussed the methodology that shaped this study. In the fourth chapter, we spoke about how

to collect data, analyse it, and discuss the results. In Chapter 5, the study's findings and suggestions were summarised.

CHAPTER TWO

LITERATURE REVIEW

Introduction

The drive of this research was to assess the sustainability efforts, management's backing, and green marketing strategies of hospitality companies. In this chapter of the study, we review the relevant literature to see how a hotel's management influences its sustainability performance and its dedication to green marketing in central Ghana. The chapter includes a conceptual framework, a theoretical review, and an empirical review. The theoretical evaluation supports the hypotheses used to direct the research. Upper Echelon theory (UET) and Natural Resource Based View (NRBV) provided the theoretical foundation for this research. The empirical review also touched briefly on a few empirical investigations that have been undertaken in regards to the main theme aspects of the study. The study's conceptual framework, based on a synthesis of the relevant literature, and the researcher's desired explanation for the study's reason, were offered in this chapter.

Theoretical Review

DePoy and Gitlin (2019) outline a theoretical framework that strikes a balance between inductive and deductive reasoning, so providing the groundwork for research approaches that will also guide and aid academics in major management endeavours. Both the upper echelon theory and the natural resource base view theory served as conceptual anchors for this research.

The Upper Echelon theory (UET)

According to the Upper Echelon Theory (Hambrick & Mason, 1984; Hambrick 2007), the experiences, values, and personalities of executives have a greater impact on their understanding of challenges and their subsequent decisions.The authors go on to explain that each executive's unique set of experiences, values, personalities, and other characteristics creates a unique lens through which they perceive the world. Since management social integration is both a significant organisational competency and comprises the necessary components of a strategic asset (Bashir & Farooq, 2019), it may be an important means by which an executive management system strengthens a firm's competitive advantages. Furthermore, "the presentation of upper echelon attributes as drivers of strategic choice, and via these choices, of organisational performance" (Hambrick & Mason, 1984, p. 197) is the central topic of the upper echelon approach.

Two assumptions form the backbone of the UET. The first is the belief that all choices are grounded in the emotional and rational aspects of human thought (Chen et al., 2019). Also, it assumes that there are no constraints on managerial discretion while making strategic decisions for their organisations. Diaz-Briquets (2019) notes that while this may not be applicable to larger corporations, it is for all small businesses. There are primarily two issues surrounding UET implementation and business growth. It all starts with picking an analytical scale. The topic of whether to focus on all of the company's senior management or on the CEO in particular arises frequently (Juravich, 2012).

Juravich (2012) suggested considering contextual factors at the point of decision control as a means of resolving these problems. When an organization's manager has full discretion over strategic matters, it's sufficient to place all attention on that person. Therefore, a single manager should serve as the analytical unit in very small organisations.

Another difficulty arises when trying to decide what degree of analysis to use in a multi-tiered, complex organisation (Juravich, 2012). It can be difficult to ascertain who, exactly, among the company's many tiers of management and organisational components wields the most sway over the company's most important strategic decisions. Small businesses are not affected by the lack of discussion of this problem in the strategic management literature (Diaz-Briquets, 2019) because they are often owned and controlled by a single person with complete decision-making authority. As a result, it is evident that the managers' individual values have had a substantial consequence on the success and strategic direction of their Cape Coast City-based business.

Studies have shown that the upper echelon concept makes sense (Finkelstein, Hambrick, & Cannella, 2009). It is commonly advised that businesses increase the demographic diversity of their senior management teams if they wish to attract, retain, and benefit from a variety of abilities (Nishii, Gotte, & Raver, 2007). Leal, Shiel, Paço, Mifsud, vila, Brandli, & Caeiro (2019); Redmond, Wolfram, Curtis, Kirk-Brown, & Walker (2016) all point to the importance of management's outlook on sustainability management in shaping sustainability culture and, by extension, sustainable development.

There were limitations and difficulties even for the UET. The upper echelons theory has been criticised for its claim that it is impossible for a single person to exercise total control over a management unit or to isolate a single management unit that functions independently from others in modern hierarchical management systems, especially in large multinational corporations (Klein & Kozlowski, 2000). According to Klein and Kozlowski, managers' responsibilities need to be linked together to ensure the organization's success. Therefore, the entire executive management team, not just the CEO, is accountable for the organization's success.

Despite these objections, this study highlights the significance of the upper echelon hypothesis by showing how the personalities, values, and beliefs of hotel managers influence the strategic decisions and policies used to direct the firm's activities. CEOs that care about protecting the world are more likely to support policies that reduce the company's environmental impact. This study applies the top-down theory to the hotel industry to investigate the impact that executive sponsorship has on green marketing orientation adoption and sustainability performance. ,km

Natural Resource-based view (NRBV)

According to the natural resource-based view (NRBV), the way a business deals with nature is directly related to its competitive edge. In order to stay ahead of the competition, firms can take use of the NRBV framework's recommendations for long-term development. To help firms attain the three interrelated competences of pollution prevention, product stewardship, and

sustainable growth, Stuart Hart (1995) created a framework for doing so. Each has its origins in some sort of naturalistic force. Capabilities to reduce pollution make it simpler to reduce waste production. Total product expenses can be reduced through good product stewardship.

When a company has the resources for sustainable growth, its expansion has less of an effect on the natural world. Businesses also cultivate three essential competencies (resources) as a result of these elements: the ability to constantly improve, to effectively involve all relevant stakeholders, and to work towards a common goal. Each one boosts one's ability to compete, both now and in the future.

Without specifically addressing NRBV, other studies have examined the link between corporate environmental initiatives and organisational success. In 2003, Orlitzky, Schmidt, and Rynes conducted a meta-analysis of 52 research that looked at the correlation between CSR and ER and the success of businesses. Unfortunately, there was little consensus among the studies; some suggested solid positive relationships, while others indicated either substantial negative associations or no meaningful associations at all.

Russo and Fouts (1997) discovered that industry growth enhanced a positive link between environmental and financial performance. However, the change in explained performance variation was very minimal. According to the natural resource-based view (NRBV), the way a business deals with nature is directly related to its competitive edge. In order to stay ahead of the competition, firms can take use of the NRBV framework's recommendations for long-term

development. To help firms attain the three interrelated competences of pollution prevention, product stewardship, and sustainable growth, Stuart Hart (1995) created a framework for doing so. Each has its origins in some sort of naturalistic force. Capabilities to reduce pollution make it simpler to reduce waste production. Total product expenses can be reduced through good product stewardship.

According to Kleijn and McLaughlin (1996), environmental performance is the primary goal of environmental management. People are aiming to improve environmental performance indicators since doing so is the most effective strategy to reduce pollution levels (Hart & Ahuja, 1996; Melnyk, Sroufe & Calantone, 2003). However, the nature of the technical and organisational activities involved determine the extent to which environmental management influences environmental performance. Most conventional and reactive end-of-process solutions fail to significantly improve environmental performance because they focus on lowering pollutant emissions at the moment they are discharged into the environment (for example, by installing filters on pipes).

Empirical research based on the NRBV has yielded similar results. Hastings (1999) drew on case studies of three oil companies to conclude that rising social pressures compelled all three to alter business practises to become more environmentally friendly, and that these alterations may have given them an advantage over competitors who did not adopt similar environmental initiatives. An empirical analysis by Chan (2005) using NRBV shows that companies making Western apparel and electronics in China can enhance their financial performance by implementing proactive environmental measures. Similar results were found

by Mengue and Ozanne (2003), who came to the same conclusion: Australian manufacturing firms that put an emphasis on innovation, CSR, and environmental protection saw increases in both after-tax profits and market share. However, a concentration on these three criteria was adversely related to sales expansion.

Judge and Douglas (1998), Vachon and Klassen (2008), and Ates, Bloemhof, van Raaij, and Wynstra (2012) are only a few of the research that have empirically evaluated Hart's (1995) theoretical assumptions. The results suggest that being proactive about the environment helps businesses improve their performance and obtain a competitive edge. In order to remain competitive, businesses will need to develop novel tactics, as outlined by the NRBV (Gladwin, 1993). The NRBV hypothesis will help establish a theoretical connection between a company's green marketing focus and its (environmental) performance in the hotel industry. The NRBV theory will shed light on how a green marketing orientation helps hospitality firms or firms in general to develop their sustainable performance to gain competitive advantages and also increase their market share, as customers become more environmentally conscious and pay more attention to environmental products and services.

Conceptual Review

This part lays the conceptual groundwork for this research. The discussion focuses on how the framework fits into the larger picture of how the hospitality firms in Ghana can maintain sustainability performance through green marketing orientation and management support. A rigorous empirical assessment leads to the

formulation of hypotheses and the diagrammatic depiction of the framework used in this research .

Green marketing orientation

One of marketing's primary objectives is to persuade consumers to buy a product. Marketing isn't only about making money; it's also about making people smarter and changing the world for the better. "Green marketing" can also be referred to as "sustainable marketing," "ecological marketing," and "environmental marketing." "Green marketing" has been around since the 1970s (Yan & Yazdanifard, 2014), but it wasn't until the '80s and '90s that it got any real traction. In this age of sustainable development, green marketing has emerged as one of the most pressing issues for companies and the general public.

Punitha, Aziz, and Rahman (2016) state that economists, sociologists, and environmentalists are all interested in the relationship between the natural environment and the operation of commercial activity. A lack of specificity is thought to exist despite the notion being built up in phases (Punitha et al., 2016). According to the American Marketing Association (AMA), "green marketing" refers to the practise of promoting environmentally friendly products and services. To achieve this goal, businesses may need to make adjustments to their products, packaging, production processes, and strategies, as well as increase their compliance marketing awareness.

Green marketing, in contrast to more conventional forms of advertising, prioritises the creation, pricing, and promotion of environmentally responsible products and services. The rising global consciousness about environmental issues

has increased the need for eco-friendly advertising. Marketers are finding more and more ways to differentiate themselves through green marketing. Green marketing may alter buying habits and manufacturing processes. A company can be profitable while still adhering to ethical standards of conduct and using socially responsible advertising. Mitchell et al. (2010); Govender & Govender (2016); Boztepe (2012); Pantelic et al. (2016).

The green marketing orientation (GMO) integrates marketing strategy, macromarketing, and sustainable development management. Global market orientation (GMO) is a cutting-edge method to marketing management that benefits all parties involved. The GMO perspective broadens one's understanding of economic, social, and ecological challenges. Management can expand their focus beyond operational and microeconomic concerns with the use of GMO (Mitchell et al., 2010; Papadas, Avlonitis, & Carrigan, 2017). Planning, developing, and advertising a product or service with a focus on minimising negative environmental impacts such raw material use, energy use, and so on is known as "green marketing."

The three components of the GMO construct in this research are strategy, internalisation, and green marketing orientation. Key concepts from the literature on green marketing form the basis for the dimensions: the split between strategic and tactical green marketing, as well as the divide between external and internal green marketing.

Strategic green marketing orientation

Strategic green marketing orientation (SGMO) is a business' long-term plan to achieve corporate environmental strategy (Banerjee, 2002), proactive environmental strategy (Aragón-Correa, 1998), and external environmental stakeholder goals (Polonsky, 1995). Strategic green marketing may involve, for instance, forming alliances with groups that lobby for more protective environmental laws. Businesses are responding to critics of the traditional marketing goal of growing sales and profits, according to Banerjee (2002), by adopting "green" ideas.

More and more studies are questioning the value of increasing sales as a marketing strategy because of the negative effects it has on long-term viability and corporate social responsibility (Crane, Palazzo, Spence, & Matten, 2014; Stoeckl & Luedicke, 2015). Marketers need to broaden their focus to include social stakeholders and the environment if they want to achieve the triple bottom line of economic, social, and environmental performance (Aguinis, 2011). For a company's green marketing efforts to be successful, it must involve all of its relevant stakeholders. Customers, for example, may request an environmental strategy from their suppliers in an effort to boost the latter's ecological efficiency (Zhu & Sarkis, 2004). Businesses need suppliers to provide official guarantees that they are meeting environmental regulations, say Delmas and Montiel (2007).

Internal green marketing orientation

Cross-pollination of environmental concepts is an important part of an organization's IGMO (Papadas & Avlonitis, 2014) in order to create a

comprehensive corporate green culture. Company-wide environmental awareness programmes, employee training, and environmental leadership are just a few examples (Wells et al., 2015). Kotler, Kartajaya, and Setiawan (2010) underline the significance of a reimagined, more sustainable marketing strategy that finds a balance between growth and sustainability, connects activities to core values, and supports an ethical business culture.

Sharing environmental ideas across departments is essential for a firm to market its green goals to employees and customers alike (Wells et al., 2015). Forward-thinking businesses will set up a specific division to handle CSR and sustainability initiatives. Manager-created internal cultures are a reflection of the rules by which the organisation and its workers are governed (Geels et al., 2015). By sharing information and encouraging a culture of environmental responsibility amongst workers, businesses can help their staff members acquire the expertise necessary to take meaningful environmental action (McDonagh & Prothero, 2014).

Sustainability Performance

For example, studying the potential negative consequences of company economic operations on the environment in both rising and propelled economies is an example of the type of research that falls under the purview of Badi and Murtagh's (2019) definition of sustainability performance. Meeting and satisfying basic human needs (Kamble, Gunasekaran, & Gawankar, 2020) and ensuring that environmentally renewable and non-renewable resources are well-looked-after to make available for and support people in the future are all aspects of sustainability

performance (Poltronieri, Ganga, & Gerolamo, 2019; Gong, Simpson, Koh, & Tan, 2018). According to several studies (San Ong, Magsi, & Burgess, 2019; Hong, Zhang, & Ding, 2018; Zaid et al., 2018), sustainable performance may be broken down into three categories: economic, environmental, and social.

The combination of a more environmentally conscious consumer base, more government regulations, and increased competition has prompted many companies to integrate sustainability into their daily operations (Bai, Kusi-Sarpong, & Sarkis, 2017; Kusi-Sarpong & Sarkis, 2016). Most scholars have looked at the relationship between organisations and their stakeholders to try to decipher the effects of sustainable performance (Jones, 1995). Individuals or groups who care about how a business does financially are considered stakeholders (Freeman & Reed, 1983).

Sustainability performance reflects a company's dedication to its stakeholders. A company's stakeholders keep tabs on how well it's doing in the sustainability department. Sustainability performance encourages stakeholder engagement by harmonising the interests of the company and its stakeholders (Jones, 1995). Lower labour expenses, a larger pool of skilled workers, and more innovative managers all contribute to a company's long-term viability (Turban & Greening, 1997). Those findings are supported by other research (Porter & Kramer, 2007). It attracts socially conscious consumers and deters governments from taking adverse regulatory action (Hillman & Keim, 2001).

A growing body of literature has emerged to explain business sustainability in terms of the importance of environmental and social

stakeholders, the impact of businesses on the natural and social environment, and the willingness of businesses to limit stakeholder pressures (Brammer & Millington, 2004). Preemptive responses to government regulations (Aragon-Correa, 1998), activist interest groups (Baron, Harjoto, & Jo, 2009; Lenox & Eesley, 2009), and the need to differentiate from competitors (Delmas, Russo, & Montes-Sancho, 2007; Hull & Rothenberg, 2008) are all examples of how sustainable practises can be understood in 2008 (Delmas & Toffel).

Hotels in Ghana

The hospitality industry plays a crucial role in luring visitors to Ghana. The majority of Ghana's hotels are concentrated in and around Greater Accra, which could be due to the city's position as the country's capital. Hotel occupancy rates are higher than average due to the high concentration of business events held in the nation's capital and major commercial hub (Mensah-Ansah et al., 2011). Hotels in the same country may use different criteria based on regional mandates (Martin-Fuentes 2016), so it's crucial to remember that each country has its own method for classifying hotels. There is no universally accepted standard for what amenities each hotel classification must have (Martin-Fuentes, 2016).

There are, however, a few distinct categories of hotels. Many different categories exist for hotels around the world (Martin-Fuentes, 2016) that take into account their size, location, amenities, and ownership structure. For instance, hotels are segmented into the business hotel and leisure hotel target markets, respectively, based on the types of customers they primarily serve. The hotel industry can also be segmented based on location, with "resort hotels," "hotels in

the suburbs," and "hotels in the city" all existing as distinct categories (Baker et al., 2000). Hotels can be classified as small (those with less than 100 rooms), medium (those with 100 to 200 rooms), or large (those with more than 200 rooms). There are many different kinds of hotels, each with its own set of services and amenities (Baker et al., 2000).

Private (individual or small business), local group (many hotels operated by a single organisation), and international group (global hotel chain) are the three categories into which hotels can be placed according to Baker et al. (2000). The star rating is viewed as a useful measure for differentiating hotels because of the research's focus on service limits. A discussion of hotel classification is crucial for making sense of guests' initial impressions given the considerable variation in the level of service provided by hotels and the need to limit the scope of this research to a subset of establishments. Ghana's hotel sector falls under the purview of the Ghana Tourism Board (GTB). Since 1993, the Ministry of Tourism (now known as the Ministry of Tourism, Culture, and Creative Arts) has been in charge of the GTB.

In 2011, the Ghanaian legislature passed the Tourist Law, Act 817, which renamed the Ghana Tourist Board (GTB) the Ghana Tourist Authority (GTA) in order to give the country's efforts to improve its tourism infrastructure a clearer direction. The GTA is also responsible for awarding hotel stars in the area. According to Foris (2014) and Martin-Fuentes (2016), hotel chains are rated on a scale from one to five stars, and individual brands are marked with a quality mark symbol if they meet certain standards. The Ghana Tourism Authority (GTA)

assigns a rating between one to five stars to hotels in the country, with one being the lowest rated establishment. Studies that look at hotel categories as rankings rather than monetary units (from 1 to 5) find that hotels typically charge more for the higher categories. Books by Martin-Fuentes (2016), plural. Increases in tourism, business and investment opportunities, and student exchange programmes have all contributed to a boom in the hotel industry in Ghana in recent years. It has been shown that (Nimako & Mensah, 2013).

Empirical Review

This section highlights empirical studies on green marketing orientation, management support and sustainability performance. This study first seeks to investigate, on the one hand, how green marketing orientation affect sustainability performance and, on the other hand, how management support helps in making green marketing orientation to affect sustainability performance. As a result, this empiric is on green marketing orientation, management support and the mediation effect of management support on green marketing orientation and sustainability support.

Green marketing orientation and sustainable performance

Hardeep, Dangwal, and Raina presented four novel ideas in a paper published in 2014. These were green satisfaction, green loyalty, green trust, and green brand equity. The study found the roles of social marketing, connection marketing, marketing orientation, general strategies, and green marketing in boosting financial and non-financial performance and, ultimately, the equity of the green brand. Green marketing strategies are getting a lot of attention in the

literature because they can boost brand equity in the current competitive environment while also promoting social marketing principles.

The paper's examination of the existing literature yielded several SGMO-related research recommendations. The study contributed to the field of marketing management by highlighting the significance of social marketing, relationship marketing, and marketing orientation as the essential aspects that stimulate the evolution of SGMO within an organisation. The impact that moderators like trust, satisfaction, and loyalty play in the connection between SGMO and performance was also investigated. Finally, it helped us comprehend how to increase the value of the company's "green" brand.

To investigate the link between market orientation and environmental performance, Chen, Tang, Jin, Li, and Paillé (2015) conducted an experiment with three variables: environmental strategy, employee environmental participation, and environmental product quality. The goals of the study were achieved through the use of multilevel analysis to explore the effect of business strategy on environmental protection effectiveness and employee behaviour. The RBV was used as a theoretical framework for this investigation. This was accomplished by collecting and analysing data from 198 manufacturing firms in northeast China throughout the years 2011 and 2012. More precise measurements and less room for mistake were achieved by employing a multi-source, multi-informant approach to data collection in this study.

The sample size was also selected using a random selection method. Eighteen people were chosen as potential responders, including the CEO, senior

marketing manager, and fifteen randomly selected front-line employees from each organisation. The sample consisted of 151 perfectly paired survey responses. The results indicate a link between a market mindset and a concern for the environment. The study also discovered a link between market focus and eco-efficiency. Despite not being significantly better than the null model hypothesis, the model did a good job of fitting the data.

Internal and strategic green marketing were linked to company competitiveness in a 2019 study by Papadas, Avlonitis, Carrigan, and Piha. This study filled a need by analysing strategic green marketing and its effects on competitive advantage. The results also demonstrated the moderating effect internal green marketing initiatives had on the development of a sustainable advantage over the competition. In particular, the findings back up claims made in previous works on green marketing that suggest a robust relationship between strategy and people is what makes competitive advantage possible. As a result, the bottom line benefits. Finally, this study used modern methods to expand on previous work on the factors that contribute to the success of strategic green marketing. This can provide managers with nuanced understanding of the competitive advantage that can be derived from environmental factors.

Fatoki (2019) conducted an in-depth empirical analysis of the connection between GMOs and environmental and social performance for hotels. All of these studies were carried out in South Africa. This study is grounded in the stakeholder theory and the natural resource based view (NRBV). The research was conducted using a quantitative method in honour of positivist research theory. This article's

data was gathered through a cross-sectional survey using a self-administered questionnaire. All hotels in South Africa were included in the study, and those included were selected at random from multiple accommodation databases. Therefore, a sample was taken at random. Although three experienced data collectors personally handed 500 questionnaires to the respondents, they were only able to collect 192 usable responses from the hotel managers.

The measurement scales for Paper's green marketing orientation were shown to be reliable by Cronbach's alpha scores of 0.77 and 0.79. Using structural equation modeling (PLS) and SPSS version 24, study survey data were analyzed. Analyzing the data reveals that South African hotels perform on average in terms of GMO, environmental sustainability, and social responsibility. based on a one to five scale. In South African hotels, it was discovered that GMOs significantly affected social and environmental consequences.

Further empirical research into the connection between green market orientation and company performance was conducted by Tjahjadi, Soewarno, Hariyati, Nafidah, Kustiningsih, and Nadyaningrum (2020). The study's foundation was the idea of corporate sustainability. The purpose of this research was to analyse the manufacturing sector's MSMEs in East Java Province, Indonesia, quantitatively. The researchers recruited 760 owners and managers of manufacturing MSMEs using a quota sampling approach and had them fill out questionnaires. One hundred seventy-five persons had answered the survey by its conclusion. Researchers employed PLS-SEM to check their hypotheses. PLS-SEM is considered useful because of its potential to test for mediation

relationships, manage multicollinearity issues, and analyse data from small sample sizes simultaneously.

Through a measurement model analysis, we looked into the connection between the variables used to gauge the construct. Common method biases were addressed, and the study looked at the validity and reliability of study constructs in depth. All CR coefficients for the examined buildings were found to be greater than 0.70, indicating high levels of reliability. Based on these findings, businesses may see an improvement in their bottom line if they pursue green market prospects. If a small or medium-sized business (SME) wants to succeed in the environmentally conscious marketplace, it needs to adopt a sustainability mindset. The research also found that businesses need to address environmental consciousness if they want to have long-term success.

Ahmed et al. (2021) studied the effects of green marketing on small and medium-sized businesses in Pakistan. A quantitative, cross-sectional approach was used for the research. A Structural Equation Modelling (SEM) study found no connection between SMEs' financial success and the use of defensive green or extreme green marketing techniques. In addition, Ham and Lee (2011) found that encouraging environmentally friendly practises via company websites has a minuscule effect on food service revenue.

Lingering on these observed empirical theoretical foundations, the study proposes that;

***H_{1a}**: There is a significant positive relationship between green marketing orientation and hospitality firms' sustainability performance in Ghana's central region.*

***H_{1b}**: There is a significant positive relationship between startegeic green marketing orientation and hospitality firms' sustainability performance in Ghana's central region.*

***H_{1c}**: There is a significant positive relationship between internal green marketing orientation and hospitality firms' sustainability performance in Ghana's central region.*

Management Support and Sustainability Performance

Management practises and corporate culture were examined by Dubey, Gunasekaran, Helo, Papadopoulos, Childe, and Sahay (2016) to determine their impact on the environmental performance of reconfigurable manufacturing systems. Both organisational culture theory and agency theory provided conceptual grounding for the research. The research took place in India. The research strategy relied on questionnaires. The questionnaire's measures were taken from the most recent research. The proliferation of scales was avoided by adopting or revising measures based on existing scales in the literature. After two rounds of follow-up, only 167 out of a possible 864 organisations responded to the questionnaire in a usable way. This corresponds to a 19.33% response rate.

The research hypotheses were evaluated using a hierarchical regression analysis. This technique was regarded more appropriate than covariance-based modelling strategies due to the complexity of the model, the availability of data

points, the robustness of the procedure, and other criteria. The findings of the tests conducted on the hypotheses presented above demonstrate that (i) the degree to which top management is involved in the decision to implement RMS (and manufacturing strategies in general) is mediated by the company's culture, and (ii) manufacturing systems with greater reconfigurability have a positive effect on the surrounding ecosystem. The possibility of an organisation adopting RMS as its manufacturing strategy rises with the level of management participation, which in turn is determined by the beliefs of top management. This means that in India, management's dedication and support are linked to the success of their companies' environments.

Christine, Yadiati, Afiah, and Tettet (2019) conducted research with the same goal in mind, examining the links between environmental and economic performance via EMAS, ETS, and MC. For the investigation, a quantitative technique was used. Small and medium-sized businesses (SMEs) from Indonesia made up the participants. The final sample size of 372 was determined using both paper and online questionnaires. Data collection from 357 surveys took four months, two weeks, and four days to complete, with a response rate of 95.96%. Both SPSS (version 23) and SmartPLS (also SPSS) were utilised for statistical analysis.

The study's findings backed the hypothesis that each of the investigated elements significantly influenced the economic and environmental performance of Indonesian SMEs in a positive way. In addition, PLS-SEM results show that environmental performance and economic performance have greatly improved as

a result of the method. Partial least square structural equation modelling results show that environmental management accounting significantly improves economic and environmental performance. The PLS-SEM outcomes additionally demonstrated that management's support had a significant, favorable impact on financial and ecological outcomes. The study's primary finding is that small and medium-sized enterprises (SMEs) can boost their economic and environmental performance by implementing appropriate environmental plans and having strong managerial commitment.

Researchers Tariq, Yasir, Majid, and Yasir (2020) wanted to see if there was a connection between line managers' OCBE towards the environment and their companies' EP. These factors were taken into account, and the study also looked into how OCBE mediated the link between managers' environmental performance and MEA (MEP). It was also investigated how much of a part environmental awareness plays in the link between MEA and OCBE. Using the assumptions of the theory of planned conduct, the study's importance was defended.

The investigation relied heavily on numerical methods. It was decided to contact 154 hotel front desk supervisors in the seven largest cities in the Khyber Pakhtunkhwa province of Pakistan. An organised questionnaire was used to collect the necessary data, and theoretical frameworks were used from other investigations. Management's environmental performance improves in tandem with its level of environmental consciousness. The motivation for environmentally responsible business practises comes from top management's

awareness of environmental issues. Various statistical methods were employed, such as multiple hierarchical regression, correlation, and descriptive statistics, all performed in AMOS. In the context of Pakistan's hospitality industry, the study shed new light on the favourable links between managers' environmental attitudes and OCBE.

Management's commitment to environmental protection was studied by Mayndarto and Murwaningsari (2021), who looked into the impact it had on environmental accounting, environmental strategy, and financial outcomes. The author's method of population-wide data collection was developed with that aim in mind. Organisational commitment to enhancing environmental performance; (c) economic performance as influenced by area strategy; and (a) environmental performance were the primary foci of the data. The author used a mixed approach to research that included both quantitative and descriptive methods. The focus was on home industry actors in Jabodetabek. Information analysis was used to organise the data so that it could be better understood and analysed. The data that needed to be evaluated came from studies done in the field and studies done in the literature.

Results showed a positive 0.084 association between environmental performance and management accounting. Better economic benefits from tightly reining in managerial dedication leads to stricter environmental policies. The environmental policy will have significant consequences, but management plans to lessen those consequences in order to boost the economy's overall efficiency. According to the findings, there is a direct correlation between top-level

management's intention to mitigate the financial impact of environmental strategy and improved environmental performance and economic growth. The link between environmental regulations like GMOs and the economic and environmental performance of firms is crucial for sustainability, and management assistance in the form of commitment can strengthen that link.

Based on these observed empirical, theoretical foundations, the study proposes that;

H_2: *There is a significant positive relationship between management support and sustainability performance of hospitality firms in central region of Ghana.*

Green marketing orientation and Management support

Haghighi, Yazdani, and Kisaraei (2016) conducted research to understand how top-level support for environmental practises and environmental culture influence the success of green marketing strategies. The study also attempted to understand the impact green marketing strategies had on the efficiency of Iranian B2B organisations. The survey relied on purely descriptive techniques. Researchers from Iran's Ministry of Industry, Mines, and Trade and Industrial Development and Renovation Organisation analysed data from 80 B2B companies. A questionnaire, SPSS, and LISREL were used to gather and evaluate the data.

Environmental culture was shown to influence B2B green marketing strategies, and support from upper management was found to be important in fostering green practises throughout the firm. B2B green marketing in Iran is not acceptable since Iranian companies do not follow modern conventions and

environmental issues are not viewed as strategic considerations, even though doing so would increase economic performance.

Sutdueana, Watcharin, and Kittisak (2019) studied the correlation between effective supply chain management and high levels of organisational performance. This study also explores green marketing's moderating effect on the relationship between supply chain management and corporate performance. Studying took place in Indonesia. The study was statistical in scope. The study used a survey approach. Of the 331 people who were originally asked to participate in the study, only 153,7 percent actually did so. The conceptual model's construct linkages were validated using Smart PLS Structural Equation Modelling (SEM).

Problems with construct validity and reliability were investigated, and a solid statistical basis for further studies was laid. Supply chain management and green marketing were found to be related to 43% of the variance in business success. Supply chain management methods were proven to have an impact on organisational performance and competitive advantage. They can gain an advantage in the market through product innovation, quick time to market, dependable delivery, excellent product quality, and low prices. Various approaches to supply chain management have been shown to have an impact on a company's competitiveness.

This finding was made in 2020 by the Hong Kong research group of Okumus, Chan, and Chan. The primary purpose of this research was to understand the importance of green marketing techniques from the perspective of

Hong Kong hotel administration. For this purpose, we disseminated 30-item questionnaires. This research used a quantitative approach. The study's conclusion, that "Hotel green marketing should begin with green product and service design," is widely acknowledged by the industry. Hotels offer products and services that do not negatively impact human health; the Internet is an efficient avenue for selling a hotel's green initiatives to clients directly; and word of mouth is one of the finest ways to advertise a hotel's green initiatives.

We also examined the efficacy of green marketing strategies for hotels across managers from a variety of hospitality-related areas and demographic backgrounds using one-way analysis of variance and independent t-tests. According to the data, "lean" green marketing techniques are employed by hotels of lower quality, whereas "shaded" or "extreme" green marketing strategies are utilised by hotels of higher quality and those with established environmental management systems. In order to avoid the "green washing" moniker and attract more environmentally conscious customers, hotel managers and marketers in particular can learn from the study's findings and put them into practise.

By 2022, the investigation conducted by Siagia, Tarigan, and Basana was concluded. The study's primary objective was to determine "how does leadership's dedication to the company's success translate into a competitive advantage?" by analysing the mediating functions of supplier integration, customer integration, and green innovation. Research was carried out in Indonesia. Data was collected using a questionnaire using a five-point Likert scale. Each comment was accompanied by a Likert scale on which respondents may assess it on a range

running from 1 (strongly disagree) to 5 (strongly agree). The surveys were created using a Google Forms link and distributed to 600 respondents via email, WhatsApp groups, and Facebook. This poll of 285 participants had a response rate of 47.50 percent, which is large enough to be statistically significant.

Partial least squares (PLS) analysis was performed on the data employing SmartPLS 3.0. All three measures of success—supplier integration, green innovation, and customer integration—were found to be directly influenced by managerial support. The results suggest that top-level buy-in is critical for formulating strategy and policies, which has multiple knock-on implications for bolstering a company's competitive edge. The results provide a valuable contribution for industrial firms concerned with environmental protection through green innovation, such as a green marketing focus. Previous findings in the context of industrial business may be more widely accepted in light of this study's conclusions.

Lingering on these observed empirical theoretical foundations, the study proposes that;

***H_3**: There is a significant positive relationship between green marketing orientation and management support.*

Mediation Effect of Management Support on Green Marketing Orientation and Sustainability Performance.

Promoting environmentally responsible behaviours requires a green marketing orientation (GMO) (Hult, 2011). Brand reputation is improved, community support is fostered, and employee commitment is increased as a result

of GMO because the company's reach is expanded beyond its direct market and financial stakeholders (Mitchell et al., 2010; Crittenden et al., 2011; Pantelic et al., 2016). Management backing may have an effect on the development and execution of the company's strategy, for example, the adoption of environmental certification in response to the external pressure of sustainability performance standards.

The need of management buy-in when making strategic decisions has been recognised since the theory's infancy (Hambrick et al., 2005; Hambrick & Mason, 1984). The term "top management" is commonly used to refer to the management team and their subordinates who are responsible for the policies of the organisation. The executive management believes that they are the connecting link between the corporation and the outside world. Managers with this skill set are able to take into account both internal and external factors when formulating plans and influencing their implementation (Carpenter et al., 2004; Wei et al., 2020).

The management's sway, however, looks different from one company to the next. According to the literature (Hambrick & Finkelstein, 2005; Ouyang et al., 2020), the level of discretion that top managers have greatly affects the impact that they have. Management discretion is the leeway with which to make decisions (Hambrick, 2016), which is often influenced by external circumstances such as those present in other nations (Hambrick, 2007; Karlsson, 2019). As stated by Wei et al. (2018), China is a hierarchical society where authority is vested in a select few. Historians speculate that the establishment of the "pin"

during the Sui period (581-618 CE) represents the institutionalisation of a power structure in which rank confers more authority. From the perspective of the present day, it is clear that despite China's shift from a planned to a market economy, some of the hallmarks of the former system remain (Wei & Ling, 2015).

In this cultural setting, the majority of Chinese enterprises have a hierarchical structure. Managers in this model are not just in positions of authority within the organisation, but also have wide latitude in how to exercise that authority. GPP market demand in China can be met by managers' efforts to establish business strategies based on their cognitive foundation and values in order to promote environmental certification practise. In developing economies like South Africa, Brazil, and India, research has demonstrated that the support of senior management influences a firm's environmental certification practises (Kehbila et al., 2009; Singh et al., 2015). Environmental certification practises can be fostered by a high level of management involvement and management support.

To begin, management beliefs are a subjective psychological condition that indicates readiness for top management to recognise and participate in the environmental certification process (Lee et al., 2018; Wei et al., 2020). It's necessary for the company to maintain its environmental certification. The upper echelons theory suggests that managers' preconceived notions and biases may colour their interpretation of external events and data. In the case of environmental certification, for instance, managers may be prone to read into things like the certification process and its benefits. In light of the fact that GMO

pressure can have a number of reverberating impacts, such as developing substantial partnerships with public sectors and understanding the spillover effect, managers will seek out and encourage environmental certification practises.

A green organisational culture and increased staff understanding of environmental protection are the results of management support for environmental certification practises (He & Shen, 2019). Management participation, which is defined as managers actively participating in firm operations by completing various actions (Dubey et al., 2018; Gopalakrishna-Remani et al., 2019), is a critical assurance for businesses to embrace environmental certification procedures. Management can have an effect on the efficiency of environmental certification procedures if they are involved in the whole process. On the one hand, top executives should be allowed input into setting organisational priorities (Mousa & Othman, 2020; Preuss & Walker, 2011). If environmental certification is seen as a major priority by tactical management, it may be given higher priority status and more resources (including money, technology, and manpower) to be put into practise.

On the other hand, management can help direct and motivate employees by developing clear strategies and targets for implementing environmental certification (He & Shen, 2019). For example, tactical management can guarantee the implementation of environmental certification practise by incorporating it into their performance control system (Chen et al., 2015; Yong et al., 2020). As said before, the level of commitment shown by enterprises towards environmental certification practises may be influenced by the level of participation and support

shown by management, in the form of beliefs. Conclusion: Both Dai et al. (2014) and Hambrick & Mason (1984) argue that management is the organization's primary interface with its external environment. Management is the ultimate decision-maker in a company, even while external institutional pressures play an important role that cannot be ignored (Liao & Zhang, 2020; Yigitbasioglu, 2015). Businesses are more likely to effectively adopt environmental certification procedures when management fully supports them as an integral component of the company's strategy.

Based on these observed empirical, theoretical foundations, the study proposes that;

***H_4**: Management support mediates the relationship between green marketing orientation and the sustainability performance of hospitality firms in the central region of Ghana* .

Lessons learnt from Empirical Studies

Sustainability performance in the hospitality industry in Africa needs to be analysed in the context of a green marketing mindset. There is some debate about whether or not the socioeconomic factors and systems existing in the geographical settings of Indonesia, the developed economies of Europe and the Americas, and Africa are equivalent. The majority of the empirical investigations evaluated here took a quantitative approach. The authors were able to perform their studies without bias because to their defence of scientific inquiry. The incumbent study will be quantitative, meaning it will use hard data to arrive at conclusions.

Almost all of the empirical studies used in this analysis utilised a research questionnaire to assemble primary data. In order to establish statistical credibility for reliability and validity, this study used measurement scales from prior empirical studies. The majority of the studies that analysed primary data did so with the aid of data processing tools. The reliability of Partial Least Square-Structural Equation Modelling in these types of investigations is indicated by the method's widespread statistical acceptance and rising popularity.

Conceptual Framework

Conceptual frameworks provide an analytical and graphical representation of the key concepts and interactions in a study, as stated by Carpio, Paradis, Uijtdehaage, and Young (2020). Therefore, it is an analytical tool that may be utilised to discover the research's cause-and-effect linkages. Because of this, the study's framework serves as a signal that the study's constructs and their underlying relationships would be presented in a graphical format. Exogenous and endogenous factors in the study were discovered to have some fundamental links through a thorough literature assessment. The study's theoretical foundation, the empirical evidence gleaned from the aforementioned scholarly assessments, and the study's statistical direction all provided strong support for the hypothesised relationships between the various constructs.

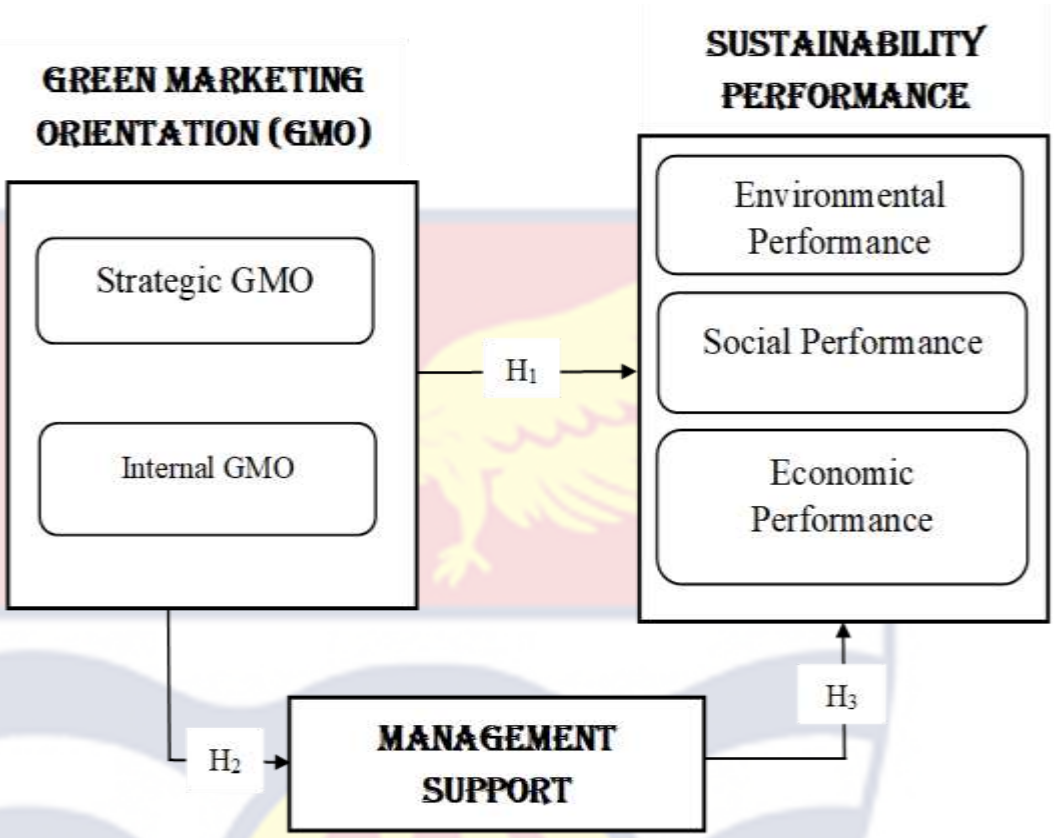

Figure 1: Conceptual Framework

Source: Author's Construct (2022)

The study's conceptual framework was constituted of some exogenous variables, a mediator and an endogenous variable. Per the nature of the study, the exogenous variable was made up of green marketing orientation, the mediator was top management support, and the endogenous variable was sustainable performance.

It was anticipated that the green marketing orientation would have a beneficial impact on the sustainability performance of hospitality businesses in Ghana's central region due to the nature of the study's conceptual framework. Furthermore, it is believed that top management assistance of the hospitality

businesses in Ghana's central area will increase those businesses' capacity to embrace sustainable performance standards.

Chapter Summary

In the introduction, we discussed the purpose of the research. All of this was broken down further by the chapter into its constituent parts, which were an overview of the relevant theory, a survey of the relevant data, and an outline of the relevant framework. The statistical association between the exogenous (green marketing approach), mediator (top management support), and endogenous (sustainable performance) variables in the survey was grounded in the Upper Echelon theory, the Natural Resource Based View theory, and other theoretical frameworks. Several key concepts relevant to the chapter's overarching themes were discussed. The empirical bases for the connections between study variables were established through assessments of existing empirical literature. Theorised as observed lessons were also gleaned from the empirical reviews. The conceptual framework of the investigation was then provided.

CHAPTER THREE

RESEARCH METHODS

Introduction

The purpose of this research was to examine the sustainable practises, green marketing strategies, and managerial commitments of hospitality companies. This section detailed the methodology used to complete the study. It provides techniques, resources, and plans for gathering and analysing data to answer the research question. Goals, methods, participants, and procedures for collecting and analysing data were discussed. Ethical concerns, the research procedure, and the method of data processing were also discussed. The techniques of data collection and validation of the choice of hotels as the study unit were also detailed in this chapter. At the chapter's close, we reviewed the research's ethical implications.

Research Philosophy

The analytical model used in a study effectively captures the discovery process. All educational research, as stated by Brooke (2013), is based on the Research Model. Therefore, the research model significantly affects the decisions that follow. The phrase "research paradigm" is used to describe an approach to gathering new knowledge. The social sciences have been significantly impacted by five guiding notions, according to Saunders, Lewis, and Thornhill (2016). Positivism, critical realism, interpretivism, postmodernism, and pragmatism are all examples of such overarching ideologies. Lincon and Guba (1985) identify epistemology, ontology, methodology, and axiology as the four basic pillars of the

research paradigm. According to Bryman (2014), positivism and interpretivism are the two basic epistemological approaches. Two well-respected ontologies are constructivism and objectivism. According to Objectivism, social actors exist apart from the social phenomena that affects them (Kivunja & Kuyini, 2017). Social events and their outcomes are the result of ongoing social action, constructivists argue.

The results of this investigation were interpreted in a positivist fashion. According to Taysum (2017), the positivist research model was originally proposed by the French philosopher Auguste Comte. What Francis Bacon said about observation, experiment, and the relationship between cause and effect was credited to him. The paradigm presupposes that studies in the social sciences will follow the same procedures as those in the hard sciences. Positivism, as described by Saunders et al. (2016), is the philosophical stance that supports testable hypotheses. Using the existing theory, the analysis is meant to establish hypotheses. These hypotheses may be put to the test and validated or refuted in whole or in part. The Upper Echelon theory and the Natural Resource-Based View theory provide a useful framework for this investigation if they are used to evaluate hypotheses and establish causal links.

Research Approach

Quantitative, qualitative, and mixed methodologies are the three main schools of thought while conducting research, as stated by Saunders, Lewis, and Thornhill (2016). Different from qualitative studies, quantitative studies rely on numerical data. The traditional divide between quantitative and qualitative

approaches to study may blur depending on the data used. The third option, the mixed method, is really a hybrid of the first two, say Sekaran and Bougie (2016) and Saunders et al. (2016). This study was underpinned by the positivist ideology, which contends that truth exists and can be verified by numerical methods (Saunders, Lewis, & Thornhill, 2019). The quantitative methodology was used because the study's main goal, specific objectives, and the kind of primary data gathered and analyzed all suited itself to it. The constructs can be measured and manipulated statistically because that is how they were designed. This is because the very nature and purpose of the study necessitates it. In order to conduct the current study, the researcher had to collect numerical data for quantitative analysis.

Those who took part in the current study were also asked to extrapolate their findings to all of humanity. Quantitative methods are typically considered deductive because of the broad generalisations that may be inferred about population characteristics based on the results of statistical hypothesis testing (Tashakkori & Teddlie, 2010). The goal of quantitative research, as defined by Lincoln, Lynham, and Guba (2011), is to generate testable hypotheses and generalizable notions. Reasons for using a quantitative research method rather than a qualitative or mixed-method strategy include those listed above.

Research Design

The goals of a study dictate which of three types of research designs should be used, according to Saunders and Lewis (2007) and Sekaran and Bougie (2016). In qualitative, quantitative, and mixed methods studies, research designs

are analytical techniques that spell out the procedures in great detail (Creswell, 2014). A research design, as defined by Paquot and Plonsky (2017), details the specific data technique or strategy that will be used to meet the study's goals. The research strategy is the overarching approach to linking substantial (and practical) research subjects to the study. The three primary study designs that Saunders and Tosey (2013) highlight are exploratory, descriptive, and explanatory, and all are valid and useful. There was a unique purpose for each type of research. In order to better arrange and summarise data, descriptive designs are most suited to investigations.

In order to determine the relationship between green marketing orientation and the performance of hospitality businesses (hotels) in Ghana's Central area, this study used an explanatory research approach. This was necessary because of the study's problems, objectives, and questions. Hardy and Williams (2011) state that the study's underlying paradigm, research setting, research challenge, and potential restrictions should all inform the research design. An explanatory method was applied in this investigation. An explanatory methodology was used to produce these results. Better data organisation and summarization are possible using a descriptive survey design (Simon, 2011). The ability to explain things helps scientists figure out what factors led to what results in their studies. Characterising the problem, choosing a data-processing device, analysing the data, and evaluating the problem are all impacted.

Study Area

There are sixteen regions in Ghana, and one of them is called the Central Region. The city once served as the Gold Coast's administrative centre. The first seat of British Colonial government was located in Cape Coast until 1877. The area is divided into 13 different districts. A World Heritage Site, as designated by the World Heritage Foundation and UNESCO, can be found along the southern coast of Ghana. The area is also well-known for its abundance of natural wonders, quaint fishing villages, historic towns, and palm tree-lined beaches. Kakum National Park is Ghana's most important protected area. Since many visitors stay in nearby hotels, our research focused on lodging options in Ghana's central region.

There are 197 hotels in the Central Region, as of the most recent data available (January 21, 2022). The region's national landmarks and seaside attractions make it an ideal location for a flourishing hospitality sector. It is also a region that has to develop new means of earning a living. Hotels in the Central Region would benefit from a complete research of consumer expectations and socio-demographics since it would help them improve the quality of their services and find new ways to stand out from the competition. As a result, the hotel industry in the Region would flourish, and many new jobs would be created.

Population

Kothari (2004) argues that a population represents a society as a whole if its members share certain quantitative traits. All possible explanations that meet certain requirements are collectively referred to as the population (Graneheim &

Lundman, 2004). The term "population" is used to describe a collection of things, people, or events in Kothari's (2004) research-based definition. According to Taysum (2017), the population can be thought of as the target audience from whom the study's results are drawn. The study also defines the target population as "a set of instances or elements that are distinguished from other populations by means of observable and quantifiable characteristics."

In addition, Sekaran et al. (2016) concur that a population is a well-defined collection of entities, resources, elements, activities, groups of objects, or households that are the subject of an investigation. Given the scope of the research and the sampling unit utilised in the survey, we were limited to the 197 hotels in Ghana's central region that were listed on the Ghana Hotel Association's website as of January 21, 2022.

Sample and Sampling procedure

Ofori and Dampson (2011) and Sekaran and Bougie (2008) agree that a research sample is a subset of the population chosen at random for analysis. Since it is challenging to get representative data from such huge populations, researchers use sample surveys instead of full-population censuses (Saunders et al., 2016). That's why researchers investigating a broad population find sample surveys so helpful.

The probability and non-probability sampling methods were discussed further by Sekaran and Bougie (2016). The authors argue that probability sampling, as opposed to non-probability sampling designs, guarantees that every member of the population has a probability greater than zero of being selected as

a sample member. Probability sampling designs are commonly used in rigorous quantitative investigations due to the researcher's capacity to generalise the study results and the design's underlying objectivity in selecting the sample. From a possible 197 licenced hotels in Central Ghana, 132 were randomly chosen for this study. This sample size is supported by the formula developed by Krejcie and Morgan in 1970.

For this reason, a random sample strategy was employed in the current investigation. In addition, a common method employed in sample designs is the random sampling strategy. Every member of the population has the same chance of getting selected in a basic random sample (Taherdoost, 2016). It is expected that a sample picked at random will accurately represent the total population. The use of a random sample is one of the simplest ways to collect data from a large population. In random sampling, every member of the population has an equal probability of being selected (Parfitt, 2013). According to Sharma (2017), a fair and representative sample is necessary for drawing conclusions. Because of this, we must use a random sampling method to collect our data. Only one manager from each of the selected hotels was asked to fill out the survey. The survey was scheduled to be taken by at least 132 hotel managers.

Data Collection Instruments

Primary data was analysed statistically. A closed-ended, standardised questionnaire was used to collect the data for the study. Malhotra et al. (2013) state that a questionnaire is a practical way to collect data from a large population. The checklist method was used for the closed-ended questions, in which specific

behaviours, characteristics, or individuals were being examined. Questionnaires, say Groves et al. (2011), offer significant benefits over interviews. They are less time-consuming and stressful than interviews.

There are a total of 38 questions spread among Sections A, B, C, and D of the study's questionnaire. Sections A, B, and C were utilised to gather information on green marketing mindset, top-level management's encouragement, and environmental outcomes, respectively. In contrast, respondents' categorical variables were collected in Section D. All of the questions in Parts A, B, and C were answered using a five-point Likert scale, where 1 meant "Strongly disagree," 2 meant "Disagree," 3 meant "Neutral," 4, meant "Agree," and 5 meant "Strongly agree." It was estimated that the survey wouldn't take more than 20 minutes to complete. Despite the fact that some basic demographic data was requested up front, all survey responses were treated as though they came from completely anonymous sources. Researchers using questionnaires should be mindful of collecting biassed or incomplete data, as warned by Dowson and McInerney (2001).

Data Collection Procedure

For this reason, we formally requested ethical approval from the University of Cape Coast's Internal Review Board in order to move forward with data collection. This legal letter for data collection was accepted on August 10, 2022. Then, an agreement was reached with the Department of Marketing and Supply Chain Management to have an introduction letter written for the hotel's management to use in requesting permission to take part in the study. This was

done after the lead researcher had given a thorough explanation of the study's purpose. Once permission to include the organisation was given, an official introduction was set up between the lead researcher, research field assistants, and the authorised responders.

The instructor sought the students' approval and reassured them that their anonymity would be protected in this scholarly project. Given that everyone who participated could read and write English, that's what was used. Time was spent instructing respondents on how to fill out the questionnaire and encouraging them to give thorough, accurate answers. Since the "drop-and-pick" survey method was most favoured, the lead researcher and field assistants negotiated a convenient scheduling date for the administration and subsequent collection of the data collection instruments. From August 29, 2022, through October 7, 2022, participants were allowed to self-administer the study's data collection instrument. To ensure reliable results from the 180 completed surveys, we double verified and rectified all variable scores that were outside the allowable range. As can be seen in table 4, a total of 140 out of a possible 155 sets of questionnaire data were selected for the final analysis, yielding a response rate of 91.7%.

Table 1: Summary of response rate

Questionnaire	Frequency**No entries found.**[i]	**index** Percentage
Issued	**180**	**100**
Returned	165	91.7
Valid	140	77.8

Invalid	15	8.3

Source: Field Survey, (2022).

Data Processing and Analysis

The process of preparing the data consisted of two phases. The survey's raw data was first cleaned, coded, and translated into the appropriate variables. After receiving the questionnaires, we checked each one for mistakes and discrepancies. All completed surveys passed the initial filtering and were included in the data analysis. To facilitate data entry into computers, codes were assigned to all the variables. Before being entered into the spreadsheets of SPSS version 25.0, the data were double-checked to minimise the likelihood of errors. Examining the frequency distributions of each variable allowed us to spot the outliers. Cavana, Delahaye, and Sekaran (2001) state that the purposes of data analysis in a research project are to (i) "get a feel for the data," (ii) "test the goodness of the data," and (iii) "test the hypotheses produced in the research."

Only by experiencing the data could researchers determine the accuracy of the scales and the thoroughness of the coding and data entry. The information was then analysed using SMART PLS 3.0. The data file was then converted to the "comma-delimited" format "CSV" (Browne, O'Reilly, Hutchinson, & Krdzavac, 2019; Kumar & Kumar, Baradiya, 2019; Lew, Lau & Leow, 2019) before being loaded into the SMART PLS application for the model configuration. For example, Ahrholdt, Gudergan, and Ringle (2019) and Sarstedt and Cheah (2019) note that SMART PLS is frequently used for estimating hypothesised models and maintaining complicated predictive models in business-related research. Cepeda-

Carrion, Cegarra-Navarro, & Cillo (2019) describe it as a "typical" and "reliable" inferential statistical method. According to (Ringle, Wende, & Becker, 2015)".

When estimating statistical models with structures aimed to provide causal explanations, the PLS-SEM method prioritises prediction (Sarstedt et al., 2017a). The PLS-SEM was employed in the study since doing so would allow the researchers to determine the causal connection between the various factors. The PLS-SEM not only helped the researchers estimate complex models with multiple constructs, indicator variables, and structural routes, but it did so without forcing the data to conform to any particular distributional assumptions.

Due to its incorporation of prediction-oriented PLS-SEM research (Shiau, Sarstedt, and Hair, 2019), robustness testing (Ringle, Wende, & Becker, 2015), and the capacity to model factors and composites (Schberth, Henseler, & Dijkstra, 2018), PLS route modelling has emerged as the most cutting-edge variance-based estimator. For the sake of this model, the PLS tool was set up as follows. The research was rigorously prepared using a maximum of 5000 iterations of the Consistent Bootstrapping and Consistent PLS Algorithm. This is due to the study's predictive nature (Nikitina, Paidi, & Furuoka, 2019) and the fact that deletion was implemented to account for missing values despite the absence of any such values in the data (Ringle, Wende, & Becker, 2015).

A 95% confidence interval and a 5% threshold of significance were matched to the reflective model. This is because the specified targets lack a direction, necessitating the use of one-tailed test hypotheses. Top management endorsement was included as a moderator, green marketing orientation was

treated as an exogenous latent variable, and sustainable performance was treated as an endogenous latent variable in the study's model configuration.

Model evaluation began with the measurement model as is customary in PLS-SEM (Hair, Risher, Sarstedt, & Ringle, 2019; Tabet, Lambie, Jahani, & Rasoolimanesh, 2020) due to the order in which the two types of models are evaluated. Composite reliability (0.7) and Cronbach's alpha (0.7) were also computed. Cronbach's alpha and composite dependability are the most popular internal consistency measures, according to the literature (Ringle, Wende, & Becker, 2015). Cronbach's alpha is used to assess the internal consistency of a scale in terms of the reliability of its individual items. Differences in positive correlation between scale variables are highlighted (Nunnally, 1978). All of the subscales had Cronbach's Alpha values above 0.7. Hair, Hult, Ringle, and Sarstedt found in 2016.

Cronbach's Alpha can overstate or underestimate scale reliability (Henseler, Rongle, & Sarstedt, 2012), hence composite reliability is better for confirming convergent validity in the reflective model. The indications were portrayed by the desired components, correlated strongly, and were thus regarded acceptable; nevertheless, it is highlighted that extremely high composite reliability ratings may suggest a design problem (Garson, 2016). Cronbach's alpha and composite reliability refer to sum scores (Henseler, 2017), not composite scores. Using rho A (0.7), the reliability of the scale was determined. Thus, rho A is generally accepted as the primary parameter of PLS reliability (Dijkstra &

Henseler, 2015). As of now, this is the only approach for accurately calculating PLS construct scores (Henseler, 2017).

A squared correlation between the PLS construct score and the (unknown) genuine construct score (using the metric rho A) is used to estimate the PLS's dependability. You'll want a score of at least 0.7 (Afum, Sun, & Kusi, 2019; Henseler, 2017). The AVE statistic was utilised to examine the hypothesis of convergent validity. Hamid, Sami, and Sidek (2017) explain convergent validity as a way to evaluate the consistency of many measures of the same construct. Values of the AVE larger than 0.5 are required for use in convergent validity assessments. For example, (Ringle, Wende, & Becker, 2015). The Heterotrait-Monotrait Ration (which should be less than 0.9 or 1) was used to determine discriminant validity. According to Afum, Sun, and Kusi (2019), discriminant validity shows how distinctive and memorable each concept is in comparison to the other constructs in the model.

Hesseneler, Ringle, and Sarstedt (2015) factor loadings are averaged, and the result is known as the heterotrait-Montrait (HTMT), which is then compared to the Fornell-Larcker Criterion. The reflecting model (Ringle, Wende, & Becker, 2015) states that the HTMT provides the most reliable proof of discriminant validity. The HTMT ratio should be less than 0.9 in a well-fitting model to appropriately measure discriminant validity in reflective constructs. Henseler, Ringle, and Sarstedt (2015); Ringle, Wende, and Becker (2015). Discriminant validity can be assessed by ensuring that the HTMT ratio is less than one, as

suggested by Gaskin, Godfrey, and Vance (2018). However, this outlook raises some doubts.

Collinearity Statistics (VIF 5) was used to quantify the conventional method's inherent bias. It was required to investigate the test of collinearity statistics and report the same because reflective models are prone to biases and inaccuracies (Afum, Sun, & Kuis, 2019). According to research (Hair, Sarstedt, Matthews, & Ringle, 2016),. Because of its well-established use in reflecting models for structural modelling, the VIF value was chosen as the metric to employ here (Kock, 2015). The VIF also determines bais using the standard method (Afum, Sun, & Kusi, 2019). When the collinearity statistics are above the 3.3 criterion, it is known that the model is often affected by the standard method bias. When the VIF is less than 3.3, however, there is no standard approach bais for such reflecting models. To cite: (Afum, Sun, & Kusi, 2019).

However, Kock (2015) argues that when algorithms account for measurement error, especially factor-based PLS-SEM approaches, a VIF score of 5 or fewer is necessary to avoid multicollinearity difficulties (Kock & Lynn, 2012). The following evaluation was performed on the structural model. Factor loadings for all important indicators were calculated using acceptable methods (Ringle, Wende, & Becker, 2015). Reliability coefficients for individual items are translated into factor loadings in the reflective model (Henseler, Rimgle, & Sarstedt, 2012). The factor loadings are independent regression results with one indicator (Hair, Sarstedt, Matthews, & Ringle, 2016) as the dependent variable.The indicator variables are assigned loadings, which are standardised

route weights from the components, ranging from 0 to 1. According to Garson (2016), loads need to be significant. For a reflective model to adequately fit the data, path loadings often need to be more than 0.70. Results from a study (Henseler, Ringle, & Sarstedt, 2012) indicate that. The measuring model becomes more accurate and stable as the load grows. Because reflective models are vulnerable to biases and inaccuracies (Afum, Sun, & Kuis, 2019), it was necessary to explore the test of collinearity statistics and report the same.

The R-squared statistic, the standard for evaluating the size of an effect in path models (Garson, 2016), was used to evaluate this hypothesis. Consequently, a variety of fictitious cutoffs have been proposed (Garson, 2016; Hock & Ringle, 2006). Results are regarded "substantial" when they are greater than 0.67, "moderate" when they are greater than 0.33, and "weak" when they are greater than 0.19. Tables and figures were used to make the results more accessible for analysis and presentation.

Table 2: Summary of Statistical Tools

No.	Objective	Statistical Tool
1	Analyze the effect of green marketing orientation on hospitality firms' sustainability performance in Ghana's central region.	PLS SEM
2.	To examine management support's effect on hospitality firms' sustainability performance in the central region of Ghana.	PLS SEM
3.	To investigate the link between green marketing	PLS SEM

	orientation and top management support.	
4.	Examine the mediating effect of top management support on the relationship between green marketing orientation and sustainability performance of hospitality firms in the central region of Ghana.	PLS SEM

Source: Field Survey, Buobu (2022).

Measurement of Variables

Table 3: Measurement of Variables and Sources

Variables	Measurement items	Sources
Green marketing orientation	Strategic green marketing orientation and internal green marketing orientation.	(Papadas, Avlonitis & Carrigan, 2017; Deshpande & Farley, 1998)
Management Support	Policies and cost	(Premkumar & Ramamurthy, 1995; Yap et al., 2013)
Sustainability Performance	Economic performance, social performance and environmental performance.	(Qorri, et al., 2018; Magsi, et al., 2018; Hernandez-Perlines & Cisneros, 2017; Afum et al.,2020; Abdul-Rashid et al.,2017)

Source: Field Survey, Buobu (2022).

Validity and Reliability

It is essential to evaluate an instrument's validity and data reliability to ensure that you are receiving honest answers from your respondents. The reliability of a measurement tool is quantified by its Cronbach Alpha rating.

Subject or participant error, bias, and observer error are the three most common sources of inconsistency in data collecting, as stated by Irvine, Drew, and Sainsbury (2013). Saunders and Lewis (2016) state that when evaluating a measuring tool's internal consistency, it is important to think about the connections between the questions. However, the validity of an instrument reveals how well it assesses the targeted concept (Saunders & Lewis, 2016). They also mentioned that a reliable measuring equipment is essential for an instrument to be accepted as valid. After the form is filled out, it can be reviewed to see if it accurately reflects the information you entered.

The researcher made sure the questionnaires were reliable by looking at previous studies (Curtis et al., 2016) that provided evidence and corroborated the results of the survey. The authors used their expertise to determine the scope of this review and establish its significance (Saunders et al., 2016). According to Zikmund et al. (2013), explanatory investigations are carried out when the researcher has a firm grasp of the topic at hand, in contrast to exploratory research. Before the questionnaire was distributed to the respondents, it was shown to the project manager for assessment, approval, and amendment. The consistency of the scale's subscales was evaluated using the internal consistency technique (Cronbach's Alpha).

Table 4: Reliability test score

Construct /Item	Cronbach's alpha
Intenal green marketing orientation	0.928
Strategic green marketing orientation	0.964
Management support	0.921

Environmental performance	0.965
Social performance	0.933
Economic peformance	0.945

Source: Field Data (2021)

From Table 1, all the constructs had α values > 0.70; indications that the constructs are relevant and reliable for further analysis. More precisely, the internal green marketing orientation had a α value of 0.928; strategic green marketing orientation had a α value of 0.964; management support had a α value of 0.921,environmental peformance had a α value of 0.965, social performance had a α value of 0.933 and finally, economic performance had a α value of 0.945. Thus, the constructs met the reliability criteria suggesting that they are true measures and can be used for further analysis.

Ethical consideration

When doing this research in the central part of Ghana, there were serious ethical problems because the researcher was unknown to the majority of the hotel managers. The University of Cape Coast's Ethical Clearance Committee approved the study prior to the distribution of questionnaires. Because this study aimed to provide more in-depth explanatory insight into the construct of interest, it required replies that were both closed and objective in order to ensure high quality results. Participants had to have faith in the researcher's integrity because of this. All respondents were assured of complete secrecy, and the researcher refrained from attributing responses to specific persons. The researcher additionally made sure that their own biases and preferences did not colour the results of the field survey.

Chapter summary

This section described the study's context, design, population, sampling and sampling processes, equipment, and data collection and analysis methods in great depth and in an orderly fashion. Participants and sample sizes were

established through discussion. This chapter detailed the precise methods that would be used to analyse the data collected from each subject, in accordance with the aims of the research. Structured-partial least-squares equation Statistical studies, such as structural model interactions, bootstrapping, reliability, and validity, will be performed on the raw data by means of modelling. All responses will be kept private, and the data will be used only for academic purposes.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

In this section, we detail the data analysis procedures and findings of the study. Descriptive statistics on the attributes of the respondents are provided to aid in comprehending their make-up. PLS-SEM is used to analyse the supplied research model and expand upon the presented study results. The measuring model's validity and reliability were first examined throughout the assessment process. The outcomes with the variables and other related studies stated in earlier chapters are then analysed, and the structural model's results are explained.

Demographic characteristics of Respondents

This section comprises a table format illustration of the demographic characteristics of the study's participants. The respondents' gender, age, educational qualifications, years of experience, and various positions are profiled in the table. The table below summarises this information.

Table 5: Demographic profile of Respondents

Variables	Category	Frequency	Percentage
Gender	Male	118	84.3
	Female	22	15.7
	Total	**140**	**100**
Age	25 – 30	35	25
	31 – 35	30	21.4
	36 – 40	39	27.9
	41 – 45	16	11.4
	Above 45	20	14.3
	Total	**140**	**100**
Educational Qualification	Senior High	1	0.7

	HND	35	25
	Bachelor Degree	63	43
	Postgraduate	41	29.3
	Total	**140**	**100**
Years of experience	1 – 5	43	30.7
	6 – 10	42	30
	11 – 15	18	12.9
	16 – 20	16	11.4
	Above 20	21	15
	Total	**140**	**100**
Rank	Marketing Manager	71	50.7
	Operational Manager	49	35
	Human Resource Manager	20	14.3
	Total	**140**	**100**

Source: Field Survey, (2022).

The above tabular representation (Table 1) depicts the characteristics of the participants used in the study. Both genders were involved to exemplify a neutral demographic conclusion so that views were not slanted towards one gender. Thus, it is fair to state that the gender balance in this study is impartial and has no considerable sway on the answers. Of the (140) viable questionnaires retrieved, 118 survey participants were male, accounting for 84.3%, and 22 belonged to the female segment, accounting for the residual 15.7%. Table 1 also includes information on the ages of the respondents who participated in the study. The numbers confirmed that 39 participants were between the ages of 36 and 40, with the largest proportion of 27.9%, preceded by the 25 to 30 age categories, with 35 people surveyed, denoting 21.4%. Those aged 41 to 45 had the fewest respondents (16), accounting for 11.4 per cent of the total.

In terms of academic achievement or academic levels, a significant proportion of those who participated in the study had a bachelor's degree (63), accounting for 70.6 per cent of the total proportion, pursued by those with a postgraduate degree (41), accounting for 21.4% of the total proportion. Respondents at the HND level came in third place with a total of 35, representing 7.4%, and those with the lowest academic levels (0.7%), as shown in Table 1. Moreover, the participants' years of work experience were evaluated. 43 respondents (30.7%) have spent 1 to 5 years on the job, followed by 42 respondents (30%) who have spent 6-10 years on the job, with a minor proportion (16 respondents) having 16 to 20 years of work experience in the industry. The remaining proportion was divided between respondents with 11 to 12 years of work experience and those with more than 20 years of experience, representing 12.9% and 15%, respectively.

Finally, it was discovered from table 1 that 71 respondents, accounting for 50.7% of the total sample, held the position or rank of marketing manager (50.7%), followed by the rank of operations manager (49 respondents), accounting for 35% of the total ratio, and 20 respondents holding the position of HR in their respective organisations, accounting for 14.3%. Table 1 sheds more light on the subject. After analysing the demographic profile of the respondents, this study moves on to the descriptive statistics of the various constructs utilised.

Descriptive statistics of constructs

The descriptive statistics for the research measurement items mean ratings and standard variable deviations across the sample. The general variable averages

and variable indicator ranking are among the outcomes. The Likert scale has an optimum value of 5 and a baseline value of 1. Table 2 summarises the results for the variables used in the study.

Table 6: Descriptive statistics of variables

Variables and Indicators	Mean	Standard Deviation
Green Marketing Orientation (GMO)		
IGMO1	4.507	0.996
IGMO2	3.95	0.839
IGMO3	4.129	1.12
IGMO4	4.121	1.085
IGMO5	4.143	1.066
IGMO6	4.064	1.116
SGMO1	4.186	1.106
SGMO2	4.014	1.056
SGMO3	4.071	1.119
SGMO4	4.100	1.117
SGMO5	4.064	1.123
SGMO6	4.000	1.14
SGMO7	3.979	1.118
Total Averages	4.101	1.077
Management Support (MS)		
MS1	4.371	1.017
MS2	3.993	0.967
MS3	4.093	1.114
MS4	4.121	1.079
MS5	4.186	1.08
Total Averages	4.152	1.051

Sustainable Performance (SP)		
ENV.P1	4.307	1.108
ENV.P2	3.814	1.08
ENV.P3	3.957	1.23
ENV.P4	4.014	1.236
ENV.P5	4.029	1.177
ENV.P6	4.021	1.137
ENV.P7	4.121	1.156
SOC.P1	3.979	1.149
SOC.P2	4.057	1.164
SOC.P3	4.086	1.092
SOC.P4	4.021	1.149
ECO.P1	4.079	1.19
ECO.2	4.036	1.092
ECO.P3	4.064	1.09
ECO.P4	4.079	1.141
Total Averages	3.773	1.146

Source: Field Survey, (2022).

Green Marketing Orientation (GMO) has an overall average of 4.101 (SD = 1.051). The indicator with the highest mean score in the variable is IGMO1, which means 4.506. 1GMO2 has the lowest mean rating, with a mean of 3.95, as well as the remaining indicators (IGMO3 – SGMO7) loading between mean scores of 3.95 to 4.506. This demonstrates that the influence of Green Marketing Orientation is generally significant, with the lowest mean score above the 3-threshold using a 5 scale Likert scale. Again, as shown in table 2, the second variable in the study, Management Support, had an overall average of 4.152 (1.051). The highest-rated indicator is MS1, with a mean score of 4.371, and the lowest indicator, MS2, has a mean score of 3.993, with all other indicators falling

between the lowest and highest scores (3.993 and 4.371), indicating an acceptable measure of the Management support variable.

The study's final and dependent variable, Sustainable Performance, has an overall rating of 3.773 (SD = 1.146). ENV.P1 has the highest rating, with a mean of 4.307. ENV.P2 has the lowest mean score of 3.814, with all the remaining indicators having mean scores above 3.9, indicating good measurement indicators of the variable sustainable performance, as presented in table 2 above.

Results of the Inferential Statistics

This section outlines the analytical techniques used to draw inferences about a population based on sample responses. PLS SEM was used to achieve the goal of inferential statistics, which is to make generalisations about a population based on the study's hypotheses. This was accomplished by first analysing the measurement instrument and then the structural model (Hair et al., 2017).

Assessment of the measurement model (stage one)

Research into measuring models includes assessing the precision and accuracy of construct measures. This evaluation is grounded in the study's conceptual framework, which distinguishes between reflective and formative evaluations of conceptual frameworks and utilises distinct metrics for each. Indicator reliability and convergent and discriminant validity assessments are thus required for reflective measurement.

Indicator reliability

PLS-SEM relies heavily on the item outer loadings to investigate the consistency of the items used to measure a target construct (Baah et al., 2021;

Hair et al., 2019). Therefore, the outer indicator loadings must be bigger than 0.7 (Hair et al., 2014) to ensure the concept's indicator dependability. Figure 1 shows that all of the measuring items loaded above the acceptable threshold set by the various authors for the application and evaluation of PLS-SEM results in marketing research (Acquah, 2020; Hair et al., 2019; Baah et al., 2021), that is a minimum loading of 0.709 and 0.974 as the maximum loading. As a result, the ultimate model provided below (Figure 3) represents the base for further examination of the structural model.

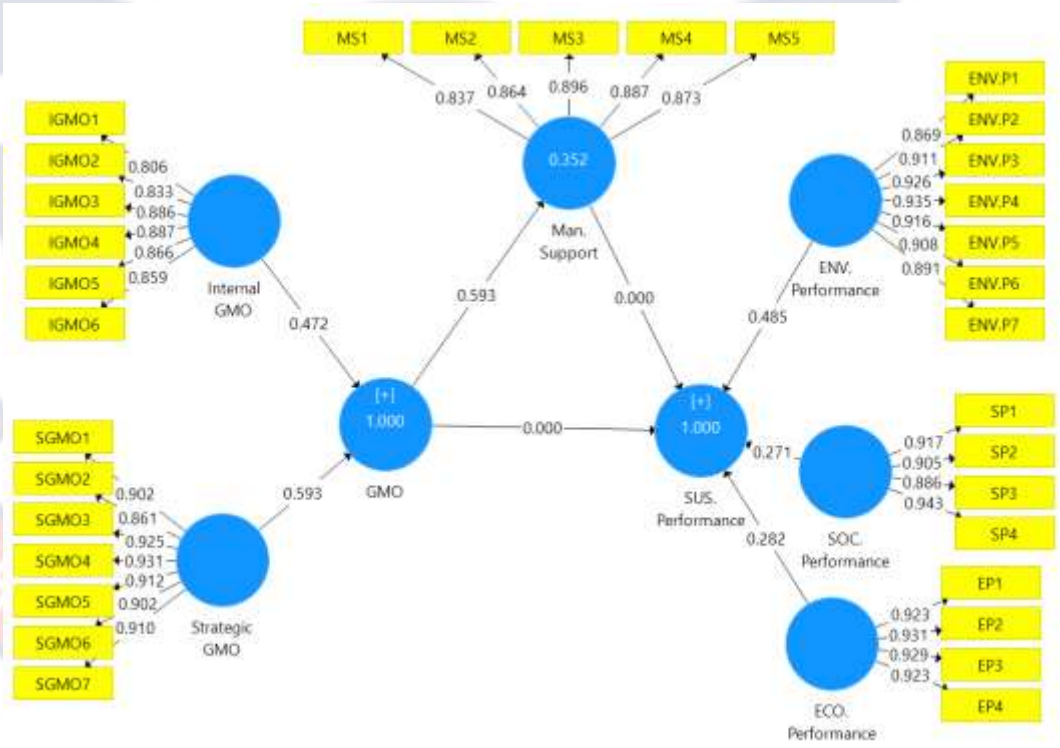

Figure 2: Indicator outer and inner model assessment output (stage one)

Source: Field Survey, (2022).

Internal consistency reliability

According to Hair et al. (2019), this statistic is mostly based on correlations between various test items. The construct's reliability is evaluated using the outer item loadings, composite reliability (CR), and Cronbach's alpha (α). According to Sarstedt et al. (2022) the threshold for all dependability criteria must be larger than 0.70. Weighted composite reliability, which is more accurate than unweighted Cronbach alpha since indications are not all equally trustworthy, is analyzed and published in accordance with CR in the table below (Table 6). As presented in the table, all items used to measure the various construct loaded above 0.70 (i.e., 0.806 as the minimum indicator loading and 0.943 as the highest outer loadings of all the measurement items), thus meeting the first criterion for internal consistency reliability.

Again, the CA and CR total scores are represented as the second and third metrics in determining the reliability of the measurement items of this study, respectively. As shown in Table 6, the CA scores for Internal Green marketing orientation (IGMO), Strategic Green Marketing Orientation (SGMO), Management support (MS), Environmental performance (ENV.P), Social Performance (SOC.P) and Economic Performance (ECO.P) are 0.928, 0.964, 0.921, 0.965, 0.933 and 0.945, respectively, all of which are greater than the 0.70 thresholds established by Hair et al. (2014). The final and most important criterion for internal reliability assessment was the CR, which was 0.943 for IGMO,0.970 for SGMO, 0.941for MS, 0.971 for ENV.P, 0.952 for SOC.P and 0.960 for ECO.P, as shown in Table 6.

Convergent validity

Convergence validity (Taherdoost, 2016) describes the closeness between two evaluations of logically linked ideas. The "Average Variance Extracted (AVE)" is a popular method for assessing CV in PLS-SEM analyses. Indicator reliabilities for a construct are averaged to arrive at the AVE. This metric calculates the average dispersion of the concept and its individual metrics. To qualify for AVE, the value must be at least 0.5 in numerical terms or 50% in proportional terms. (Fornell & Larcker, 1981; Sarstedt et al., 2019). The AVE values in Table 6 show no convergent validity problem because all constructs scored an AVE score greater than the Fornell and Larcker (1981) criterion of 0.5. (i.e., 0.734, 0.822, 0.760, 0.825, 0.834 and 0.858 for IGMO, SGMO, MS, ENV.P, SOC.P and ECO.P, respectively).

Table 7: Reliability and validity output of indicators

Variables	Outer Loadings	CA	CR	AVE
Internal GMO				
		0.928	0.943	0.743
IGMO1	0.806			
IGMO2	0.833			
IGMO3	0.886			
IGMO4	0.887			
IGMO5	0.866			

IGMO6	0.859			
Strategic GMO		0.964	0.970	0.822
SGMO1	0.902			
SGMO2	0.861			
SGMO3	0.925			
SGMO4	0.931			
SGMO5	0.912			
SGMO6	0.902			
SGMO7	0.910			
Management Support		0.921	0.941	0.760
MS1	0.837			
MS2	0.864			
MS3	0.896			
MS4	0.887			
MS5	0.873			
ENV. Performance		0.965	0.971	0.825
ENV.P1	0.869			
ENV.P2	0.911			
ENV.P3	0.926			
ENV.PP4	0.935			
ENV.P5	0.916			
ENV.P6	0.908			
ENV.P7	0.891			

SOC. Performance		0.933	0.952	0.834
SOC.P1	0.917			
SOC.P2	0.905			
SOCP3	0.886			
SOC.P4	0.943			
ECO. Performance		0.945	0.960	0.858
ECO.P1	0.923			
ECO.P2	0.931			
ECO.P3	0.929			
ECO.P4	0.923			

Source: Field Survey, (2022).

Discriminant validity

DV quantifies a construct's uniqueness. Discriminant validity is established when a construct's internal variability (AVE) exceeds the shared variance between the constructs. The method used to assess DV is known as the "Heterotrait-Monotrait (HTMT)" causal link ratio (Henseler et al., 2015). Many researchers investigated the accuracy of their HTMT results using cutoff values like 0.85 and 0.90 (e.g., Acquah, 2020; Baah et al., 2021; Bossman & Agyei, 2022). To further assess HTMT ratios and discriminant validity, Franke and Sarstedt (2019) have proposed additional primary objectives with confidence intervals. The HTMT statistics in table 7 show that all of the causal links met the required values of “0.85 or 0.90”. As a result, each construct was distinct from the others, asserting that no common bias in methodology exists.

Table 8: Heterotrait-Monotrait Ratio (HTMT) output

Variables	ECO.P	ENV.P	IGMO	MS	SOC.P	SGMO
ECO.P						
ENV.P	0.894					
IGMO	0.431	0.425				
MS	0.607	0.594	0.644			
SOC.P	0.902	0.896	0.460	0.589		
SGMO	0.384	0.377	0.792	0.552	0.349	

Source: Field Survey, (2022).

Assessment of the measurement model (Higher order construct)

The validity and reliability of construct measures are evaluated as part of the study of measurement models. Since this assessment uses different measures depending on whether a conceptual framework is evaluated reflectively or formatively, it is based on the conceptual framework of this study. Therefore, the evaluation of reliability and validity (i.e., internal consistency reliability and convergent and discriminant validity) is necessary for reflective measurement.

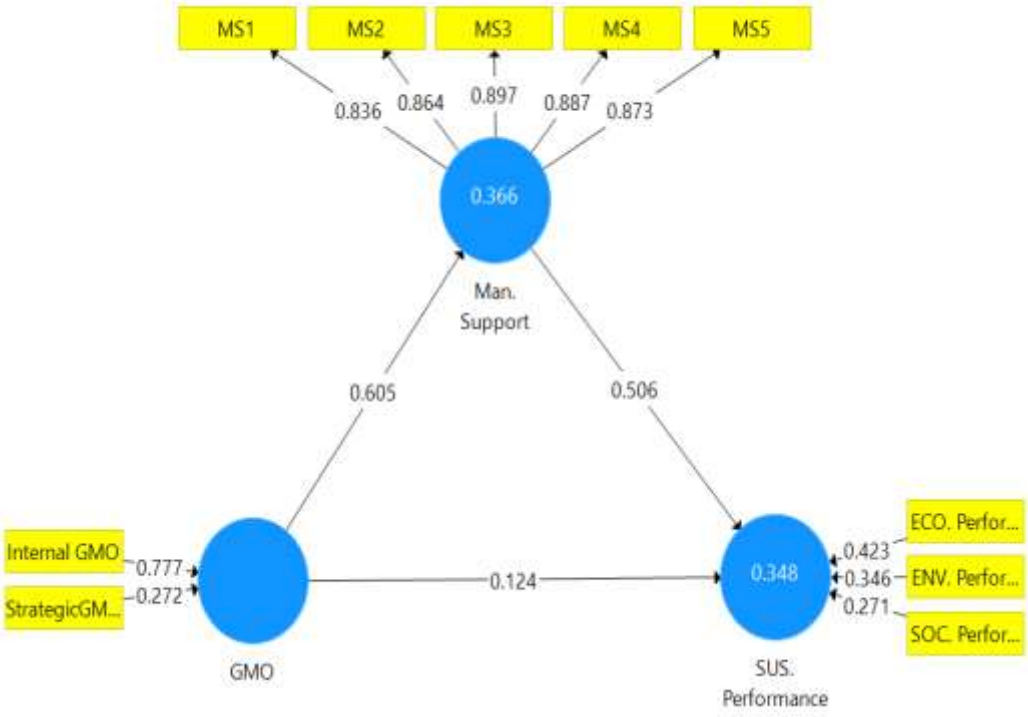

Figure 3: Indicator outer and inner model assessment output (Higher order construct)

Source: Field Survey, (2022).

Assessment of the Structural Model

The study used SmartPLS 3.0 to evaluate the hypotheses proposed after adopting a satisfactory measurement model. For the path model, 5000 replications were used for bootstrapping analyses. According to Hair et al. (2016), the resulting test statistic, that is, variance inflation factor (VIF), coefficient of determination (R^2) and the effect size (f^2) reports the model's collinearity, path coefficient, and significance, were evaluated to supplement the quality of the study objectives examined.

Assessment of common method variance (CMV)

CMV refers to comorbidity between metrics of different constructs generated by identical measurement modalities instead of the constructs themselves (Brannick et al., 2010). This study employed the VIF in testing for the probability of error in every measure. Table 10 shows the lateral collinearity test results for the three constructs used in this study. The outcome for collinearity in all constructs is less than 3, that is, VIF scores of 1.578, 1.000 and 1.578 for the relationship between green marketing orientation and sustainable performance (GMO ➔ SP), green marketing orientation and management support (GMO ➔ MS) and management support and sustainable performance (MS ➔ SP) respectively, implying that multicollinearity among constructs is not an issue in this study (Kock, 2014).

Path coefficient (β)

The path coefficients inside the measurement models are normalized values, and path coefficients (β) in the structural model ranging from "0 to.10,.11 to.30,.30 to 50, and >.50 are indicative of weak, modest, moderate, and strong effect sizes, respectively" (Hair et al., 2021). As presented in table 10, the β value for GMO ➔ SP = 0.124, GMO ➔ MS = 0.605 and MS ➔ SP = 0.506, depicting modest, strong and strong effect sizes, respectively. As a result, all the theorized paths outlined in the predictor constructs are statistically considerable.

Coefficient of determination (R^2)

After ensuring that the model is devoid of collinearity concerns and that the connections are significant, the following process evaluates the R^2

significance in the result (Hair & Alamer, 2022). This forecast represents the variance described by the exogenous constructs in the output. Hair et al. (2019) established that "R^2 values between 0 to .10, .11 to .30, .30 to 50, and > .50 are indicative of weak, modest, moderate, and strong explanatory power, respectively". The R^2 values shown in Table 10 demonstrate that GMO, as a predictor construct, has a moderate descriptive value of 0.348 or 34.8% over sustainable performance in the relationship between GMO and SP. Again, as displayed in the table, GMO as a predictor construct had a moderate (0.360 or 36.0%) interpretative power over MS in the GMO ➔ MS relationship. Finally, the R^2 score for the relationship between MS and SP showed that MS had a moderate explanatory influence over SP (R^2 = 0.348 or 34.8%).

Effect size (f^2)

The effect size (f^2) component of SEM analysis assesses the effect of the causative concept on the intrinsic one (Cohen, 1988). The f^2 is used in this study to determine whether the prescribed causative latent factors significantly influence the consequent variables (Tolliver et al., 2020). Cohen (1988) suggested the preceding rough guidelines: "a score less than 0.02 indicates no effect, 0.02 - 0.15 indicates a small effect size, 0.15 - 0.35 indicates a medium-sized effect, and greater than 0.35 indicates a large effect size". The f^2 scores presented in Table 10 range from f^2 = 0.015 for GMO ➔ SP, f^2 = 0.578 for GMO ➔ MS and f^2 = 0.249 for MS ➔ SP, depicting weak, large and medium-sized effect, respectively (Hair et al., 2016).

Predictive relevance (Q^2)

The Q^2 indicates the data sets of reflective metrics exogenously in models, allowing the prognostic significance of a specified latent variable endogenously to be assessed (Russo & Stol, 2021). Predictive precision can be low ($Q2 < 0$), medium ($Q^2 > 0.25$), or strong ($Q^2 > 0.50$) (Hair et al., 2019). Table 10 shows the Q^2 predict scores for each of the independent variables on the explained variables, which are as follows: $Q^2 = 0.278$ for the relationship between green marketing orientation and sustainable performance, $Q^2 = 0.263$ for the relationship between green marketing orientation and management support, and $Q^2 = 0.278$ for the relationship between management support and sustainable performance, indicating medium and acceptable predictive relevance (Henseler et al., 2009).

Table 9: Output of the structural model analysis

	β	R^2	Adjusted R^2	f^2	Q^2	VIF
GMO ➔ SP	0.124	0.348	0.338	0.015	0.278	1.578
GMO ➔ MS	0.605	0.360	0.362	0.568	0.263	1.000
MS ➔ SP	0.506	0.348	0.338	0.249	0.278	1.578

Source: Field Survey, (2022).

Significance of the structural model

After confirming the model's predictive and explanatory strength, the last step is to evaluate the statistical importance and applicability of the coefficients of the suggested structural paths in the model (Hair et al., 2018). As demonstrated in Table 10, the exogenous variables; effect of GMO on SP, effect of GMO on MS, effect of MS on SP, and mediation function of MS in the relationship between GMO and SP did explain 12.4%, 60.5%, and 50.6% and were assumed to be low and substantial correlated respectively, by Cohen (1988). According to the t-statistic and p-values, one of the variables considered for this study was statistically insignificant.

The outcomes were presented using the t-stat parameters proposed by Hair et al. (2014). They suggested that "t-stat values greater than 1.96 correlate to p-values greater than 0.05, and inversely". In addition, the path coefficients were outlined using Cohen (1988)'s criteria. He proposed that a "correlation coefficient (R) of 0.10 indicates a weak or small correlation, a correlation coefficient of 0.30

indicates a moderate correlation, and a correlation coefficient of 0.50 indicates a large or strong correlation".

Table 10: Significance and size of structural model coefficient

IND	DEP	Beta	STDEV	T statistics	P values	Remarks
GMO	MS	0.605	0.082	7.397	0.000	Supported
GMO	SP	0.124	0.114	1.090	0.276	Not Supported
SGMO	SP	0.116	0.146	0.796	0.426	Not Supported
IGMO	SP	0.346	0.147	2.35	0.019	Supported
MS	SP	0.506	0.108	4.701	0.000	Supported

Source: Field Survey, (2022).

Significance of the mediation effect

Hair et al. (2014)'s requirements for mediation analysis were not met since the relationship between the direct effect (GMO and SP) was insignificant. As a result, the requirements for calculating VAF to create mediation kinds were also not met. Zhao et al. (2010) requirement for mediation analysis was then used since the study met its requirements. According to Zhao et al. (2010), mediation exists once there's a significant relationship between the indirect effect. They went on to say that if the relationship between the direct effect is not significant, but the direct relationship is significant, then it is a complete mediation. Still, if both the direct and indirect relationships are significant, then it is partially mediated. Based on Zhao et al. (2010) mediation method, there was a complete

mediation between green marking orientation, management support, and sustainability performance.

Model fit evaluation

Instead of using multivariate regression analysis, PLS-SEM was developed to use structural equation modelling to make predictions. For this reason, no model fit criteria for PLS-SEM were established until recently, despite analyses proving its utility in removing unfit models. Several such measures already exist, such as the "goodness-of-fit index" (GoF), "standardised root mean square residual" (SRMR), "Euclidean distance" (dL), and "geodesic distance" (dG) (Hair et al., 2022; Sparks & Alamer, 2022). Model-fit-index proponents exercise caution when selecting cut-off values to evaluate structural model misfit due to the index's erratic performance in identifying outliers in the PLS-SEM domain (Hair & Alamer, 2022).

The Goodness of Fit (GoF) technique is used to assess the quality of the study's overall structural model. The GoF index is one indicator for assessing the accuracy of the structural and measurement models. This GoF value is calculated by multiplying the mean value of the R2 model by the square root of the mean communalities index. According to Purwanto et al. (2021), GoF values between 0.1 and 0.25 denote a low GoF, 0.25 to 0.36 a moderate GoF, and 0.36 or higher a high GoF.

Table 11: Fit summary

	Saturated model	Estimated model
SRMR	0.045	0.045
Dl	0.111	0.111
Dg	0.089	0.089
Chi-square	72.409	72.409
NFI	0.942	0.942

Source: Field Survey, (2022).

Main Analysis

This section examines the various assumptions (hypotheses) based on the direct links, summarised in Table 10. The given pictorial outcomes were founded on 5,000 iterations, which produced a two-tailed 0.95 CI.

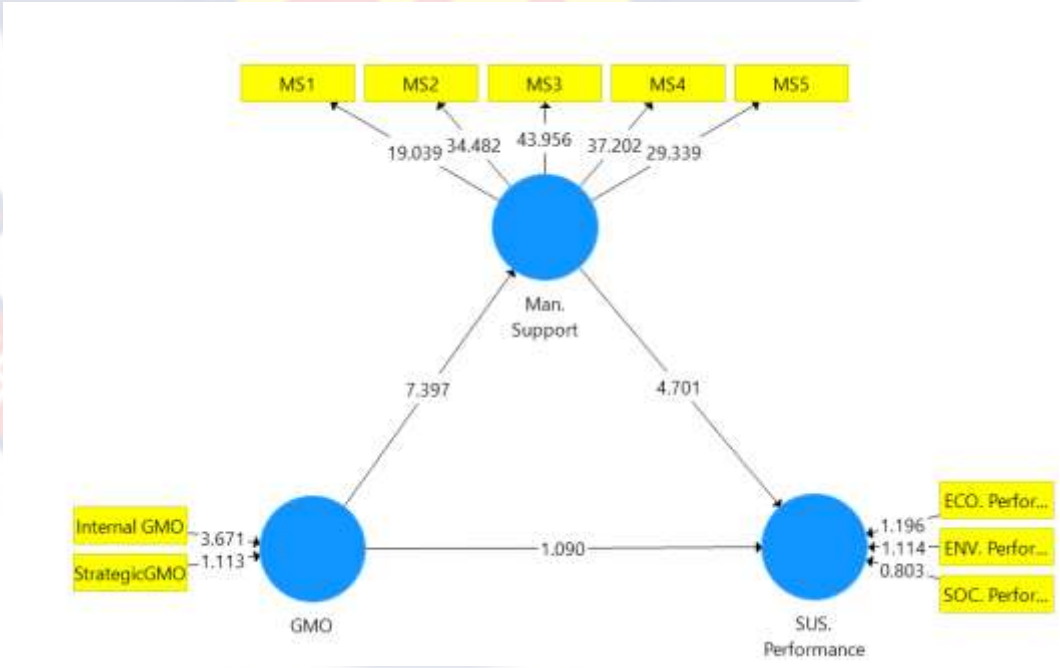

Figure 4: Outcomes of the structural paths

Source: Field Survey, (2022).

Effect of Green marketing orientation on the Sustainability performance

The study's first particular goal, as depicted in figure 5 was to determine the effect of green marketing orientation (GMO) on the sustainability performance (SP) of hospitality businesses in Ghana's central region. The investigation discovered that green marketing orientation had no effect on sustainability performance (β = 0.124, t = 1.090, p = 0.276 > 0.05), hence ***H_{1a}***: *There is a significant positive relationship between green marketing orientation and sustainability performance of hospitality firms in the central region of Ghana*, was rejected.

This is because the t-stat of the hypothesized link was 1.090, less than 1.96, and a Beta value (β) is 0.124, which validates the negative but modest association, implying a unit increase in GMO would result in a 12.4% decrease in sustainability performance. Additionally, the R^2 value in Table 9 reveals that 34.8% of differences in sustainable performance were due to GMO modifications. As a result, the residual percentage difference in Sustainable Performance is due to variables not explored in this research. In predictor variable effect sizes, GMO had no influence (f^2 = 0.015), as presented in table 9, on the R^2 of Sustainability Performance.

The investigation discovered that strategic green marketing orientation had no effect on sustainability performance (β = 0.116, t = 0.796, p = 0.426 > 0.05), hence ***H_{1b}***: *There is a significant positive relationship between strategic green marketing orientation and sustainability performance of hospitality firms in the central region of Ghana*, was rejected.

The investigation also discovered that internal green marketing orientation had no effect on sustainability performance (β = 0.346, t = 2.35, p = 0.019 < 0.05), hence ***H_{1c}****: There is a significant positive relationship between green marketing orientation and sustainability performance of hospitality firms in the central region of Ghana,* was accepted.

Effect of Management support on Sustainability performance

According to Figure 5, a positive and significant correlation between the constructs supports the hypothesis that **H_2**: *there is a substantial positive association between managerial support and sustainability performance of hospitality enterprises in Ghana's central region,* as per the outcome of the SEM results (β = 0.506, t = 4.701, p = 0.000 < 0.05). As a result, the study discovered that management support (MS) considerably affected sustainable performance (SP).

This occurs because the model's t-stat was 4.701, which is significantly higher than 50.6%, validating the above assumption, and a beta score of 0.506, signalling that a unit change in management support will result in a 50.6% rise in sustainability performance. Similarly, the R^2 value in Table 9 implies that 34.8% of the differences in sustainability performance were due to changes in management support. Consequently, the rest of the fluctuation in sustainability performance is due to additional parameters not studied in this study. In terms of predictor variable effect sizes, MS had a substantial effect (f^2 = 0.249), as presented in Table 9, on the R^2 of sustainability performance. Management

support exhibited medium predictive usefulness on the sustainability of hospitality firms in Ghana's central region.

Effect of Green marketing orientation (GMO) on Management support (MS)

The third assumption, $\mathbf{H_3}$, examined the relevance of the link between green marketing orientation (GMO) and hospitality business management support (MS), as illustrated in figure 5, with the corresponding objective of determining the extent and magnitude of the relationship between the constructs. The study discovered that GMOs had a beneficial and scientifically substantial effect on MS ($\beta = 0.605$, $t = 7.397$, $p = 0.000 < 0.05$), presenting adequate evidence to support this assertion, thus the study failing to reject ***H_3****: there is a significant positive relationship between green marketing orientation and management support.*

This is accounted for by the model's t-stat score, 7.397, which exceeds the 1.96 minimum t-stat threshold. As a result, the study discovered that GMOs considerably affected managerial support. This suggests that a unit change in GMO will result in a 60.5% rise in management support. Interestingly, the R^2 result in Table 9 indicates that 36.0% of managerial support differences resulted from GMO alterations. Consequently, the rest of the percentage variation in management support is caused by other components not studied in this study. In terms of predictor factor influence magnitude, GMO had a considerable influence ($f^2 = 0.578$), as shown in table 9, on the R^2 value of MS. Overall, GMO exhibited a modest predictive relevance on MS of hospitality firms located in the central region ($Q^2 = 0.263$).

The mediating role of management support (MS) in the relationship between GMO and SP

As shown by Figure 5 and summarised in table 10, a substantial and positive correlation between some dimensions confirms that *management support mediates the link between green marketing orientation and sustainability performance.* (GMO ➔ SP; $\beta = 0.124$, $t = 1.090$, $p = 0.276 > 0.05$: GMO ➔ MS; $\beta = 0.605$, $t = 7.397$, $p = 0.000 < 0.05$ and MS ➔ SP; $\beta = 0.506$, $t = 4.701$, $p = 0.000 < 0.05$). As MS relationships exhibited direct and indirect significant correlations with SP, Hair et al. (2014) met the requirements for mediation assessment.

Similarly, the requirements required for the computation of VAF to create mediation kinds were also met. According to Hair et al. (2014), VAF is a proportion of the ratio of overall indirect effect to the overall effect. Consequently, the VAF result from Tables 11 and 12 (0.307/0.506 x 100% = 60.67%, hence indirect total effect/total effect x 100%) demonstrated that the MS mediates the link between GMO and SP of hospitality enterprises in Ghana's central region. This suggests that the MS's role as a mediator accounts for 60.67% of the GMO's influence on the SP. Furthermore, adding to those above, Table 9 shows that GMO has a high or no little influence on the R^2 values of MS ($f^2 = 0.578$) and SP ($f^2 = 0.015$), respectively. MS had a considerable influence ($f^2 = 0.249$) on the R^2 value of SP once more.

Summary of the hypotheses and the implication of the mediating relationship

Tables 9, 11, and 12 of the study provided an overview of hypotheses and inferred mediations. The breakdown in Table 9 indicates that 3 of the propositions were validated and sustained and one was rejected. The study also discovered proof for partial mediation, inferred by the interactions between the GMO and SP.

Discussion

The effect of green marketing orientation on hospitality firms' sustainability performance in Ghana's central region.

The study's first particular goal as depicted in figure 4 was to determine the effect of green marketing orientation (GMO) on the sustainability performance (SP) of hospitality businesses in Ghana's central region. The findings from the study discovered that GMO did not affect SP, implying that a unit increase in green marketing orientation would decrease sustainability performance. Additionally, the R^2 value in Table 8 reveals that 34.8% of differences in sustainability performance were due to green marketing orientation and management support modifications. In predictor variable impact sizes, green marketing orientation had little influence ($f^2 = 0.015$) as presented in table 9, on the R^2 of Sustainable Performance.

The study's conclusions show that the green marketing strategy has no real impact on how sustainably hotels perform. Based on the study's findings, it can be said that if the management of hotels in Ghana's Central region wants to increase the firm's performance in terms of sustainability, it should concentrate on creating and maintaining a strong green marketing orientation as a corporate entity with

the assistance of tactical management. Businesses may create and advertise environmentally friendly goods and services that consumers value by adopting a green marketing orientation. Another strategic tool that can give organizations a sustained competitive edge is a focus on green marketing.

The study's findings conform to the natural resource basis view (NRBV), which says that a company's competitive advantage is based on its interaction with the natural environment. That is to say, ones' management of hotels in the central region of Ghana adopts green marketing approaches, their hotels will have a competitive advantage over their competitors since customers have become more aware of the environmental difficulties caused by the hotel industry's activities, prompting them to seek for eco-friendly hotels.

The results are at odds with those of Fatoki (2019), who claimed that green marketing orientation and environmental and social performance in South African hotel enterprises are significantly positively correlated. Additionally, Tjahjadi et al. (2020) found that a focus on the green market enhances business performance. Chen et al. (2015) went on to propose that market orientation is favorably related to environmental performance. The result, however, is consistent with Ahmad et al.'s findings from 2021 that defensive and extreme green marketing techniques have no appreciable impact on performance. Ham and Lee (2011) also discovered that promoting green practices on business websites had negligible effects on the financial performance of restaurant enterprises.

The study also discovered that, although the association between strategic green marketing orientation and sustainability performance is good, it is not

statistically significant. Strategic green marketing orientation is a component of green marketing orientation. suggesting that a decline in sustainability performance would result from a rise in green marketing approach. A company's sustainability performance can be improved by a strategic green marketing approach by enhancing its reputation, boosting sales, cutting expenses, and stimulating innovation.

Findings from this study contradict those of Hardeep, Dangwal, and Raina (2014), who discovered a positive but not significant association between a strategic green marketing focus and non-financial performance. The study's findings suggest that bolstering the green brand's financial and non-financial performance can be accomplished through a combination of social marketing, connection marketing, marketing orientation, general strategies, green marketing, and marketing mix components. The research contributed new knowledge to the field of marketing management by singling out social marketing, relationship marketing, and marketing orientation as the building blocks upon which SGMO might flourish within an organisation. Strategic green marketing has an impact on competitive advantage, as was found by Papadas, Avlonitis, Carrigan, and Piha in 2019.

Finally, the research found that a favourable correlation existed between the degree to which hospitality enterprises in central Ghana practised green marketing and their sustainability performance. According to these results, a change in the company's internal green marketing approach is associated with better sustainability performance. As it encourages a culture of sustainability and

aids in integrating sustainable practices across the firm, internal green marketing orientation can be a significant factor in determining sustainability performance.

The study's conclusions are consistent with a study by Papadas, Avlonitis, Carrigan, and Piha (2019), which showed how internal green marketing initiatives can help establish a persistent competitive advantage. The results specifically support recent green marketing literature that contends there is a strong interaction between strategy and people that facilitates the development of competitive advantage. Thus, financial performance is raised.

The effect of management support and sustainability performance of hospitality firms in the central region of Ghana.

The second purpose of this research was to analyse how managerial support affected the sustainability performance of hotels in central Ghana. The research concluded that there is a statistically significant positive association between managerial support and the sustainability performance of hospitality enterprises in the central area of Ghana. Similarly, the R^2 value in Table 9 implies that 34.8% of the differences in sustainability performance were due to changes in management support. Consequently, the rest of the fluctuation in sustainability performance is due to additional parameters not studied in this study.

Based on the study's findings, it is possible to infer that when hotel management in Ghana's central region desires to increase the firm's sustainable performance, it should focus on establishing and sustaining its support and commitment to sustainability performance. The conclusion is congruent with the findings of Mayndarto and Murwaningsari (2021), who discovered that

managerial support had a substantial positive link with company sustainability performance. According to Tariq et al. (2020), there is a favourable association between managerial support and environmental performance. The study provided a novel insight into the environmental performance of the hospitality industry of Pakistan by emphasizing the environmental attitude, organizational citizenship behaviour for the environment and environmental management Awareness.

The study's findings, according to Dubey et al. (2016), showed a favorable correlation between managerial support and the environmental performance of Indian enterprises. According to Christine et al. (2019), SMEs can enhance both their economic and environmental performance by implementing a strong environmental strategy and receiving strong managerial assistance. The findings also go against those of Levy (2003), who discovered that enhanced performance is another another benefit of management commitment or support. However, because performance is so complex, there is not a substantial correlation between performance and managerial support.

The effect between green marketing orientation and management support.

The study's conclusions indicate that green marketing considerably and favorably influences managerial backing. Based on the study's findings, it is reasonable to deduce that hotel management in Ghana's capital region should concentrate on creating and maintaining its support and commitment to the green marketing orientation if it wants to improve the firm's sustainability. The conclusion is in line with that of Siagia, Tarigan, and Basana (2022), who found that management support has a direct impact on supplier integration, green

innovation, and customer integration. The conclusion suggests that by implementing strategies and policies such a green marketing orientation, management support plays a crucial role and has numerous consequences on boosting competitive advantage. Environmental culture in B2B enterprises affects green marketing strategy, according to Haghighi et al. (2016), and managerial support for environmentally sound practises helps spread environmental consciousness throughout an organisation.

Following this, Chan et al.'s (2020) study found that management support is positively influenced by a green marketing orientation. The study also offered several key takeaways that can help hotel managers, particularly marketers, better comprehend the application and significance of various green marketing strategies. This will enable them to take the necessary precautions to avoid being labeled as "greenwashing" and draw in more eco-aware tourists. Sutdueana et al.'s (2019) subsequent research discovered a connection between supply chain management and green marketing. The study also showed that supply chain management strategies impact organizational performance and competitive advantage. It is anticipated that they will increase their competitive edge through product innovation, marketability, reliability of delivery, product quality, and price.

Mediation Effect of Management Support on Green Marketing Orientation and Sustainability Performance.

The study found that managerial support completely mediates the relationship between Ghana's central business district hotels' sustainability performance and their dedication to green marketing. In other words, while a green marketing strategy may not have a significant direct impact on sustainability performance, management support maximizes its indirect impact. Therefore, if management of hotels wants to improve sustainability performance through this strategy, management should make sure that green marketing orientation is implemented and supported in the hotels by engaging in strategic green marketing orientation, tactical green marketing orientation, and internal green marketing orientation.

According to the upper echelon theory (Hambrick & Mason, 1984; Hambrick 2007), executives' experiences, values, and personalities have a greater impact on how they perceive events and, consequently, the decisions they make. The study's findings support this approach. According to them, the foundation of the upper echelons theory is the idea that executives have their own sets of lenses through which they view the world, produced by the variety of executive experiences, values, personalities, and other human traits. Businesses' management tends to endorse or put into action policies or initiatives that they are confident will be successful. The upper-echelon idea asserts that their experiences, values, and personalities frequently have an impact on this.

Chapter Summary

The chapter covered the findings after the PLS-SEM was used to test the hypotheses. For quality assurance purposes, the model was evaluated, and the results were thoroughly discussed. The hypotheses were tested after meeting all the criteria for quality, and the results were thoroughly discussed. According to the findings, green marketing strategy significantly improved managerial support and the sustainability of hotel operations in Ghana's central area. It also showed that management support considerably mediates the association between hotels in Ghana's Central region's green marketing orientation and sustainability performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The chapter focused on the summary, findings, and policy suggestions of the objectives. It concluded with pertinent recommendations for more studies that are essential for enhancing the literature.

Summary of the study

The study examined the relationship between hospitality companies' commitment to sustainable practices and their performance in Ghana's central region: The mediating function of management support. To do this, the study established the following precise goals:

1. Examine the impact of green marketing approach on the sustainability performance of hospitality enterprises in Ghana's central region.
2. To determine the relationship between managerial support and the sustainability performance of hospitality businesses in Ghana's central region.
3. To research the relationship between managerial support and a green marketing orientation.
4. Investigate the mediating role of management support in the relationship between hospitality companies' sustainability performance and their commitment to green marketing in Ghana's central region.

Regarding the study's objective, a quantitative strategy and an explanatory research design were used. With the aid of standardized questionnaires, primary information was acquired from 165 randomly selected hotel managers in the

Central region. Following data screening, the study acquired a legitimate response rate of 77.8% and processed the data using the SMART PLS 3 and IBM SPSS Statistics version 25.0 software. The valid data was then examined using techniques for linear regression, mean scores, and percentages. Linear regression was used to analyze the research objectives.

Summary of Key Findings

The results were presented in figures and tables; however, this section presented the summary of the study's key findings in line with the objectives.

The first research objective examined how sustainability performance of hospitality firms in Ghana's central region was impacted by a green marketing orientation. This study's findings revealed a statistically negative correlation between hotels' sustainability performance and their use of green marketing. Still, the effect of green marketing orientation on sustainability performance becomes positive when the tactical managers of the hotels are in support and committed to the GMOs approaches. This suggests that a measurable improvement in sustainability performance follows a unit rise in green marketing focus only if it is supported by management. As a result, the hotels' adoption of a green marketing orientation strategy is not crucial in enhancing the sustainability performance of the hotels in Ghana's central region but it becomes crucial when it is supported and implemented by the tactical managers.

Regarding the second research purpose, it determined the relationship between the sustainability performance of hospitality businesses in central Ghana and managerial assistance. According to the study, there is a statistically

significant link between managerial support and hotels' performance in terms of sustainability. This suggests that an increase in management assistance at the unit level results in a material improvement in sustainability performance. In order to improve the sustainability performance of the hotels in Ghana's central area, management support is essential. As a result, if the hotel managers do not support the policies or initiatives that will enable them to improve their sustainability performance, it will have an impact on the hotels' sustainability performance.

The relationship between managerial support and a green marketing perspective was then examined in research aim three. The study's findings revealed a statistically significant positive association between management support and a preference for green marketing. This suggests that a corresponding rise in green marketing inclination results in a material rise in managerial backing. Thus, green marketing orientation plays a vital role in promoting management support since GMO helps to increase the firm's performance and gives hotels a competitive edge over their competitors. Every manager would like to support any good initiatives they deem fit to help achieve their goals.

Finally, study goal four looked at the role that management support had in mediating the relationship between a hotel company's sustainability performance and its commitment to green marketing in Ghana's central region. According to the study, management support serves as a partial mediator in the association between hotels in Ghana's central region's green marketing orientation and sustainability performance. This means that, despite the fact that green marketing orientation has a substantial direct impact on sustainability performance, its

indirect impact via management support is maximized. Consequently, management should ensure that green marketing orientation is implemented and supported in the hotels by engaging in strategic green marketing orientation, tactical green marketing orientation, and internal green marketing orientation if the management of hotels wants to improve sustainability performance through this strategy.

Conclusion

The study aimed to examine how green marketing orientation affects the sustainability performance of hospitality firms (hotels) in the central region of Ghana. The study attained this goal by developing four key objectives and four hypotheses which were largely achieved. The following conclusions were drawn from the key findings:

In objective one, the study found green marketing orientation to have no effect sustainability performance of hotels concerning the environmental, social and economic dimensions. This finding contradicted related studies suggesting that green marketing orientation plays crucial roles in ensuring production of environmentally friendly products without harmful effects on human health and safety. They also added that GMOs traditionally concentrate on waste elimination while addressing energy, product design and global warming issues. Customers have also become more aware of the environmental difficulties caused by the hotel industry's activities, prompting them to seek eco-friendly hotels. Thus, customers now focus on patronising eco-friendly hotels that practice green marketing activities. GMO places much emphasis on the sustainability

performance of hotels, as found in this study. Therefore, the study concluded that GMO adoption could only lead to significant improvement in the sustainability performance of hotels in the Central region of Ghana when supported by the tactical managers of the hotels.

The study also found that management support significantly improved hotels' sustainable performance in the Central region of Ghana. This outcome has principally been buttressed by empirical studies, which revealed that adopting a good environmental strategy and effective managerial support will eventually help firms improve their economic and environmental performance. The study concluded that management support is vital in promoting high levels of sustainable performance among the hotels studied.

According to research aim three, the study discovered a beneficial relationship between management support and a green marketing perspective. Related research that revealed that management environmental concerns have an impact on the impact of green innovation strategies on corporate performance and competitive capabilities have mostly confirmed this conclusion. Additionally, top-level management's environmental understanding has a significant impact on organizational policies and other strategic choices. However, as they are in charge of the day-to-day operations of the firms, it will not be able to materialize if the tactical managers do not support it. Making managerial support is crucial in a company's effort to go green, especially at the tactical level. The study concluded that green marketing orientation positively correlates with management support.

Concerning the fourth objective, the study settled that management support does mediate the relationship between GMOs and a hotel's sustainability performance. This means that when the management of hotels strategically supports and implements environmental policies, it does have a positive effect on GMOs to improve the sustainability performance of the hotels.

Recommendation

The research presented the following recommendations based on the conclusions drawn: The study recommended that policymakers, including the government, designated ministries and institutional bodies, should strengthen existing policies on environmental issues within the hospitality industry in Ghana. These policies should provide clear paths and directions regarding how hospitality firms (hotels) can operate sustainably without compromising the environment. Policymakers should offer lucrative rewards to award firms that operate in line with the environmental policies, thereby influencing others to implement them. Also, firms that fail to comply with the policies should be given the necessary punishments, such as revoking operating licenses and paying penalties. The study also recommended that regulatory agencies such as EPA and GTA need a more comprehensive inspection itinerary than the regular ceremonial visit, which does not inspect the core issues of green business practices of hotels.

The report suggests that hospitality companies should include green marketing in their operational and strategic objectives. This comprises environmentally friendly design, pricing, supply chain management, and positioning. To achieve green design, the conception of goods and services must

be ecologically sustainable. Hotels must support green building and construction practices. Businesses must embrace green supply chains and green consumption across the life cycle to improve their green marsketing. According to green positioning, sustainability should be a part of hospitality companies' promotions and advertisements. There must be environmentally friendly amenities like recycling bins in hotels. Hospitality businesses must have clear environmental missions and aspirations for their executives and staff. Companies must stay on top of the latest advancements in clean technology, green customer behaviour, and climate change. Training to improve sustainability by hospitality firms should include GMOs.

Finally, management support was found to positively influence hotels' sustainability performance in Ghana's Central region. Thus, for any improvement in management support, sustainability performance slightly increases. Based on this, the study recommends that the top management of the hostels should ensure that the tactical managers support the policies and strategies they come up with and implement them. The top managers can come up with reasonable policies and strategies. Still, if the tactical managers who oversee the firm's day-to-day activities do not support it, the policies will not be accomplished, and the goal of the top managers will not be achieved.

Suggestions for Further Research

Although the study provided valuable insight into green marketing orientation and sustainability performance of hospitality firms in the Central region of Ghana, the findings cannot be applied to the entire sector. This is

because the research was focused on the views and opinions of managers of hotels, the accommodation part of the hospitality sector. As such, to achieve better generalisation while improving policies on performance appraisal systems, the study suggests that further research should focus on other components of the hospitality sector like travel services, food and beverage services etc. Also, further research could investigate the role of institutional pressures on GMOs and the sustainability performance of hotels. This would help expand current knowledge and contribute to previous literature on green marketing orientation and sustainability performance.

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APPENDIX

QUESTIONNAIRE

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

DEPARTMENT OF MARKETING AND SUPPLY CHAINMANAGEMENT

Dear sir/madam,

I am a student undertaking a research on **Green Marketing Orientation and Sustainable Performance of Hospitality firms in the Central region of Ghana: The Mediation role of Top Management Support**. This is purely academic exercise and you are assured of concealment of the information you will provide. Your candid opinion is keenly needed; therefore, you are entreated to complete this questionnaire to promote the success of this exercise. Your responses will be treated confidential. Thank you.

SECTION A

GREEN MARKETING ORIENTATION

On a scale of 1 to 5 indicate the level agreement to the following statements; where 1 is Least Agree and 5 is Strongly Agree

INTERNAL GREEN MARKETING ORIENTATION (GMO) ***Please to what extent do you agree with the following statements; indicate your level of agreement by tick the appropriate check box.***	1	2	3	4	5
1. We organize presentations for our employees to inform them about our green marketing strategy.					
2. Our employees believe in the environmental values of our organization.					
3. Exemplar environmental behavior is acknowledged and rewarded.					
4. We form environmental committees for implementing internal audits of environmental performance.					
5. We encourage our employees to use eco-friendly products/services.					
6. Environmental activities by candidates are a bonus in our recruitment process.					
STRATEGIC GREEN MARKETING ORIENTATION					
1.We invest in R & D programs in order to create environmentally friendly products/services.					
2.We invest in low-carbon technologies for our production processes.					
3.We participate in environmental business networks.					
4.We make efforts to use renewable energy sources for our products/services					
5.Among other target markets, we also target to environmentally-conscious consumers.					
6.We use specific environmental policy for selecting our partners.					
7.We engage in dialogue with our stakeholders about environmental aspect of our organization.					

SECTION B

MANAGEMENT SUPPORT

On a scale of 1 to 5 indicate the level agreement to the following statements; where 1 is Least Agree and 5 is Strongly Agree

MANAGEMENT SUPPORT ***Please to what extent do you agree with the following statements; indicate your level of agreement by tick the appropriate check box.***	1	2	3	4	5
1. Our management is ever ready to devise and implement policies that are environmentally friendly.					
2. Our management believes the cost of ensuring environmental safety and sustainability is a long-term Investment.					
3. Our management is aware of the benefits of managing the environment and thus makes available resources for its pursuance.					
4. Our management recognizes environmental planning and disclosure as a key activity of their responsibilities.					
5. Our management always wants to be involved with operational issues regarding the business environment.					

SECTION C

SUSTAINABILITY PERFORMANCE

On a scale of 1 to 5 indicate the level agreement to the following statements; where 1 is Least Agree and 5 is Strongly Agree

ENVIRONMENTAL PERFORMANCE ***Please to what extent do you agree with the following statements; indicate your level of agreement by tick the appropriate check box.***	1	2	3	4	5
1. Complying with environmental regulations.					
2. Improved efficiency of raw material.					
3. Increased recycling of materials					
4. Reduction in the cost of environmental compliance.					
5. Preventing and mitigating environmental crises.					
6. Reduced resource consumption (energy and water).					
7. Reduction of smell/odour emissions and solid waste.					
SOCIAL PERFORMANCE					
1.Increased customer satisfaction with products and services.					
2.Reduced staff turnover.					
3. Increased employee satisfaction.					
4. Increased employee health and safety.					

ECONOMIC PERFORMANCE					
1. Considering the economic situation, our profit has increased.					
2. Considering the economic situation, our sale growth is higher.					
3. The return assets have been higher, relative to competitors.					
4. Considering the economic situation, our market share has increased.					

SECTION D: DEMOGRAPHICS DATA

1. Gender

[ ] Male [ ] Female

2. Age

[ ] 25-30 [ ] 31-35 [ ] 36-40 [ ] 41-45 [ ] Above 45

3. Educational Background

[ ] Senior High School [ ] High National Diploma [ ] Bachelor's Degree

[ ] Post graduate

[ ] Others (please specify)….....

4. Years of experience

[ ] 1-5 [ ] 6-10 [ ] 11-15 [ ] 16-20 [ ] Above 20

5. What is your job rank

[ ] Marketing manager [ ] Operation manager

[ ] Others (please specify)….....

THANK YOU FOR YOUR PARTICIPATION