



Understanding the Nexus between Green practices and Sustainable performance in Egyptian Hotels: The Roles of Organizational Culture and Employees Readiness for Change

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ARTICLE INFO

Keywords:

Sustainable performance, green practices, Change management, Flexible organizational culture, Employees' readiness for change.

(IJTHS), O6U

Vol. 8, No.2,

April 2025,

pp. 1- 25

Received: 11/1/2025

Accepted: 18/3/2025

Published: 29/3/2025

Abstract

Hotels face many stressors to achieve sustainable performance. Drawing on the Resource Based View (RBV) theory, this study aims at proposing a framework through which hotels can enhance its sustainable performance. Consequently, the current study aims at examining the effect of green practices on sustainable performance moderated by employees' readiness for change and flexible organizational culture. A questionnaire form was designed and distributed to (350) employees at Sharm El-Sheikh hotels, (320) valid forms were returned. Smart PLS was used to analyze the collected data. It was revealed that adopting green practices has a significant positive effect on sustainable performance. Besides, flexible organizational culture in addition to the presence of employees' readiness for change can strengthen this association. It is advised to give top priority to an adaptable corporate culture that fosters creativity and is more likely to recognize and create cutting-edge green products and procedures. Additionally, sustainable performance is enhanced when personnel are prepared for change.

Introduction:

It has been stated that, behind the extractive and manufacturing industries, the hotel business is the next largest contributor to environmental pollution (Gaarikor, 2020). The hotel sector is known for its high energy consumption, water consumption, trash generation, use of nonrenewable resources, use of chemical detergents for laundry and housekeeping, and carbon emissions (Gabarda-Mallorquí et al., 2017). Hotels contributions to the world's greenhouse gas emissions are expected to increase to 25% by 2030. Considering hotels' high energy consumption

(e.g., water and electricity), this sector needs to encourage green practices in order to reduce utility costs and accomplish effective sustainability management (Wu et al., 2024).

Hotels throughout the world are under a lot of stressors from stakeholders to address urgent social and environmental issues in all aspects of their operations and services as the hospitality sector expands (Pham et al., 2019). In order to gain a competitive edge and reduce the environmental effects of business operations, hotels must devise strategies that require managers and hotels to take social and environmental issues more seriously and to be committed to eco-friendly practices (El-Kassar and Singh, 2019). Green practices include lowering production-related emissions and waste; using eco-friendly energy or reducing energy consumption; educating managers about product stewardship; and creating new goods with greater reusability and recyclability (Boopathi, 2024).

The success of sustainability activities can be greatly impacted by the culture that unites its people. To achieve sustainable performance, an organization's culture needs to foster expectations that prioritize sustainability, participate in forward-thinking operations and achieve support from staff members (Ghadimi et al., 2021). By ensuring that standardized procedures are consistently understood and implemented, organizational leaders may improve company culture, foster innovation, and create virtuous habits that will decrease quality-related problems (Wang et al., 2024).

Moreover, change is a necessary component of strategies for attaining sustainability (Baumgartner & Rauter, 2017). It's suggested that a key micro-foundation for sustainable growth is employee job role performance, which includes task competency, adaptable conduct, and proactive behavior. Task proficiency gauges how well an employee's actions match established expectations for activities that aren't socially ingrained (Chou et al., 2024). When workers must react to shifting circumstances, change-oriented behaviors like employees' readiness to change become crucial. Employee readiness for change serves as a crucial micro-foundation in this situation, as it helps them to adapt to and manage these changes. Organizations can plan ahead and anticipate adjustments and activities that employees will need to take in order to attain sustainability (Olafsen et al., 2021).

Green practices and sustainable performance have been linked in various researches applied to Western nations and major global manufacturing hubs like China, India, and Malaysia (Acquah et al., 2021; Agyabeng-Mensah et al., 2021). However, in the African setting, there's paucity of research regarding this association, this leaves a dearth of research gaps (Afum et al., 2020).

While many studies have acknowledged organizational culture's role in the implementation of green practices, much of the research on organizational culture within the hospitality industry primarily concentrates on more fixed cultural dimensions (such as hierarchy, innovation, or performance orientation). However, there is a lack of focus on how flexible organizational cultures—those that promote adaptability, learning, and rapid responses to change—impact sustainability initiatives, particularly in the context of Egyptian hotels. While flexibility in culture

can enhance responsiveness to sustainability challenges, there is limited research that isolates this factor (Taha & Espino-Rodríguez, 2020; ElBelehy & Crispim, 2024). Besides, despite employee readiness for change is a well-established concept in organizational change literature, its application to green practices in the hotel industry, especially in Egypt, is lacking. Research has not sufficiently examined how employees' attitudes, skills, and motivations toward change influence the implementation of environmentally sustainable practices within hotels (Abedelrahim et al., 2024; Abuelhassan & Elsayed, 2020). Finally, while a number of research seek to establish the connections between green practices and sustainable performance (Acquah et al., 2021; Agyabeng-Mensah et al., 2020; Zhan et al., 2018), very few, if any, address the dynamic relationship among organizational culture, employees readiness to change and sustainable success. By tackling the following research problems, our study hopes to close this knowledge gap and advance theory and practice.

This study may help create a theoretical framework that links sustainable performance (both economic and environmental outcomes) in Egyptian hotels to green practices (environmental sustainability initiatives). It could present adaptability and organizational culture as moderating elements that influence how green practices and sustainability results are related. The goal of the study is to increase the theoretical knowledge of how the effectiveness of green initiatives in hotels is influenced by an organizational culture that is flexible, which is defined by employee participation, creativity, and adaptability, as well as readiness for change, which is the organization's willingness to implement new practices. It may show, in particular, how adaptability and a willingness to change improve the efficacy of green practices, making the company more responsive and better able to meet long-term environmental goals.

Practically, the research is expected to provide insights for policymakers on how to support the hotel industry's transition to greener practices. Practical recommendations could involve identifying factors that promote or hinder change (e.g., resistance to new practices, staff readiness, and leadership support), hotels can develop targeted strategies to improve their readiness for sustainability-related changes. Additionally, the current study is expected to provide hotel managers with actionable strategies for cultivating a flexible organizational culture that supports sustainability efforts. This may include leadership training, creating a work environment that encourages innovation, fostering employee engagement in green initiatives, and promoting collaboration across departments to achieve sustainability goals.

Background and Hypothesis Development:

Sustainable performance and green practices

A sustainability plan is required to operate in a sustainable manner. This approach entails implementing certain practices that address the current demands of the business and its stakeholders while safeguarding, maintaining, and improving the natural and human resources that will be required in the future (Jusoh et al, 2024). Furthermore, sustainable operations allow the organization to continue its daily activities in a safe manner and are essential for long-term

community demand adaptation (Thomas and Suresh, 2023). Sustainable performance is composed of three dimensions that are: economic, social and environmental. The economic component (profit) focuses on the value the organization provides, rather than the financial performance of the company and financial concepts like sales growth, cash flow and shareholder value (Correia et al., 2024). According to Alberton et al. (2022), social benefits are therefore inextricably linked to a company's financial performance and cannot be disregarded. The social (people) and environmental component take into account how the company impacts the welfare of the community, particularly the welfare as well as how well it is handling problems such as providing educational or community support (Correia, 2019).

Green practices encompass any ecologically sound action, program, or procedure that reduces the environmental effect of businesses (Wang et al, 2024). Green practices include a variety of actions, like recycling, resource reuse, water and energy conservation, employing eco-friendly landscapes and transportation, and buying locally produced goods and materials (Moise et al., 2021). Green practices aim to minimize the environmental impact of their activities by being designed or run in an eco-friendly manner. The existing literature has emphasized for example that operating a restaurant involves a number of environmental unsustainability issues, both food-related (such as cleanliness during cooking and serving, and food safety, quality, and healthiness) and non-food-related (such as energy and water waste) (Filimonau and De Coteau, 2020).

Organizational culture

Organizational culture can be defined as "a pattern of fundamental beliefs established by a specific group to address issues of internal integration and external adaptation that appropriate perspective, thought process, and emotional response to those issues" (Piwowar-Sulej et al, 2024). Organizational culture is considered as the social glue that keeps the company together and as an identity for its members. Terms like common assumptions, norms, shared views, and values are routinely used by researchers when characterizing organizational culture (Dunger, 2023). Organizational culture supports the environmental initiatives of the organization by making the new employees familiar with the organization's environmental friendly culture (Zaid et al., 2024).

To describe the organizational culture dimensions, Cameron & Quinn (2011) identified four aspects of organizational culture based on the competing value framework (CVF) including (e.g., clan, adhocracy, market, and hierarchy). The market and hierarchy cultures are classified as stable, whereas the adhocracy and clan cultures are considered flexible.

Market culture is thought to be a culture of competition. The predominate values and behaviors are performance, competence, communication, and competition. The control culture is referred to as the hierarchical culture. According to Popa (2017), the fundamental tenet of the hierarchy culture is that efficiency is enhanced by consistency and predictability. Here, predictability and employees following procedures are anticipated behaviors, and routines,

formalization, consistency, and communication are important characteristics (Cameron and Quinn, 2011).

Clan culture is a collaborative culture that is based on the idea that employees feel good about the firm when they feel like they belong. The concepts of cohesion, belonging, collaboration, trust, and support are what characterize it, according to Cameron and Quinn (2011). According to this theory, adhocracy culture is a culture of creation, with the core idea being that change produces new resources—in this case, growth, stimulation, and diversity. Autonomy, attention to detail, taking risks, and exhibiting innovative behaviors are all anticipated (Hartnell et al., 2011).

Since implementing green initiatives necessitates altering the corporate culture, the present study will concentrate on flexible culture instead of stable culture. This is because adaptable cultures may support the sustainability movement.

Employees' readiness for change

A change attempt that occurs before the organization is ready may encounter resistance, conflict, and eventually failure (Sreenivasan and Suresh, 2022). If employees do not have the confidence or emotional intelligence to adopt new ways of operating and if emotional capability at the organizational level is missing, the change outcome can be adversely affected (Heim and Sardar-Drenda, 2021). Organizational culture change takes time to implement change, and the entire organization must be involved (Sten et al, 2023).

Employees with a ready mindset are more susceptible to the organizational relatedness environment, which helps companies successfully adopt new tactics (Rahi et al, 2022). Employee readiness for change is influenced by individual elements such as an individual's creative behavior and intelligence levels (Lubis et al, 2022). An individual's personal knowledge, change agent abilities, self-efficacy, analytical proficiency, and implementation tools are all components of their preparedness for change (Vaishnavi et al, 2019). Without employee support and participation, change projects cannot be executed in an organization (Samal et al, 2021). When intentional efforts to improve performance through organizational level reforms are started, organizations that show greater readiness for change achieve better results (Sreenivasan and Suresh, 2022). A green transformational leader as a part of organizational culture inspires their team members to take part in initiatives that advance the company's environmental management, these initiatives include supporting sustainable development, resolving environmental problems, and improving the environmental performance of the company as a whole (Janjua et al., 2024).

Green practices and sustainable performance

The resource-based view (RBV)

Illustrating the relationship between green practices and sustainable performance, the RBV can be utilized. To attain sustainable success, organizations need to be able to adjust to changing conditions (Sten et al, 2024). In the light of the RBV theory, resources are the main factors that

determine a firm's success and help to maintain a sustainable competitive advantage (Afum et al., 2021). Resources include anything that the corporation controls, such as information, knowledge, organizational procedures, assets, and capabilities (Jusoh et al., 2021). The company can develop and execute plans that increase its efficacy and efficiency thanks to these resources (McDougall et al., 2022). The RBV emphasizes the relevance of the natural environment and resources in establishing a sustainable competitive advantage. The RBV includes three core strategic capabilities: product stewardship (e.g., exclusive resource access), pollution avoidance (e.g., waste and emission reduction), and sustainable development (long-term social, economic, and environmental sustainability). Based on these three qualities, the RBV improves the systematic assessment of the relationship between environmental and natural resources and financial performance.

Organizations can gain leverage to enhance their market share and boost profitability by implementing green practices into their operations (Afum et al., 2021). An organization's employees have a significant impact on its sustainability, so it makes sense that to evaluate and continuously improve an organization's sustainability, it is important to know how its employees view sustainability (Balasubramanian and Balaji, 2022).

Green business practices are now seen as a beneficial strategy to foster a positive business environment and boost customer loyalty (Muflih et al., 2023). Green hotel practices are significant because they benefit various stakeholders in multiple ways. Green hotel practices contribute to improved financial performance, competitive advantage, and operational efficiency from a hotel's point of view (Wang et al, 2024). Green hotel practices are beneficial to society because they lower carbon dioxide emissions, preserve the environment, and help combat climate change. Additionally, business leaders recognize the long-term benefits of "going green," including improved image, reduced waste and pollution, and increased efficiency (Ghadimi et al., 2021; Sahoo and Vijayvargy, 2021). So, it can be proposed that:

H1: Green practices affect sustainable performance positively.

The moderating role of flexible organizational culture

For this study, organizational culture (OC) is defined as the collective values and expectations inside an organization that cause people of the same organization to behave similarly. Managers and their staff benefit from understanding shared behaviors that are anchored in a culture of sustainability. Implementing team-building workshops can assist incorporate rules and standards into daily operations while maintaining high performance and productivity (Carvalho et al., 2021).

Nguyen et al. (2019) assert that the effectiveness of green innovation techniques depends on a positive corporate culture. A culture of sustainability is fostered by employee education and training initiatives, as well as by encouraging sustainable behaviors and practices among staff members. Businesses that have an innovative culture are more receptive to new concepts, which promotes the creation of sustainable products and procedures (Buhl et al., 2019).

According to Wang and Huang (2022), companies that have a flat organizational structure and a decentralized decision-making process are better able to adapt to evolving practices and technology. Additionally, leadership's commitment to sustainability promotes the implementation of green innovation concepts. Businesses that embrace green innovation are more likely to meet sustainability objectives and implement sustainable practices, claim Lokuge et al. (2020). Companies that prioritize green innovation make larger investments, interact with external stakeholders, devote more resources, and provide more sustainable outcomes. Similarly, Abosede et al. (2024) argued that the flexible culture offers social and environmental advantages without sacrificing economic principles. They contended that companies with adhocracy cultures are able to develop long-term solutions because they are autonomous and adaptable. Additionally, del Rosario Reyes-Santiago et al. (2019) found that flexible culture has a significant impact on eco-innovation as a part of sustainability in hotels. In order to achieve economic, social, and environmental sustainability, ecotourism businesses adhere to traditional and cooperative concepts that emphasize collaboration, engagement, and agreement. Therefore, the following theory is proposed:

H2: Flexible organizational culture moderates the nexus between green practices and sustainable performance.

The moderating role of employees' readiness for change

Sustainability, as a megatrend, forces business organizations to transform from business-as-usual to sustainability level. Hence, it's apparent that proper implementation of sustainable performance relates heavily to change initiatives (Samal et al, 2021).

Not all hotel staff members have a favorable opinion on environmental conservation in lodging facilities. First, employees dislike the extra effort that comes with "green" methods. Secondly, "green" operations necessitate pro-environmental (re-training, which is often unpaid and thus unappealing to staff). Third, employees may find "green" procedures burdensome and demanding (Filimonau et al, 2023). Hotel staff must actively participate in pro environmental behavior activities and show a willingness to do so to improve environmental performance. This includes both task-related and volunteer activities (Zizka et al., 2024). Organizational systems, structures, procedures, leadership commitment, and cultures that either support or impede change initiatives are all considered to be factors in preparedness for change (Samal et al, 2021). Employees think they are prepared for change and see it as an opportunity for growth (Heim and Sardar-Drenda, 2021). To attain higher performance and routine efficacy during periods of substantial turbulence, risk, and uncertainty, organizations which are open systems must strike a balance between consistency and continuity and agility and change (Thomas and Suresh, 2022).

Employee readiness for change is defined as the degree to which employees anticipate how they will respond to organizational change implementation. Employees are the first stakeholders in organizational change. Each person reacts differently to change implementation in the organization (Rahi et al., 2022). Some employees see the implementation of change as a source of

joy and enjoyment, while others may experience anxiety and fear of negative consequences. Research indicates that employee readiness for change is crucial for successful change implementation within an organization (Kirrane et al., 2017). This confirms the importance of employees' readiness for change as a main component of sustainable performance. Therefore, it can be hypothesized that:

H3: *Employees' readiness for change moderates the nexus between green practices and sustainable performance.*

In the light of the literature review and hypotheses, we propose the research model in Figure 1.

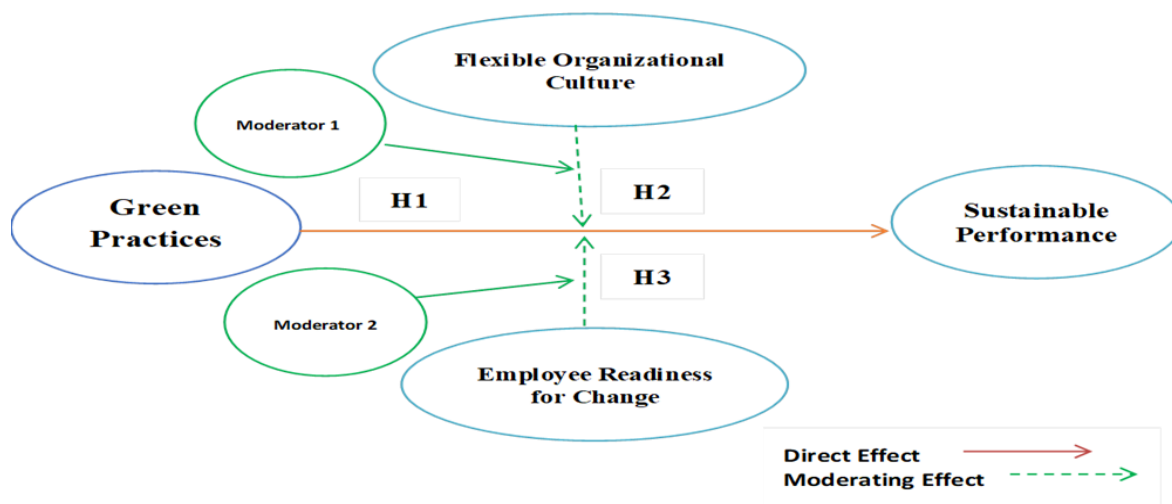


Figure 1. The research model

3. Materials and Methods

3.1. Participants and Process of Data Collection

Research data was gathered using a questionnaire to collect data from August to October 2024, data was gathered from hotel staff members via "convenience sampling and drop-and-collect" techniques. Five-star hotels in Sharm El-sheikh city were chosen for the survey, as it contains the largest concentration and diversity of hotels in Egypt. The surveys were carried out with the assistance of human resources management based on suggestions from the staff members of these hotels. A sample of these hotels' employees received 350 surveys in total. After deleting the unqualified responses, 320 responses with an efficient reply rate of 91.4 % were approved. All respondents were also assured that all results in the survey would be kept private.

As for the sample size, as is common among a number of researchers that what is important is not the total number of the samples, but rather the ratio of the survey questions to the number of questionnaires. A ratio of 1:10 was determined to make the survey more efficient and

representative of the sample, meaning that each question in the study questionnaire corresponds to 10 survey responses (Nunnally & Bernstein, 1994). In application of this, our survey questionnaire contains 29 questions, thus, the appropriate number is 290. That refers to an effectiveness of our surveys' 350 items questionnaire. Moreover PLS-SEM is a reliable technique that doesn't need a big sample size or normally distributed data. Additionally, according to Hair et al., (2016), this sample size is sufficient to inspect the research model with Smart-PLS software v4, exceeding the recommended minimum sample size with a confidence level of 95% and a margin of error of $\pm 5\%$ based on some studies (Gye-Soo, 2016 and Henseler et al., 2009). Participants' ages ranging from 21 to 40, made up the study sample. The survey was completed by staff members from a variety of hotel departments, including food and beverage, rooms division and HRM. Participating employees ranged in experience from recent graduates to those with over ten years of experience. Employees in a various managerial positions took part in the survey.

3.2. Measures

A questionnaire form was designed to collect research data. It was developed by reviewing previous studies thoroughly, and it was further improved by in-person interviews with ten experts and academics who had a great experience in interacting with hotel customers. The content of the survey wasn't changed throughout this procedure. The questionnaire encompassed two parts; the first one was to gather participants demographic data such as age, gender, degree of education and occupation. The second part was used to collect data covering the study variables. Every variable was assessed using a five-point Likert scale in the questionnaire. To measure green practices (**GP**), the model of Llach et al. (2013) containing 5 items was adopted. Sustainable Performance (**SP**) was measured using a scale composed of 8 statements derived from Balasubramanian & Balaji, M. (2022). The Flexible Organizational Culture (**FOC**) variable was operationalized using the 12 items scale suggested by Wudarzewski (2018) based on Scale of Cameron & Quinn, (2011) study. Finally, to measure Employees' Readiness for Change (**ERC**), a measure of 4 statements taken from Baumann et al., (2022) scale was utilized.

3.3. Data Analysis Methods

SmartPLS v. 4.0 used the SEM-PLS technique to examine the justified hypotheses. Hair et al. (2017) state that PLS is suitable when the purpose of the investigation is to predict one or more dependent constructs rather than to verify an existing theoretical model. This approach should thus be helpful for this study, which aims to examine the relationships between sustainable performance and green practices and assess the moderating effects of both employees' change preparedness and flexible corporate culture. Furthermore, the PLS performs well across a broad range of sample sizes, which makes it appropriate for testing more intricate models with less data restrictions (Hair et al., 2011). In order to analyze the provided model's hypotheses using the PLS technique, this requires two steps; firstly to investigate the validity and reliability of the outer (measurement model), and then examine the inner (structural model) (Leguina, 2015).

4. The Study Results

4.1. Outer Model assessment

Convergent Validity (CV) and Discriminant Validity (DV) were assessed to determine the validity and reliability of the outer model. Specifically, several indicators were used to assess CV, including item loadings (λ) greater than 0.50 (Afthanorhan, 2013), Cronbach's alpha (α), and Composite Reliability (CR), as displayed in Table 1. The values of α and CR ranged between 0.792–0.927 and 0.817–0.922, respectively, indicating acceptable reliability in line with the threshold of $CR > 0.60$ recommended by Fornell and Larcker (1981).

The same table also shows that the Average Variance Extracted (AVE) values exceeded 0.50 and Cronbach's alpha values were above 0.70, supporting internal consistency based on the guidelines from Hair et al. (2011) and Leontitsis and Pagge (2007).

To establish DV, the analysis met key criteria: the Heterotrait-Monotrait ratio (HTMT) remained below 0.90, each construct's AVE surpassed the squared correlations with other constructs (Fornell & Larcker, 1981), and each item's loading was stronger on its intended construct than on any other (Leguina, 2015). The outcomes, summarized in Tables 1 through 4, confirm that all CV and DV measures fall within acceptable ranges, supporting the adequacy of the outer model.

Table 1. Psychometric metrics “Outer model evaluation statistics”

Variables	Loading	α Value	C R	AVE
Green practices: (GP)		0.927	0.842	0.675
GP1	0.852			
GP2	0.881			
GP3	0.867			
GP4	0.961			
GP5	0.856			
Sustainable Performance: (SP)		0.843	0.817	0.822
SP1	0.921			
SP2	0.902			
SP3	0.937			
SP4	0.892			
SP5	0.885			
SP6	0.927			
SP7	0.916			
SP8	0.922			
Flexible Organizational Culture: (FOC)		0.792	0.922	0.817
FOC1	0.951			
FOC2	0.907			
FOC3	0.935			
FOC4	0.825			

FOC5	0.867			
FOC6	0.844			
FOC7	0.891			
FOC8	0.938			
FOC9	0.963			
FOC10	0.981			
FOC11	0.857			
FOC12	0.886			
Employees' Readiness for Change: (ERC)		0.925	0.826	0.762
ERC1	0.869			
ERC2	0.985			
ERC3	0.927			
ERC4	0.922			

Additionally, all standardized factor loadings (SFL) exceeded 0.60, as recommended by Henseler et al. (2009), indicating that the constructs demonstrated adequate reliability. The Average Variance Extracted (AVE) values also surpassed the 0.50 threshold, providing evidence of satisfactory convergent validity (Henseler et al., 2009). To evaluate discriminant validity, two approaches were employed: cross-loadings and the Fornell-Larcker criterion (Leguina, 2015). As shown in Table 2, each reflective indicator's outer loading on its associated latent construct (highlighted in bold) was higher than its loadings on other constructs, thereby supporting discriminant validity.

Table 2. Cross loading results.

Measure Items	GP	SP	FOC	ERC
GP 1	0.852	0.752	0.254	0.521
GP 2	0.881	0.622	0.274	0.538
GP 3	0.867	0.782	0.298	0.564
GP 4	0.961	0.645	0.374	0.522
GP 5	0.856	0.533	0.355	0.641
SP 1	0.422	0.921	0.522	0.584
SP 2	0.544	0.902	0.417	0.592
SP 3	0.357	0.937	0.614	0.632
SP 4	0.652	0.892	0.527	0.683
SP 5	0.582	0.885	0.534	0.564
SP 6	0.623	0.927	0.458	0.492
SP 7	0.453	0.916	0.461	0.582
SP 8	0.455	0.922	0.472	0.601
FOC 1	0.358	0.644	0.951	0.643
FOC 2	0.528	0.522	0.907	0.622
FOC 3	0.577	0.644	0.935	0.721
FOC 4	0.621	0.455	0.825	0.602

FOC 5	0.547	0.422	0.867	0.458
FOC 6	0.435	0.451	0.844	0.744
FOC 7	0.561	0.482	0.891	0.602
FOC 8	0.613	0.546	0.938	0.438
FOC 9	0.524	0.247	0.963	0.619
FOC 10	0.357	0.359	0.981	0.634
FOC 11	0.428	0.328	0.857	0.405
FOC 12	0.542	0.472	0.886	0.522
ERC 1	0.561	0.641	0.651	0.869
ERC 2	0.371	0.524	0.638	0.985
ERC 3	0.514	0.584	0.572	0.927
ERC 4	0.425	0.621	0.591	0.922

The results presented in Table 3 indicate that the square roots of the AVEs, highlighted in bold along the diagonal, are greater than the inter-construct correlation coefficients. This finding confirms discriminant validity, in line with the criteria outlined by Henseler et al. (2009).

Table 3. Discriminant validity criteria (Fornell-Larcker Criterion)

	GP	FOC	ERC	SP
Green practices	0.883			
Flexible Organizational Culture	0.507	0.903		
Employees' Readiness for Change	0.467	0.613	0.925	
Sustainable Performance	0.666	0.501	0.592	0.912

To test discriminant validity, the Heterotrait–Monotriat ratio (HTMT) test was utilized. According to statistics, table 4 clarifies that the discriminant validity is appropriate because all HTMT values are <0.90 (Leguina, 2015).

Table 4. Discriminant validity criteria (HTMT)

	GP	FOC	ERC	SP
Green practices				
Flexible Organizational Culture	0.547			
Employees' Readiness for Change	0.522	0.652		
Sustainable Performance	0.625	0.516	0.572	

Based on these findings, the structural model demonstrates adequate discriminant validity. Therefore, the results from the outer measurement model are deemed sufficient to proceed with the evaluation of the structural model.

4.2. Inner model assessment

After testing and guaranteeing the adequate convergent and discriminant validity of employed scale, the inner structure model was evaluated regarding the structure inner model's predictive and explanatory ability (Hair et al., 2016).

The research utilized the VIF test to avoid multicollinearity problems, in order to achieve it; VIF values must be less than 5.0 (Hair et al., 2011). In addition, the study examined the model's explanatory appropriateness using the R² and Q² indices. According to Hair et al. (2011), R² score of 0.20 is regarded as high, and Q² value of more than 0.0 is approved (Hair et al., 2014). Following these indicators, satisfactory VIF, R², and Q² scores are presented in Table 5.

Table 5. R², Q² and VIF results.

Items	VIF	Items	VIF	Items	VIF	Items	VIF
GP 1	3.582	SP 1	3.241	FOC 1	2.357	ERC 1	3.621
GP 2	3.216	SP 2	2.851	FOC 2	3.247	ERC 2	3.618
GP 3	3.441	SP 3	3.285	FOC 3	3.004	ERC 3	2.054
GP 4	4.204	SP 4	4.315	FOC 4	4.025	ERC 4	1.248
GP 5	4.621	SP 5	1.527	FOC 5	3.241		
		SP 6	2.524	FOC 6	1.528		
		SP 7	3.008	FOC 7	1.279		
		SP 8	1.522	FOC 8	1.367		
			4.251	FOC 9	2.615		
			2.064	FOC 10	3.542		
			3.586	FOC 11	3.618		
			2.529	FOC 12	4.525		
		Sustainable Performance (SP)		Q²	0.218	R²	0.422

The Variance Inflation Factor (VIF) values for all observed variables range from 1.248 to 4.621, as shown in Table 1. Since these values are below the recommended threshold of 5.0, multicollinearity does not pose an issue within the structural model. Chin (1998) proposed that an R² value of at least 0.10 is necessary to indicate an acceptable level of Goodness of Fit (GoF). According to the results in Table 5, the R² value for the Sustainable Performance construct is 0.422, which is considered sufficient. Furthermore, the Stone-Geisser Q² value for the dependent variable is greater than zero (Q² = 0.218), as also presented in Table 5, confirming the structural model's predictive relevance (Hair et al., 2014).

The Goodness of Fit (GoF):

The Standardized Root Mean Square Residual (SRMR) test was utilized to determine whether the model could be appropriately estimated using the SmartPLS method. As per Hu and Bentler (1998), an SRMR value below 0.08 indicates an acceptable model fit. The SRMR value for the current model is 0.048, confirming its suitability.

To test the research hypotheses, both direct and moderating effects were analyzed using the bootstrapping function within SmartPLS. The evaluation of all direct, indirect, and moderating

relationships was based on path coefficients (β), p-values for significance, and corresponding T-values, as detailed in Table 6.

Table 6. Hypotheses testing (inner model results).

Hypotheses	Beta (β)	T-Value	p-Values	Results
Direct Paths				
H1- Green Practices -> Sustainable Performance.	0.412	6.302	0.000	✓
Moderating Effects				
H2- Green Practices x Flexible Organizational Culture -> SP.	0.254	5.462	0.000	✓
H3- Green Practices x Readiness for Change -> SP.	0.361	4.815	0.000	✓

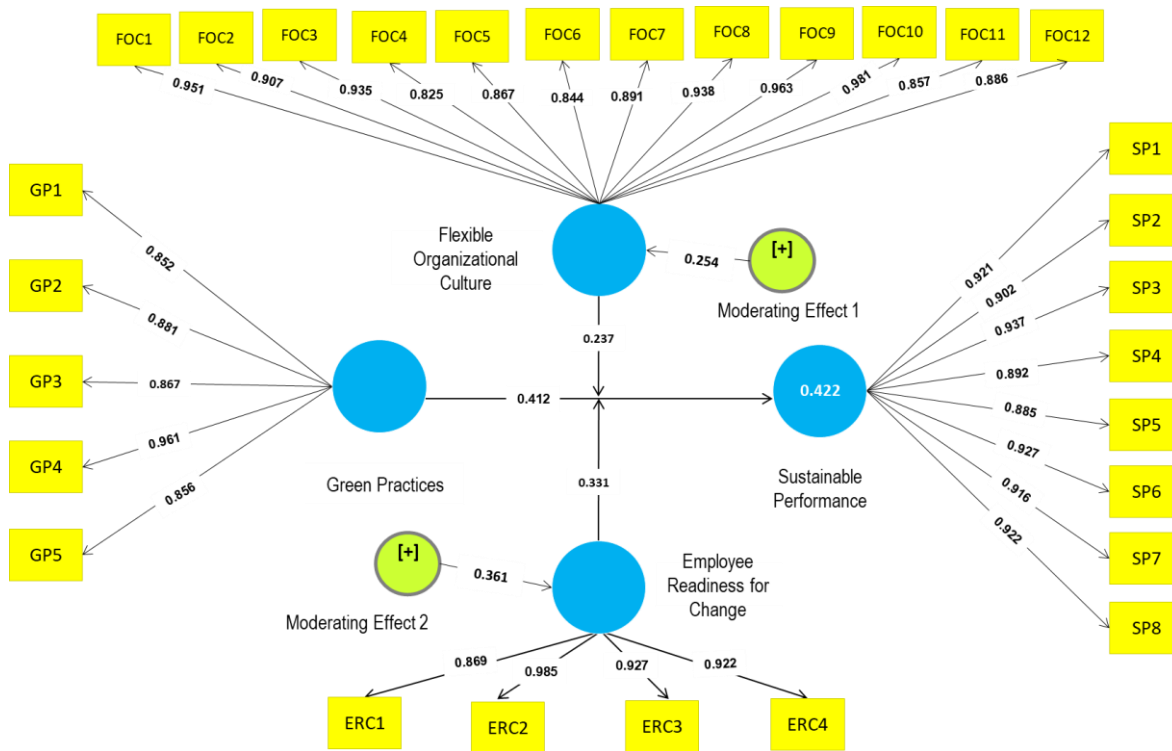


Figure 2. The inner and outer model results.

The findings shown in Figure 2 and Table 6 support H1 by showing that green practices significantly and favorably impacted sustainable performance ($\beta = 0.412$, $t = 6.302$, $p < 0.000$). Additionally, the results supported H2 by showing that the connection between green practices and sustainable performance was considerably and favorably modified by flexible organizational culture ($\beta = 0.254$, $t = 5.462$, $p < 0.000$). Lastly, the association between green practices and

sustainable performance was moderated by readiness for change at ($\beta = 0.361$, $t = 4.815$, $p < 0.000$), indicating that H3 may be embraced.

5. Discussion and Implication

5.1. Discussion

The hotel business has a big influence on the environment. Large amounts of energy and natural resources are used by the hotel sector to meet the needs of its guests. Achieving long-term success requires the hotel industry to manage both internal and external pressures. Thus, the current study aims to provide a comprehensive model that might ensure long-term success in the hotel sector. Firstly, the study aims to explore the direct relationship between green practices and sustainable performance; secondly, it aims to examine the influence of flexible organizational culture on the relationship between green practices and sustainable performance; and thirdly, it aims to examine the influence of employees' readiness for change on the relationship between green practices and sustainable performance.

The resource-based view (RBV) was used in this study to analyze the variables under investigation. According to the RBV, a business may obtain a sustainable competitive advantage and support long-term sustainability by utilizing its own resources and expertise. According to the current study, sustainable performance is directly and positively impacted by green practices ($\beta = 0.412$, $p < 0.000$). This aligns with earlier research (e.g., Jermisittiparsert et al., 2019; Muflih et al., 2023; Kovilage, 2021). In summary, sustainable performance encompasses social, environmental, and economic aspects. It might be suggested that green practices can improve sustainable performance as they can improve an organization's reputation while safeguarding the environment and meeting societal demands.

Additionally, the results of this study demonstrated that the association between green practices and sustainable performance is moderated by flexible organizational culture ($\beta = 0.254$, $p < 0.000$). According to Wu et al. (2024), companies with a strong research and development department and an innovative culture are more likely to discover and develop innovative green goods and processes. Businesses promote sustainable growth and improve their green innovation performance by utilizing both internal and external resources (Ning and Guo, 2022; Zhang, 2025). Businesses with a decentralized decision-making process and a flat organizational structure are better able to adapt to evolving technologies and practices (Wang et al., 2024). Furthermore, leadership's commitment to sustainability promotes the implementation of green innovation concepts (Singh et al., 2020). According to Lokuge et al. (2020), it is more probable that a business that is ready for green innovation can effectively adopt sustainable practices and reach sustainability performance goals. Green innovation-ready organizations spend more in technology, collaborate with external stakeholders, allocate more resources, and achieve higher sustainability metrics (Wong et al., 2021).

Finally, the openness of employees to change was shown to modify the association between green practices and sustainable performance ($\beta = 0.361$, $p < 0.000$). Research indicates that

internal resources and capabilities, such as organizational structure, technology, and human capital, significantly impact sustainability (Asadi et al., 2020; Awan et al., 2022; Lokuge et al., 2020). In conclusion, assessing the necessity of the change, its benefits to the company and its members, and their personal and their organization's ability to manage change successfully are all part of employees' change readiness. According to research, employees are more likely to stick with a change project if they believe they can manage it and benefit from it (Russell and Victoria, 2023; Herold et al., 2007). Workers who have been prepared for change are more likely to be open to taking part in change initiatives and to believe that the change will be implemented successfully. When workers see the advantages of implementing the change, they will be more committed to it (Vakola, 2014).

5.2. Theoretical implications

The results provide theoretical support for RBV's premise that internal resources are essential for creating competitive advantage and better performance results. Resources are the primary determinants of a firm's performance and contribute to the maintenance of a sustainable competitive advantage, according to the RBV theory, which was utilized to demonstrate the correlations among the research variables (Afum et al., 2021). The RBV theory, which is predicated on the idea that resources may be allocated to attain sustainability—which is regarded as a kind of change—was applied in the current study. In order to attain sustainability, the present study incorporated flexible organizational culture and employees' openness to change as resources into the RBV. The significance of rare, precious, and non-replaceable resources is emphasized by the RBV. Using workers' adaptability and a flexible organizational culture as moderators within this framework signifies the incorporation of new sources inside the company, which might increase sustainability.

Human resources are acknowledged as being essential for achieving sustainability, which necessitates transformation (Podgorodnichenko et al., 2020). Employee readiness for change is particularly important for change procedures to be successful (Herscovitch and Meyer, 2002). By analyzing organizational culture as a contextual element and employee readiness for change as an individual component that impacts workers' desire to change, this study adds to the body of knowledge on organizational transformation. According to Choi (2011), organizational culture is a contextual factor that greatly influences how people behave and think, which may have an impact on how change is implemented. Barriers are probably smaller in flexible cultures that place a high priority on growth. In these cultures, workers are less prone to fear personal loss during change and are more likely to see the advantages of change for both themselves and their jobs.

The incorporation of these constructs into the RBV framework contributes to the body of knowledge in academia by deepening our comprehension of the factors influencing sustainable performance in the hospitality sector. This model looks at the interactions and effects of internal organizational components on sustainability outcomes.

5.3. Practical implications

The results demonstrate how strategically valuable green practices are. In the long run, it could produce results. Businesses looking to become more sustainable and competitive may find that these procedures are improved by organizational culture and workers' willingness to adapt as resources. It is imperative for hospitality firms to concentrate their strategic aims, acknowledge the significance of personnel qualities and corporate culture, and understand how they relate to sustainable success. Building an innovative culture and structure via the creation of a friendly and open space for staff to share ideas for improvement is necessary to increase sustainable performance (de Medeiros et al., 2022; Flores and Jansson, 2022). Green ideas should be shared and incorporated into business policies and procedures by managers in collaboration with stakeholders.

Change implementation is essential to an organization's sustainability, competitiveness, and existence. An organization's capacity to implement changes successfully depends heavily on its human resources (Burns, 2017). The results of the current study indicate that whether an employee is emotionally and psychologically ready for the change is crucial, and this is particularly vital for creating a sustainable business. The study offers useful information that businesses may use to help individuals get ready for change before it happens. The results of the study show that attitudes that promote change are positively correlated with an organizational culture that is adaptable. Workers who value autonomy, development, coherence, and belonging are more adaptable to change.

6. Conclusion

The study aims at boosting sustainable performance within the hospitality sector. In doing so, this study proposed a framework based on the RBV theory including green practices in addition to supporting factors (flexible organizational culture and employees; readiness to change) to maximize sustainable performance. It was revealed that green practices could enhance sustainable performance. Moreover, this relationship could be augmented in the presence of flexible organizational culture and employees characterized by readiness for change.

7. Limitations and future research directions

A number of limitations should be taken into account when assessing study outcomes. First, the proposed model implies that a process is anticipated based on the existing research by incorporating intervening variables (readiness for change and flexible organizational culture) in the link between green practices and sustainable performance. However, causal inference is not possible due to the cross-sectional design. Future research might use experimental and/or longitudinal approaches to examine this process. Second, hotels in the Sharm El-sheikh area were used for the study. Analyzing data from several organizations to investigate the proposed correlations might be beneficial for future research. Furthermore, future study may benefit from examining the organizational culture dimensions that differentiate between internal and external

emphasis, even if the flexibility dimension is the one that is most frequently examined in terms of organizational change.

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علاقة الممارسات الخضراء بالأداء المستدام فى الفنادق المصرية:
أدوار الثقافة التنظيمية واستعداد الموظفين للتغيير

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قسم إدارة الفنادق، كلية السياحة و الفنادق، جامعة قناة السويس، جمهورية مصر العربية

الملخص العربى:

نظراً لما تتعرض له صناعة الفنادق من ضغوط لتحقيق الاستدامة بأنشطتها، تهدف الدراسة لقياس الأثر المباشر لتطبيق الممارسات الخضراء فى تحقيق الأداء المستدام. كما تهدف أيضاً لقياس الأثر غير المباشر للممارسات الخضراء فى تحقيق الأداء المستدام من خلال الثقافة التنظيمية المرنة واستعداد الموظفين للتغيير كمتغيرين معدلين. تم توزيع عدد 350 استمارة استقصاء على العاملين بفنادق شرم الشيخ فئة الخمس نجوم، استرد منها 320 قابلين للتحليل الاحصائى. تم تحليل البيانات الاحصائية عبر برنامج *Smart PLS* للتحليل الاحصائى. أشارت النتائج لوجود أثر مباشر لتطبيق الممارسات الخضراء فى تحقيق الأداء المستدام بالفنادق، يزداد هذا الأثر حال توافر ثقافة تنظيمية مرنة تدعم الابتكار و التغيير، كما أشارت النتائج إلى أن توافر الاستعداد لدى العاملين للتغيير يمكن كذلك من تقوية تأثير الممارسات الخضراء فى الأداء المستدام. وتوصى الدراسة فى ظل النتائج بتبنى الثقافة التنظيمية المرنة التى توجد بيئة مناسبة لتحقيق الأداء المستدام، وكذا تجهيز العاملين لتقبل التغيير بما يكفل تفاعلهم بشكل إيجابى تجاه تطبيق واقتراح وتقبل السياسات والممارسات الجديدة المرتبطة بتحقيق الاستدامة داخل قطاع الفنادق.

الكلمات الدالة: الممارسات الخضراء، ادارة التغيير، الأداء المستدام، الثقافة التنظيمية، الفنادق المصرية.