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The effect of environmental culture, corporate social responsibility and green image on environmental performance

Çevresel kültür, kurumsal sosyal sorumluluk ve yeşil imajın çevresel performansa etkisi

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ABSTRACT

The purpose of this study is to examine the effects of environmental culture, corporate social responsibility and green image on environmental performance. The population of the study consists of 439 managers working in various departments in green star hotels and partial least squares based structural equation modeling was used in data analysis. The results show that environmental culture, corporate social responsibility and green image have a significant positive effect on environmental performance. Hotels that attach importance to developing environmental culture and actively engage in corporate social responsibility practices exhibit a more positive and trustworthy green image. This creates a strong impact on environmentally conscious consumers. Furthermore, the study confirms that a positive green image plays a key role in achieving impressive environmental performance. When businesses are perceived positively for their environmental efforts, they are more successful in environmental management, paving the way for sustainable, responsible business practices.

ÖZET

Bu çalışmanın amacı, çevresel kültür, kurumsal sosyal sorumluluk ve yeşil imajın çevresel performans üzerindeki etkilerini incelemektir. Araştırmanın evrenini yeşil yıldızlı otellerde çeşitli departmanlarda görev yapan 439 yönetici oluşturmakta olup veri analizinde kısmi en küçük kareler temelli yapısal eşitlik modeli kullanılmıştır. Sonuçlar, işletmelerin çevresel kültür, kurumsal sosyal sorumluluk ve yeşil imajının çevresel performans üzerinde pozitif yönlü anlamlı bir etkisi olduğu belirlenmiştir. Çevre kültürünü geliştirmeye önem veren ve aktif olarak kurumsal sosyal sorumluluk uygulamaları yürüten oteller, daha olumlu ve güvenilir bir yeşil imaj sergilemektedir. Bu durum, çevreye duyarlı tüketicilerde güçlü bir etki yaratmaktadır. Ayrıca, çalışma olumlu bir yeşil imajın etkileyici çevresel performans elde edilmesinde kilit rol oynadığını doğrulamaktadır. İşletmeler, çevresel çabalarıyla olumlu algılandıklarında, çevre yönetiminde daha başarılı olmakta ve bu durum sürdürülebilir, sorumlu iş uygulamalarının önünü açmaktadır.

1. Introduction

The heightened global emphasis on ecological stewardship has triggered transformative changes in organizational strategies, compelling institutions to prioritize ecological accountability and ethical governance alongside traditional objectives (Buckingham & Nilakant, 2016). Amid escalating planetary crises, businesses face mounting pressure to reconcile operational growth with measurable contributions to global ecological health, necessitating rigorous evaluation of determinants that shape environmental accountability and corporate social responsibility (CSR) integration. Central to this inquiry are four constructs: environmental culture, green image, environmental performance, and CSR (Amor-Esteban et al., 2018). Environmental culture denotes the collective

ethos of a society encompassing norms, priorities, and collective actions that govern human-nature interactions and drives conservation efforts, biodiversity protection, and sustainable resource management (Leonidou et al., 2010). Conversely, green image reflects the external perception of an organization's ecological stewardship, shaped by its authentic engagement with ecological preservation and transparent communication of sustainability initiatives, thereby enhancing stakeholder trust (Martín-de Castro et al., 2016).

Environmental performance extends beyond quantifiable ecological footprints to evaluate institutional efficacy in addressing societal ecological expectations, including collaborative stakeholder engagement and policy innovation (Kim et al., 2019). CSR, meanwhile, represents an

organization's fulfillment of societal obligations across economic, regulatory, ethical, and philanthropic dimensions, aligning profit-driven goals with sustainable operational frameworks (Fatima & Elbanna, 2023).

The discourse on sustainability has transitioned from theoretical discourse to being embedded in contemporary corporate strategies. Eco-conscious consumers now prioritize corporate transparency and demonstrable sustainability metrics, reshaping market dynamics (De Simone & Pezoa, 2021). Empirical studies underscore that cultivating an environmental ethos and maintaining a robust green identity are pivotal for market differentiation in eco-aware markets. Simultaneously, environmental performance has evolved into a multidimensional benchmark, integrating ecological outcomes with systemic sustainability efforts (Giantari & Sukaatmadja, 2021).

Despite scholarly consensus on the individual significance of these constructs, their synergistic dynamics remain underdeveloped. This investigation addresses this lacuna by analyzing their interconnected mechanisms and collective impact on ecological outcomes. Therefore, the main research question will investigate how firms can strategically demonstrate the impact of the integration of green image and corporate social responsibility on environmental performance in order to optimize environmental performance. While prior studies have examined these variables in isolation, this study adopts a holistic lens to unravel their interdependence. By mapping their synergistic relationships, this work provides actionable insights for organizations to harmonize sustainability practices, strengthen ecological credibility, and advance planetary well-being, ultimately fostering a paradigm shift toward regenerative business models.

2. Theoretical Framework

2.1. Corporate Social Responsibility

From a theoretical standpoint, profit maximization often drives organizational strategies, a focus that may inadvertently result in the overutilization of resources (Skarmeas & Leonidou, 2013) alongside efforts to deliver value to stakeholders (Peloza & Shang, 2011). Although CSR has been a subject of scholarly inquiry since the mid-20th century (Pratt & Hedden, 2023), consensus on its precise definition remains elusive (Font et al., 2012). Early conceptualizations characterized CSR as managerial obligations to advance societal well-being and safeguard public interests (Lyulyov et al., 2023). Carroll (1979, 1991), however, established a foundational model that delineates CSR into four interrelated domains: fulfilling economic obligations, adhering to legal standards, upholding ethical principles, and engaging in voluntary philanthropic initiatives. This framework positions CSR as a multidimensional construct reflecting societal expectations of businesses, with contemporary interpretations emphasizing its role in fostering ethical governance (Schwartz, 2013), sustainable marketing practices, and long-term profitability (Biggemann et al., 2014).

Recent empirical work by Alam and Islam (2021) systematically analyzed how environmental CSR initiatives spanning eco-innovation and waste reduction shape corporate green branding and subsequent competitive differentiation.

Their findings demonstrated that robust CSR practices strengthen a firm's ecological reputation, thereby enhancing market positioning. Complementing this, Virvilaite and Daubaraitė (2011) employed a mixed-methods approach to investigate CSR's influence on organizational perception, revealing that proactive social and environmental engagement directly correlates with improved corporate image. Together, these studies collectively emphasize CSR's strategic value in cultivating sustainability-oriented identities, which serve as catalysts for competitive advantage in increasingly eco-conscious markets.

H₁: Environmental culture has a positive influence on the green image.

2.2. Environmental Culture

Environmental culture reflects a society's shared principles, norms, and practices centered on ecological preservation and sustainable coexistence with nature (Pan et al., 2013). This concept integrates human-nature interactions, awareness of ecosystem dynamics, and the adoption of resource-conscious behaviors, serving as a foundational driver of decision-making among individuals, institutions, and policymakers to mitigate ecological harm (Nadalipour et al., 2019).

Central to this concept is a profound reverence for the natural world and an ethical responsibility toward biodiversity conservation. Those deeply embedded in such a culture acknowledge ecosystems' inherent worth and their critical role in sustaining life, often translating this awareness into tangible efforts such as waste minimization, energy transition advocacy, and circular economy practices (Durán et al., 2023).

Businesses, too, serve as key catalysts in cultivating environmental culture by adopting eco-conscious operational frameworks. Beyond curbing ecological footprints, corporate sustainability initiatives such as investing in clean technologies, ensuring supply chain ethics, and disclosing environmental metrics inspire broader societal shifts toward sustainability (Lăzăroiu et al., 2020; Lyulyov et al., 2023). Fraj et al. (2013) analyzed natural resource-based enterprises to evaluate how eco-centric promotional strategies affect collaborative business outcomes, particularly the interplay between environmental governance and resource allocation. Their findings revealed that firms excelling in ecological performance often achieve stronger market positioning through enhanced green reputations. Complementing this, Fraj et al. (2011) demonstrated that European manufacturers leveraging sustainability-driven branding not only bolster economic competitiveness but also align with evolving consumer expectations for planetary stewardship.

H₂: Corporate social responsibility has a positive influence on the green image.

2.3. Green Image

Sustainability has evolved into a cornerstone of contemporary discourse, with the notion of *ecological branding* gaining prominence as a strategic priority for entities ranging from individuals to multinational corporations (Aslaksen et al., 2021). Defined as the public perception of an entity's dedication to mitigating ecological harm, a "green image" reflects institutional efforts to align operations with planetary

well-being through measurable actions (Shanti & Joshi, 2022). Such initiatives may include minimizing emissions, optimizing resource efficiency, adopting clean energy alternatives, and ensuring supply chain transparency all of which signal authentic engagement with sustainability objectives (Tregear, 2011). When consistently upheld, this alignment cultivates stakeholder confidence and positions organizations as leaders in environmental stewardship (Pratt & Hedden, 2023).

Driven by heightened ecological awareness among consumers, market preferences have shifted toward ethically aligned goods and services, compelling firms to prioritize sustainability in their value propositions (Pickett-Baker & Ozaki, 2008). This trend has catalyzed the proliferation of eco-conscious promotional campaigns, wherein businesses emphasize sustainable innovations to differentiate themselves in competitive markets (Polonsky, 1994; Tregear, 2011). Nevertheless, superficial eco-friendly branding termed greenwashing risks eroding public trust if corporate actions contradict marketed claims (Yusoff et al., 2020). To mitigate this, scholars argue that systemic operational reforms, rather than symbolic gestures, are indispensable for fostering credible ecological branding (Pratt & Hedden, 2023).

Beyond corporate spheres, individual agency remains vital to advancing sustainability. Citizens contribute to collective environmental accountability by embracing sustainable consumption patterns, such as energy conservation, waste reduction, and preferential support for eco-certified products (Tregear, 2011). Such synergies between personal and institutional efforts not only accelerate progress toward global sustainability benchmarks but also normalize ecological mindfulness as a societal norm (Aslaksen et al., 2021).

Empirical research by Chuang et al. (2018) further underscores the strategic value of sustainability integration. Their analysis of eco-focused CSR initiatives demonstrated that investments in green IT infrastructure directly strengthens organizational capacity for ecological innovation. This, in turn, enhances both environmental performance metrics and market competitiveness by reinforcing institutional legitimacy through demonstrable eco-technological advancements. Critically, their findings identified statistically significant correlations between green IT adoption, improved ecological outcomes, and long-term corporate resilience.

H₃: Green image has a positive influence on environmental performance.

2.4. Environmental Performance

As ecological responsibility gains heightened global emphasis, enterprises increasingly allocate strategic resources to cultivate collaborative networks, particularly those aligned with ecological stewardship objectives (Lee, 2020). Termed “green relational capital” by contemporary research, this concept reflects an organization’s synergistic capacity to harmonize sustainable operational practices with eco-innovative initiatives through dynamic engagement with stakeholders such as clients, vendors, and alliance partners. Such relational assets empower firms to capitalize on emerging ecological opportunities, thereby securing long-

term market differentiation (Azeem et al., 2021).

A persistent challenge in this domain stems from divergent scholarly perspectives on defining, measuring, and contextualizing environmental performance (Phan et al., 2018). While some scholars narrowly quantify it through tangible metrics such as pollutant discharge or resource efficiency (Yusoff et al., 2020), others propose a multidimensional framework that integrates institutional sustainability indices with qualitative appraisals by external evaluators, including communities and regulatory bodies (Henri & Journeault, 2010).

Building on this foundation, Asiaei et al. (2022) conceptualize environmental performance as an organization’s proficiency in not only addressing but surpassing societal demands for ecological accountability. Aligning with advancements in environmental management accounting (EMA), this study embraces an expansive definition that evaluates both a firm’s quantifiable ecological outcomes and its institutional competence in fostering systematic collaborations with environmentally conscious stakeholders (Henri & Journeault, 2010; Lisi, 2015). This integrative perspective underscores stakeholder engagement as a critical mechanism for resolving complex environmental dilemmas.

3. Methods

3.1. Research Instrument

The researchers assessed environmental culture using a scale developed by Banerjee (2002) and later refined by Banerjee et al. (2003). This scale consisted of five statements and was chosen because of its demonstrated reliability and validity in previous studies. To assess the organization’s CSR, the researchers used a scale created by Amoako et al. (2021), which consisted of three carefully crafted statements. To measure the organization’s environmental performance, the researchers used a comprehensive four-statement scale designed by Lisi (2015). This scale was chosen for its ability to provide accurate and insightful results. In addition, the perception of the organization’s green image was measured using a four-statement scale originally developed by Cretu and Brodie (2007). This scale captured the essence of environmental friendliness and sustainability, making it an appropriate choice for the study. To ensure impartiality and avoid potential bias, all items in the scales were treated as external variables and rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). This approach allowed the researchers to collect diverse and nuanced responses from the participants.

3.2. Sampling and Data Collection

This study faced significant challenges in accessing the entire population due to the large scope, geographic dispersion, time constraints, and financial limitations. The research universe consists of managers working in various departments of green-starred hotels. Given these constraints, a purposive sampling method was employed to reach participants with specific qualifications who could directly contribute to the research objectives. Before data collection, all participants were thoroughly informed about the research purpose to ensure accurate and meaningful survey responses. To determine an

appropriate sample size, a statistical power analysis was conducted using G*Power 3.1, considering parameters such as effect size, alpha level, statistical power, degrees of freedom, and critical chi-square values to ensure robust and reliable results (Faul et al., 2007).

The purposive sampling approach enabled targeted data collection from hotel managers rather than random sampling from the general population. This method's main advantage is its ability to gather data specific to the research focus while considering diverse demographic characteristics to enhance reliability.

Between March 10 and July 20, 2024, 476 questionnaires were distributed to managers in green-starred hotels. During distribution, careful attention was paid to the specific characteristics and experiences of respondents to create a representative dataset appropriate for in-depth analysis. Following review, 37 incomplete questionnaires were excluded, resulting in a final dataset of 439 hotel managers. This methodological approach yielded qualitatively grounded, authentic, and valid findings specific to the target population, allowing detailed examination of managerial subgroups and strengthening the study's contribution to the literature.

Ethical approval for this study was obtained from the Ethics Committee for Scientific Research in Social and Human Sciences of Aydın Adnan Menderes University Rectorate (Meeting date: 16/08/2024, Decision number: 16/07). All participants were informed about the research objectives and provided voluntary consent before completing the questionnaires, ensuring compliance with ethical research standards.

3.3. Data Analysis

The research leveraged Smart PLS 4 to perform Partial Least Squares Structural Equation Modeling (PLS-SEM), a technique chosen to rigorously test the hypothetical framework's robustness. PLS-SEM was prioritized over covariance-based SEM due to its suitability for exploratory studies, enabling simultaneous analysis of complex variable relationships, theory development, and predictive accuracy without strict reliance on confirmatory frameworks (Hair et al., 2022). Given the study's emphasis on hypothesis exploration and maximizing explained variance across variables, PLS-SEM proved advantageous, particularly for its flexibility in handling non-normal distributions critical consideration given the dataset's size of over 200 cases (Hair et al., 2017). The analytical workflow adhered to a two-stage methodology within Smart PLS. The first phase focused on

validating the measurement model, where scale reliability and validity were rigorously tested. This encompassed assessments of internal consistency (Cronbach's Alpha), composite reliability, convergent validity (Average Variance Extracted, AVE), and discriminant validity (using HTMT and Fornell-Larcker criteria).

Subsequently, the structural model was evaluated to examine path relationships, predictive relevance (Q²), and model fit indices. Key metrics such as Variance Inflation Factor (VIF) for collinearity, effect size (f²), coefficient of determination (R²), and PLSPredict for out-of-sample accuracy were analyzed. Moderating effects were further investigated through interaction term testing. Results were synthesized into concise tables for clarity, aligning with Wong's (2013) methodological guidelines for PLS-SEM applications.

A confirmatory tetrad analysis (CTA) was conducted to distinguish formative from reflective scales. The CTA outcomes confirmed the reflective nature of all constructs, as confidence intervals (CI) for tetrad differences spanned zero, indicating no significant formative properties. Consequently, analyses were executed using the PLS_c algorithm in Smart PLS to ensure robust estimation. The finalized conceptual framework is depicted in Figure 1.

The data presented in Table 1 provides demographic information on a specific group of employees in the hospitality sector. It reveals a gender distribution with 60.1% males and 39.9% females. Marital status shows that 55.8% are single, while 44.2% are married. Education levels vary, with 36.2% holding a license, 30.5% completing high school, and 19.6% attaining an associate degree. Additionally, the income status indicates that 48.5% earn 18000 TL and above. Most hotels have been operating for 21 years and above, constituting 49.0% of the establishments. Enterprises with 251 employees and above dominate, accounting for 73.3% of the workforce. Regarding job positions, 42.4% are in the food and beverage department, 19.6% in the front office, and 14.1% in general management.

The analysis of the indicators through CTA revealed intriguing results, displaying a striking disparity between the Confidence Intervals (CI) for the tetrad values. Notably, the CI for the indicators showed a low range, while the CI for the tetrad values exhibited a considerably wider spread. A fascinating observation emerged from the data: when a "0" was present between the CI Low and CI Up values, it denoted a reflective property of the variables under study. Conversely, the absence of a "0" suggested a (±) formative property. Under

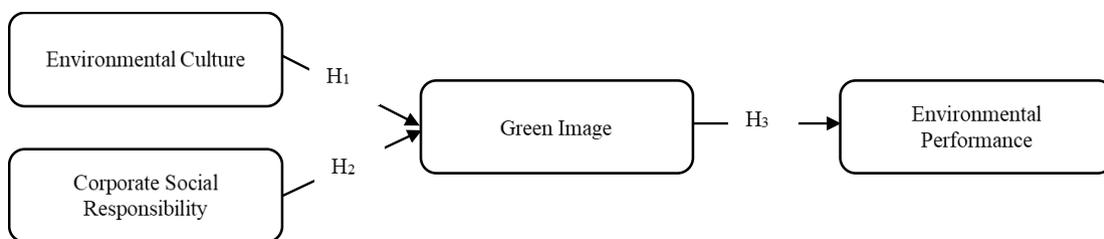


Figure 1. Research Model Proposal
 Source: Created by author.

Table 1. Demographic Results of the Participants

Categories		Count (N)	%
Gender	Female	175	39.9
	Male	264	60.1
Marital Status	Married	194	44.2
	Single	245	55.8
Level of Education	Primary Education	39	8.9
	High School	134	30.5
	Associate Degree	86	19.6
	License	159	36.2
	Undergraduate	21	4.8
Income Status	Under 8500 TL	20	4.6
	8501-12000 TL	117	26.7
	18000 TL and above	213	48.5
	Over 18001 TL	89	20.3
Hotel Age (in years)	1-5	77	17.5
	6-10	56	12.8
	11-20	91	20.7
	21 and above	215	49.0
Number of Employees in the Enterprise	10-50	34	7.7
	51-250	83	18.9
	251 and above	322	73.3
Position in Business	Sales Marketing	25	5.7
	Human Resources	49	11.2
	Front Office	86	19.6
	General Manager	62	14.1
	Housekeeping	10	2.3
	Food and Beverage	186	42.4
	Other	21	4.8

Source: Created by author.

the expert guidance of Hair et al. (2017), a comprehensive examination of the measurement model confirmed that all variables showcased a reflective property. This compelling evidence adds credibility to the validity and reliability analysis conducted on the variables used in this study.

4. Results

The study prioritized evaluating whether common method variance might compromise the validity of its outcomes to address this, researchers adopted a systematic methodological framework, beginning with principal component analysis of

all survey measures. In alignment with Fuller et al.'s (2016) procedural recommendations, Harman's single-factor test was rigorously applied. The analysis revealed that a single factor explained merely 47.5% of the variance statistically non-significant proportion, thereby indicating minimal risk of common method bias. To reinforce these findings, the team incorporated Bagozzi and Yi's (1988) diagnostic protocol, which identified negligible inter-variable correlations, further corroborating the absence of measurement bias.

To ensure methodological rigor, potential multicollinearity was scrutinized through three diagnostic markers: tolerance thresholds, variance inflation factors (VIF), and pairwise correlations. Guided by Hair et al.'s (2017) established benchmarks, the analysis demonstrated that bivariate correlations never exceeded 0.70, and VIF scores remained consistently under 3.0. These robust diagnostics conclusively ruled out multicollinearity concerns, thereby fortifying the statistical credibility of the study's conclusions.

4.1. Outer Model

This research rigorously assessed the accuracy and trustworthiness of its outcomes by implementing a multifaceted analytical framework. To verify internal consistency, the study utilized rho_C alongside Dijkstra's PLSc reliability (rho_A), while AVE quantified the proportion of variance captured by latent constructs. Additionally, Cronbach's Alpha (CA) was applied to evaluate scale reliability (see Table 2).

The analysis revealed exceptionally high factor loadings (0.846–0.952), demonstrating robust associations between measured variables and their theoretical constructs. Both Cronbach's Alpha and Dijkstra's PLSc reliability indices exceeded the conventional acceptability criterion of 0.70. Specifically, Cronbach's Alpha scores ranged between 0.934 and 0.967, and Dijkstra's PLSc values similarly reflected strong consistency, spanning 0.937 to 0.967 (see Table 2).

Convergent validity, the degree to which distinct

Table 2. Validity and Descriptive Statistics Results

	OL	OW	X	S.d	t
Corporate Social Responsibility (Cronbach's Alpha: 0.934; rho_A: 0.937; rho_C: 0.934; AVE: 0.826)					
Customers prefer the products/services of hotels that implement sustainable CSR.	0.846	0.331	4.169	1.094	27.792
Hotels' CSR activities have a positive impact on customers' accommodation activities.	0.924	0.361	4.262	0.986	47.833
CSR policies include sustainability frameworks.	0.952	0.372	4.342	1.029	36.623
Environmental Culture (Cronbach's Alpha: 0.963; rho_A: 0.964; rho_C: 0.963; AVE: 0.867)					
Environmental protection is a high priority at our hotel.	0.914	0.259	4.408	1.015	37.733
We endeavor to ensure that every employee in our hotel understands the importance of environmental protection.	0.973	0.275	4.323	0.987	48.348
Protecting the environment in all departments of the hotel is our main goal.	0.915	0.259	4.296	1.023	47.238
Our hotel has a clear policy of promoting environmental awareness in all areas in which it operates.	0.921	0.261	4.296	1.036	34.968
Environmental Performance (Cronbach's Alpha: 0.967; rho_A: 0.968; rho_C: 0.957 AVE: 0.878)					
The hotel complies with environmental regulations.	0.949	0.265	4.522	0.932	68.730
The hotel adheres strictly to legislated environmental guidelines, ensuring all operations align with nationally recognized ecological preservation frameworks.	0.925	0.259	4.476	0.920	48.393
Rigorous recycling protocols are implemented across the facility, including the segregation and processing of reusable materials to minimize landfill contributions.	0.940	0.263	4.469	0.934	51.491
To foster eco-conscious practices, mandatory sustainability workshops are conducted quarterly for all employees, covering topics such as resource conservation and regulatory compliance.	0.935	0.262	4.440	1.004	46.364
Green Image (Cronbach's Alpha: 0.944; rho_A: 0.946; rho_C: 0.943; AVE: 0.848)					
Green hotels contribute to sustainable development.	0.978	0.374	4.519	0.853	65.314
Green hotels have a better image than other hotels.	0.874	0.334	4.405	0.959	32.299
Green hotels receive more positive feedback.	0.907	0.347	4.435	0.945	37.776

Source: Created by author.

Table 3. Fornell Larcker Criteria and HTMT Ratio Results

	Fornell Larcker				HTMT			
	CSR	EC	EP	GI	CSR	EC	EP	GI
CSR	0.909							
EC	0.747	0.931			0.748			
EP	0.717	0.751	0.937		0.716	0.751		
GI	0.749	0.688	0.817	0.921	0.748	0.686	0.815	

Source: Created by author.

measurement items align to represent a shared construct was also scrutinized. This methodological principle, emphasized in foundational methodological literature (e.g., Hair et al., 2022), was operationalized to confirm that the measurement model coherently reflected its intended theoretical dimensions.

To evaluate the convergent validity of the scale, we meticulously examined two crucial metrics: the AVE and the rho_C values. We adhered to the well-respected guidelines proposed by Fornell and Larcker (1981), which suggest an AVE threshold of 0.50 or above for strong convergence. Additionally, we considered Bagozzi and Yi's (1988) recommendation that composite reliability exceeding 0.6 is indicative of robust convergent validity.

As we delved into the results of the study, we were truly impressed with the findings. The AVE values showed substantial convergence, ranging impressively from 0.826 to 0.878. These values were well above the threshold set by Fornell and Larcker, providing strong evidence that the scale was effectively measuring the constructs of interest. Turning to the rho_C values, we were again met with exceptional results. The range, from 0.934 to 0.967, demonstrated a high degree of internal consistency, reinforcing the scale's reliability in capturing the underlying variables of interest (see Table 3).

Discriminant validity, a critical component of structural equation modeling, evaluates the distinctiveness of theoretical constructs by quantifying their empirical separation and minimizing conceptual overlap (Hair et al., 2022). To confirm this validity, researchers commonly apply two criteria. First, Henseler et al. (2015) proposed maintaining HTMT values below 0.90 as a benchmark for adequate differentiation. Second, aligning with Fornell and Larcker's (1981) framework, discriminant validity is verified by ensuring that the square root of each construct's AVE surpasses its correlation coefficients with other latent variables. In this study, empirical analysis revealed that all AVE square roots exceeded inter-construct correlations, and HTMT ratios remained well under the 0.90 threshold (see Table 3). This

Table 5. Results of the Structural Model

	InnerVIF			f^2	R^2	R^2 adj
	EP	GI	EP			
CSR		2.263		0.311		
EC		2.263		0.093		
EP					0.667	0.666
GI	1.000		2.001		0.598	0.596
	Q^2 predict	RMSE	MAE	Average loss difference	t value	p value
EP	0.529	0.695	0.471	-0.433	5.640	0.000
GI	0.539	0.687	0.459	-0.405	4.817	0.000
Overall				-0.421	5.411	0.000

Source: Created by author.

Table 4. The Goodness of Model Fit Values

	Saturated model	Estimated model	Critical Value
SRMR	0.028	0.077	0.08
d_ULS	0.083	0.617	0.05
d_G	0.339	0.372	0.05
Chi-square	781.791	846.319	-
NFI	0.906	0.898	0.8

Source: Created by author.

rigorous assessment confirms that the measurement model effectively distinguishes between constructions, thereby substantiating its discriminant validity.

Hair et al. (2022) widely recommend that when evaluating scale indicators, the factor loading attributed to the target construct should exceed the threshold of 0.70 and demonstrate stronger associations than those linked to alternative constructs. This criterion, rigorously emphasized in their seminal research, is empirically illustrated.

4.2. Inner Model

The evaluation of model fit incorporated multiple statistical criteria. For measuring residual correlations between observed and model-implied matrices, the Standardized Root Mean Square Residual (SRMR) was applied, adhering to the widely recognized threshold of 0.08 established by Hu and Bentler (1998). Complementing this, the Normal Fit Index (NFI) was utilized to quantify incremental improvements in model fit compared to the baseline chi-square statistic. Building on Lohmöller and Lohmöller (1989) framework, NFI scores exceeding 0.90 were interpreted as demonstrating adequate model alignment. To holistically evaluate model-data discrepancies, the study incorporated dual discrepancy metrics proposed by Dijkstra and Henseler (2015): the Euclidean distance measure (d_ULS) and the geodesic distance metric (d_G). The primary analytical focus centered on distinguishing between sampling variability ($p > 0.05$) and systematic model misspecification when interpreting deviations from empirical correlation patterns. Consistent with methodological guidelines from Henseler et al. (2015), model adequacy required both d_ULS and d_G values to fall below their respective 95 percentile bootstrap estimates, as detailed in Table 4.

4.3. Structural Model Analysis

This research employed the Partial Least Squares consistent (PLSc) algorithm to investigate the interrelationships among variables within the proposed theoretical framework. The analysis leveraged key metrics, including the coefficient of

Table 6. Results of Structural Equation Model Analysis

Hypotheses	B	X	S.d	t	p
H ₁ EC -> GI	0.290	0.294	0.079	3.691	0.000*
H ₂ CSR -> GI	0.532	0.527	0.075	7.107	0.000*
H ₃ GI -> EP	0.817	0.816	0.034	24.020	0.000*

Source: Created by author.

determination (R^2) and Cohen's f^2 effect size, to quantify the strength and significance of these relationships. To validate the reliability of the PLS path coefficients, a bootstrapping procedure with 5,000 resamples was implemented, yielding robust t -statistics for hypothesis testing (see Table 5).

Potential multicollinearity concerns were mitigated through Inner Variance Inflation Factor (InnerVIF) calculations, adhering to the methodological standards outlined by Hair et al. (2017). This step safeguarded the independence of predictor variables, thereby enhancing the model's credibility. The framework's explanatory power was evaluated using R^2 thresholds established in prior literature: values ≥ 0.25 , ≥ 0.50 , and ≥ 0.75 denote weak, moderate, and strong predictive capacity, respectively.

Effect size magnitudes (f^2) were interpreted through Cohen's (2013) conventions, where values ≥ 0.02 , ≥ 0.15 , and ≥ 0.35 signify low, medium, and high practical significance. As illustrated in Table 5, the results demonstrate a substantial influence among key constructions. Further validation was conducted via Q^2 predictive relevance metrics, calculated using a blindfolding procedure with an omission distance (d) of 5. Positive Q^2 values across endogenous variables confirmed the model's out-of-sample predictive accuracy, consistent with Hair et al.'s (2017) structural equation modeling protocols (see Table 5).

A methodological innovation in this work is the integration of the Cross-Validation Predictive Ability Test (CVPAT), initially conceptualized by Sharma et al. (2022), to augment traditional PLS-SEM evaluation. This approach benchmarks the model's mean prediction error against two reference points: the Indicator Average (IA), representing a baseline naive estimate, and the Linear Model (LM), a stricter conservative benchmark. For the PLS-SEM results to demonstrate superiority, its mean loss must exhibit a

Table 7. Indirect Effects Results

	B	X	S.d	t	p
EC -> GI -> EP	0.237	0.240	0.068	3.511	0.000
CSR -> GI -> EP	0.434	0.430	0.064	6.834	0.000

Source: Created by author.

statistically significant negative discrepancy relative to these benchmarks. As shown in Table 5, CVPAT's rigorous comparative analysis conclusively validated the framework's enhanced predictive performance.

The findings from the path analysis, as shown in Table 6, unequivocally establish that both environmental culture and corporate social responsibility have a substantial and positive influence on the green image. This compelling evidence lends support to hypotheses H₁ and H₂. Furthermore, the green image itself wields a remarkable and noteworthy impact on environmental performance, decisively affirming the validity of hypotheses H₃. These intriguing results underscore the pivotal role played by environmental factors and corporate social responsibility in fostering a positive green image, which, in turn, drives impressive environmental performance (see Figure 2 and Table 6).

This section investigates the mediating role of Green Image (GI) in the relationships between Environmental Culture (EC), Corporate Social Responsibility (CSR), and Environmental Performance (EP). The mediation model was evaluated using the approach proposed by Zhao et al. (2010), supported by Baron and Kenny's (1986) foundational principles, to determine whether GI transmits the influence of EC and CSR to EP either partially or fully.

The results presented in Table 6 indicate that both EC and CSR exert significant indirect effects on EP through the mediating role of GI. Specifically, the EC \rightarrow GI \rightarrow EP pathway has a coefficient of 0.237 ($t = 3.511$, $p < 0.001$), and the CSR \rightarrow GI \rightarrow EP pathway has a coefficient of 0.434 ($t = 6.834$, $p < 0.001$). These values confirm that GI functions as a statistically significant mediator in both relationships. In the tested model, the direct paths from EC \rightarrow EP and CSR \rightarrow EP were not simultaneously included along with GI, as the primary aim of this analysis was to examine full mediation

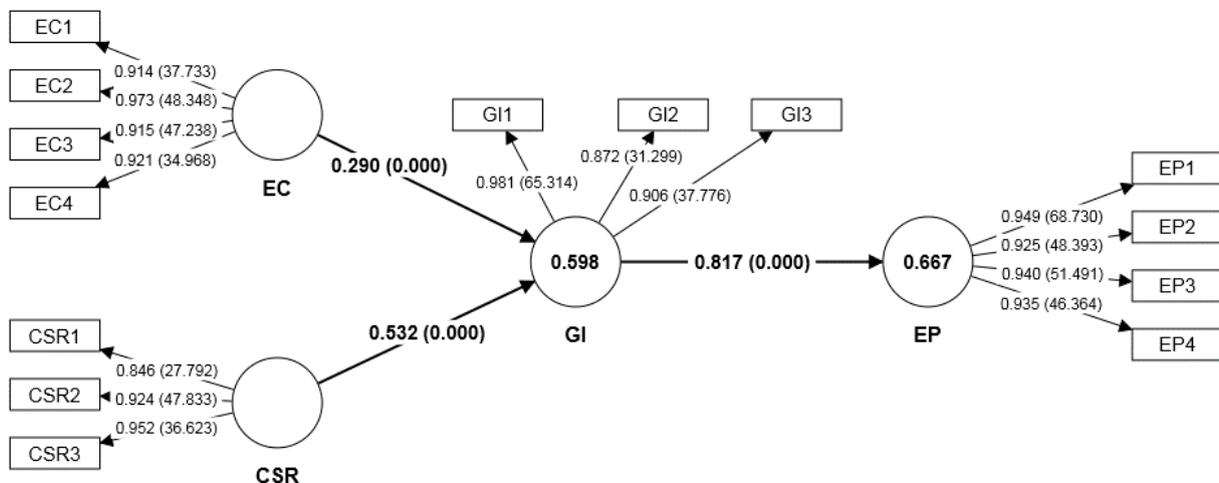


Figure 2. Research Model Result

Source: Created by author.

effects. Therefore, the coefficients shown in Table 6 represent indirect-only models, meaning the total observed effect is transmitted through GI, with no direct paths estimated in the same model structure (see Table 7).

The values reported for $EC \rightarrow EP$ (0.237) and $CSR \rightarrow EP$ (0.434) in the indirect effect table correspond exactly to the total indirect effect via GI, not to separate direct paths. This modeling decision reflects an intentional theoretical framework focused on understanding the mediating mechanism of GI as a central conduit between internal hotel practices (CSR and EC) and their environmental outcomes (EP) (see Table 7).

5. Conclusion and Discussion

The main objective of this research was to investigate the factors influencing the environmental performance of Green Star hotels, with a focus on concepts such as corporate social responsibility (CSR), environmental culture, green image, and environmental performance. By analyzing these elements and their relationships, the study aimed to gain insights into their role in enhancing the sustainability efforts of hotels and their impact on the environment.

H1 proposed that there would be a positive relationship between the environmental culture and green image of Green Star hotels. The results strongly supported this hypothesis, indicating that a strong environmental culture positively influences the green image of hotels. This aligns with prior research in sustainability, as studies by Hwang and Lyu (2020) have demonstrated that organizations with a strong environmental culture are perceived as environmentally responsible, leading to a positive green image. Hotels that actively promote green initiatives and demonstrate environmentally conscious behavior can build a reputation for sustainability, thus enhancing their overall image and credibility among stakeholders. H2 suggested a positive relationship between CSR and the green image of Green Star hotels. The study's findings confirmed this hypothesis, revealing a significant and positive impact of CSR on the green image. This finding is consistent with previous research by Dartey-Baah and Amoako (2021), highlighting that organizations committed to CSR initiatives and ethical corporate behavior are perceived as environmentally responsible and trustworthy. By integrating sustainable practices and engaging in philanthropic efforts, hotels can cultivate a credible and positive green image that attracts environmentally conscious consumers and investors.

The H3 posited a positive relationship between the green image and the environmental performance of Green Star hotels. The data analysis strongly supported this hypothesis, demonstrating a significant influence of green image on environmental performance. This finding aligns with research by Roscoe et al. (2019), emphasizing that companies projecting a genuine and credible green image are more likely to adopt environmentally responsible practices and achieve higher environmental performance. A positive green image motivates continuous improvement in sustainability efforts, encouraging organizations to reduce their environmental footprint, implement green technologies, and adopt environmentally friendly practices.

This study makes a significant contribution to the existing research on environmental performance and sustainability in the context of Green Star hotels. By comprehensively examining the interplay between CSR, environmental culture, green image, and environmental performance, it provides valuable insights for hotel managers, policy makers, and stakeholders seeking to improve their environmental stewardship and sustainability efforts. The findings underscore the importance of fostering a strong environmental culture within organizations, promoting responsible corporate behavior, and projecting an authentic green image to promote positive environmental performance.

An important gap that this study addresses is the integrated examination of multiple factors influencing environmental performance in the context of Green Star hotels. While previous research has focused on individual aspects such as CSR or green marketing, this study takes a holistic approach by considering the combined impact of CSR, environmental culture and green image on environmental performance. By adopting a comprehensive conceptualization that encompasses a firm's interactions with environmentally intensive stakeholders, a more nuanced understanding of how these factors collectively contribute to sustainability outcomes has been provided.

5.1. Practical Implications

Hotel managers and decision makers can use the results of this study to strategically prioritize and implement environmental culture and CSR initiatives. Creating a culture of environmental stewardship within the organization and engaging in socially responsible practices can create a positive perception of the hotel's green commitment among guests, investors and other stakeholders. The research underscores the importance of creating an authentic green image that is consistent with the hotel's actual sustainability practices. Green star hotels can avoid accusations of greenwashing and build trust with customers by being transparent about their green initiatives. By promoting their green efforts in marketing materials and communication channels, hotels can attract environmentally conscious consumers and gain a competitive advantage.

Hotels can leverage the positive relationship between green image and environmental performance to drive continuous improvement in sustainability efforts. By consistently delivering on their green promises and maintaining a credible green image, hotels can reinforce their environmental commitment and achieve tangible environmental benefits and competitive differentiation.

Green Star hotels should increase their green relationship capital by actively engaging with environmental stakeholders such as suppliers, customers and partners. Collaboration and partnerships with like-minded entities can open up new opportunities for resource optimization and green innovation and positively impact the hotel's environmental performance. Embracing these implications not only contributes to the broader goal of environmental stewardship, but can also positively impact a hotel's reputation, market position and long-term success as an environmentally responsible organization.

5.2. Theoretical Implications

By adopting a comprehensive conceptualization of environmental performance that includes not only environmental impacts but also interactions with environmentally intensive stakeholders, this study contributes to a more holistic understanding of how organizations can assess and improve their sustainability efforts. The inclusion of green relationship capital as a key determinant of environmental performance provides a new perspective for researchers and practitioners to explore the complexities of environmental management. This study enriches the theoretical understanding of how environmental culture and CSR practices influence perceptions and representations in green star hotels. The positive relationships between these constructions provide empirical evidence that a strong commitment to sustainability and responsible business practices can significantly enhance a hotel's reputation for environmental responsibility. The results of the study establish a strong link between the green image projected by green star hotels and their subsequent environmental performance. This relationship highlights the critical role that a genuine and credible green image plays in driving tangible sustainability results and encouraging hotels to actively implement environmentally responsible practices.

5.3. Limitations and Suggestions to Future Research

This study discussed in the above section provides valuable insights into the factors influencing the environmental performance of green star hotels. One limitation lies in the sampling method used, which was non-probability convenience sampling. To overcome this, future research could opt for a larger and more diverse sample, allowing for a more comprehensive understanding of environmental performance across different types of hotels and locations. In addition, the research design was cross-sectional, collecting data at a single point in time. A longitudinal study design could provide valuable insights into how environmental performance evolves over time, revealing changes in the relationships between environmental culture, CSR, green image, and environmental performance at different stages of a hotel's sustainability journey.

Another concern is the reliance on self-reported surveys, which can be affected by respondent bias and social desirability bias. To improve the reliability of the study, future research could incorporate objective measures and performance indicators to validate and supplement self-reported data for a more robust assessment of hotels' sustainability efforts. In addition, it is important to recognize that this study focused exclusively on green star hotels, limiting their applicability to hotels with other sustainability certifications or those without formal recognition. To gain a more holistic perspective, future research should compare the environmental performance of hotels with different sustainability certifications or explore the factors that influence the sustainability efforts of non-certified hotels.

A comparative analysis of green star hotels and non-certified hotels or those with different sustainability initiatives could provide valuable insights into the effectiveness of sustainability certifications and their potential impact on

environmental performance. Such comparisons could lead to the identification of best practices and provide guidance for hotels to optimize their sustainability strategies. To deepen the understanding of the challenges and opportunities green star hotels face in their sustainability efforts, future research could include qualitative methods such as interviews or focus groups. Qualitative insights can add depth and context-specific information that complements the quantitative findings, enriching the overall understanding of sustainable practices in the hospitality industry.

Ethics Statement: For the survey method used in this study, permission was obtained from the Ethics Committee for Scientific Research in Social and Human Sciences of the Rectorate of Aydın Adnan Menderes University, as per the decision of the meeting dated 16/08/2024, decision number 16/07. Should any contrary situation be detected, TO&RE Journal shall bear no responsibility, and all responsibility rests with the author of the study.

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