



Perceptions and the Related Behavioral Response Towards 'Green' Practices Among Stakeholder's in Limited Service Hotels

تصورات والاستجابة السلوكية المرتبطة بالممارسات "الخضراء" بين أصحاب المصلحة في الفنادق ذات الميزانية المحدودة

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Article Info

معلومات المقالة

Article Language: English

لغة المقالة: الإنجليزية

Vol. 7 No. 2, (2023) pp. 55-71 | <https://doi.org/10.21608/SIS.2024.256931.1162>

Abstract

الملخص

The research aims to identify perceptions and the relevant behavioral response towards "green" practices among stakeholders in limited and medium-budget hotels in terms of applying environmental practices in economic hotels in Luxor Governorate. A qualitative research method was chosen through a closed personal interview with the managers, who numbered 21. In order to interact with environmentally friendly "green" practices, hotel managers in the Luxor can apply and embrace five potential behavioral groups that were identified by the study. According to the results of the study, some managers refused to accept four green practices: protecting the environment or abstaining from "green" activities and adding value to customers; enhancing the hotel's green reputation; and actively encouraging adherence to their own values. Likewise, the results of this study showed that some managers adopted and intellectually rejected "green" practices. Motivated by fear of the consequences rather than out of necessity, managers do not always support the adoption of environmental practices due to their perception that going "green" in hotels is more of a symbolic decision than a useful decision. Some managers' approach was neutral in terms of perception and conviction towards others. Practices such as cutting expenses, purchasing luxury items, and supervising employees: change their behavior to comply with environmental standards, and notify members when "green" practices become an additional administrative burden. The study recommends that Egyptian hotels integrate environmental, cultural, and social aspects, reduce risks, and monitor pollution. implement green management, and make conscious green practices a core value in managers' perceptions.

يهدف البحث إلى التعرف على التصورات والاستجابات السلوكية ذات الصلة نحو الممارسات "الخضراء" لدى أصحاب المصلحة في الفنادق المحدودة والمتوسطة الميزانية من حيث تطبيق الممارسات البيئية في الفنادق الاقتصادية بمحافظة الأقصر، حيث أن الفنادق الاقتصادية مؤهلة لتطبيق الممارسات البيئية. تم اختيار طريقة البحث النوعي من خلال مقابلة شخصية مغلقة مع المديرين الذين يبلغ عددهم ٢١ مديرًا. ومن أجل التفاعل مع الممارسات "الخضراء" الصديقة للبيئة، يمكن لمديري الفنادق في محافظة الأقصر تطبيق واحتضان خمس مجموعات سلوكية محتملة تم تحديدها من قبل يذاكر. وبحسب نتائج الدراسة، رفض بعض المديرين قبول أربع ممارسات خضراء: حماية البيئة أو الامتناع عن الأنشطة "الخضراء" وإضافة قيمة للعملاء؛ وتعزيز سمعة الفندق الخضراء؛ وتشجيع بنشاط الالتزام بقيمهم الخاصة. وبالمثل، أظهرت نتائج هذه الدراسة أن بعض المديرين تبنوا ممارسات "خضراء" ورفضوها فكرياً. بدافع الخوف من العواقب وليس بسبب الضرورة، لا يدعم المديرون دائماً اعتماد الممارسات البيئية بسبب تصورهم بأن التحول إلى "الأخضر" في الفنادق هو قرار رمزي أكثر من كونه قراراً مفيداً. وكان أسلوب بعض المديرين محايداً من حيث الإدراك والقناعة تجاه الآخرين. ممارسات مثل خفض النفقات، وشراء السلع الفاخرة، والإشراف على الموظفين: يتمتع الفندق بالقدرة على إدارة موظفيه، وتغيير سلوكهم للامتثال للمعايير البيئية، وإخطار الأعضاء عندما تصبح الممارسات "الخضراء" عبئاً إدارياً إضافياً. وأوصت الدراسة الفنادق المصرية بدمج الجوانب البيئية والثقافية والاجتماعية وتقليل المخاطر ومراقبة التلوث

Keywords: Green practices; Green behavior of managers; GHRM procedures.

الكلمات الدالة: تنفيذ الإدارة الخضراء؛ الممارسات الخضراء الواعية
قيمة أساسية في تصورات المديرين؛ الممارسات الخضراء؛ السلوك
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Introduction

Hotels use a disproportionate amount of energy, which significantly contributes to climate change. This is attributed to the ongoing expansion of global tourism, which is responsible for about 8% of the world's greenhouse gas emissions. At the moment, hotels account for 21% of this carbon footprint. As a result, lower it by putting in place "green" practices (Salehi et al, 2021). Hotels are a demanding resource industry, so adopting environmentally friendly practices is required to reduce their negative effects on the environment. Therefore, the hotel industry should adopt green practices extensively (Deraman et al, 2017). Furthermore, the environment suffers greatly as a result of traditional hotels' massive consumption of resources. The production of enormous volumes of waste, the consumption of vast quantities of not recyclable goods, and the use of significant amounts of water and energy are the fundamental causes of these adverse consequences (Moise et al, 2021). According to Barakagira & Paapa, (2023) hotel owners and guests ended up being more and more conscious of environmental issues and demonstrated their desire to buy and use green items and services. Stakeholders in the hotel industry have expressed worries regarding the effects of hotels on societal, local, and global levels of health and well-being. However, due to disinterested of stakeholders, implementing "green" practices in hotels can be difficult. In order to determine the factors that influence a stakeholder's (dis)engagement with environmental conservation, stakeholder perceptions should be investigated (Filimonau et al, 2023). Despite the widely acknowledged significance of stakeholders in developing and implementing environmental strategies, researchers studying the hospitality industry have shown a lower interest in the role of stakeholders in environmental management (Perrigot et al, 2021). In response to Filimonau et al, (2022), remarks, other hotel stakeholders, including managers and senior executives, are regarded as the cornerstones for implementing environmental practices. Future research should focus on economic hotels, as they are better suited to do so by determining stakeholders' opinions and points of view regarding the practices ecological. This contrasts with this study that was done on employees of opulent hotels rather than stakeholders. This is regarded as the foundation for the current study, since the issue with the study is that earlier research addressed environmental practices only in the context of five- and four-star hotels and luxury hotels, ignoring economic hotels, which are better suited to implement environmental practices than luxury hotels because they do not use or consume luxury items that conflict with environmental practices.

Green practices in limited service hotels

The word "green" denotes the "activities that condense the influence on the atmosphere or environment, such as eco-buying or salvaging" (Gupta et al, 2023). As a result, different descriptions of green practices in the context of hospitality have been put forth. Kim et al. (2017a) define them as "a value-added business strategy that benefits a hospitality operation that engages in environmental protection initiatives" (p.236). According to (Merli et al, 2019) going green is becoming a successful approach to increase hotels' competitiveness and acquire market share by attracting customer segments that care about environmental sustainability in light of changes in the hotel industry. According to Chuong et al, (2022) and Barakagira & Paapa, (2023), green practices involve encouraging hoteliers' initiatives to minimize solid waste, preserve both energy and water, cut operating expenses, and safeguard the environment. Green practices are eco-friendly initiatives that are promoted in the hotel industry to enhance the establishment's reputation (Dwivedi et al., 2022). Green practices are viewed favorably by hotel managers because they are a key component of enhancing their brand's reputation and generating greater benefits. Despite certain customers' skepticism about choosing hotels based on these practices, previous research has shown that eco-friendly hotels significantly affect the hotel's green image (Hameed et al, 2022). Also, Kuar et al, (2022) assured that hotel managers' strong organizational support along with substantial personal commitment significantly helps in carrying out green practices. Additionally, there is a strong

correlation between green practices implementation policy and top management commitment. Lastly, the 'green' practices used in hotels. Four categories were used to summarize these various perceptions: Value creation, image construction, control mechanisms, and formalism are listed in that order (Filimonau et al, 2023). Additionally, certifications in environmental sustainability enable hotel companies to do both. Certain customers, particularly those with substantial assets and strong commitment to the environment, have the ability to shell out more for green projects like preserving water and energy so; getting a sustainability certificate will make hotels less occupied than their rivals (Bianco et al, 2023). Geerts, (2014) illustrated an environmental approval by certifications serves three primary purposes: it encourages the adoption of environmentally friendly practices; it boosts the hotel's revenue; and it aids in drawing in prospective consumers by highlighting the hotel's commitment to sustainability during the online reservation procedure. Hotels should go green for a variety of reasons. Following green guidelines legitimizes environmental concerns purely out of moral obligation; nevertheless in this instance, performing morally also boosts earnings in two different ways: first, by reducing costs, and second, by obtaining customers (Sukhu & Scharff, 2018). Green practices have recently emerged as a crucial component of environmental research, and a number of industries are now taking environmental responsibility into account when conducting everyday activities. Nevertheless, a few tiny hotels have begun to integrate environmental management into their operations and tactics (Masebe & Fatoki, 2023). Lastly, Evidence that budget hotels are qualified to apply and implement environmental practices. Review the experience at one of the three-star hotels. This hotel is situated in the "Delta del Po" natural park, which was recently named a UNESCO World Heritage Site. The hotel employs a number of green practices, including: houses built with the concept of bio-architecture, restricted elevation, and rooftop gardens for a low environmental impact; the majority of the village's water is warmed and operated by solar panels; low-energy lights used throughout the village; distinct waste disposal with environmental areas available to guests at strategic points of the structure; and advice and guidance in each room about how to reduce one's environmental footprint, The provision of cleaning supplies of approved quality, the utilization of electric vehicles for maintenance inside the village and for the safari on the controlled farm, environmental issues seminars on eco-sustainable tourism, and the availability of orientation and cycle tourist attractions are all examples of eco-friendly courtesy services that raise guest knowledge and energy conservation (Merli et al, 2019). The review presents the essential notions regarding the influence of hotel green practices, which enhance the notions and ideas pertaining to the sustainability of the hotel sector. The advantages of green practices in hotels have an effect on the day-to-day functioning and FM of the hotel, according to managers, employees, and consumers (Khalil, et al, 2022).

Green behavior of managers and organizations' support role

According to research, an organization's commitment to sustainability has a beneficial effect on its managers' propensities to protect the environment at work (Paillé & Raineri, 2016). According to Paillé and Raineri's (2015) Organizational support increases staff commitment to engage in charge behaviors that benefit the environment of hotels, according to research done in green behavior and environmental sustainability contexts. The literature on the environment frequently discusses management support, which is seen as a crucial factor encouraging people to take part in pro-environmental behaviors at work. Green HR procedures in a business are crucial for a green organizations' support OS. Employees who participate in training programmes about the business's environmental sustainability, for instance, are viewed as strategic allies in achieving environmental objectives (Lamm et al, 2013). Emotional dedication entirely mediated the impact of perceived OS on OCB towards the environment, insights from an empirical study by Lamm et al. (2015) showed that psychological empowerment helped buffer the effects of perceived OS towards the environment on job satisfaction, desire to leave the company, organizational identification, and OCB towards the

environment Paillé, & Meija-Morelos, (2019) clarified while encouraged by their organization, managers are more inclined to behave wisely closer to the environment at work in the hotels. Employees are inclined to put more effort and time into the workplace when they feel that their organizations are encouraging their customers and themselves (Singh and Singh, 2019). Huet et al. (2020) stated if a company creates and executes green practices that benefit consumers, society, or the environment, its employees will see, respect, and believe in the company's prosaically reputation, which will encourage them to engage with their jobs and the company as a whole. If frontline employees trust that their company's senior management encourages social responsibility efforts in everyday operations, they are more inclined to take part in related tasks and interact with the organization's objectives (Bhattacharya et al., 2008). Employee work engagement is positively correlated with perceived management support for CSR (Kim& Kim, 2021). Katz et al. (2022) showed that Organizations can support environmentally friendly and sustainable initiatives by encouraging EGB, as research demonstrates that human behavior is connected to issues like pollution and climate change. EGB is related to things like organizational identification, organizational assistance, and green human resource management practices. Graves et al. (2013) and Wesselin et al, (2017) assured that the Employee behavior, specifically encouraging pro-environmental behavior (PEB), is often what makes green practices and environmental programmes successful. Achievement in environmental sustainability for organizations is largely dependent on individual efforts. The ability of individual managers to take part in pro-environmental behaviors that maintain the natural environment is crucial as well. "Employee green behavior includes "employees' engagement in green behaviors, including managers' actions to perform work in an environmentally friendly way (e.g., recycling, rational use of resources, participation in environ-mental initiatives, setting of more sustainable policies)" De Roeck and Farooq (2017).According to Iqbal et al. (2018), green behavior (also known as pro-environmental behavior or PEB) is characterized as behavior that has a beneficial effect on the environment. Also, Employee green behavior (EGB), defined as "scalable actions and behaviors that employees engage in that are linked with and contribute to or detract from environmental sustainability" (Dilchert and Ones 2012)."Without staff involvement, a company's environmental programme will probably fail to succeed, as frontline employees carry out many environmental measures"(Peng et al, 2020). Graves et al. (2013)defined PEBs as "a broad set of eco-friendly activities in the workplace, such as learning and thinking about the environment, developing and applying ideas to reduce the company's negative effects on the physical environment, developing green products and processes, and recycling as well as reusing. Stern (2000) illustrated the green behavior as intentional behavior that contributes an integral part in minimizing the adverse effects of human resource actions on the environment. Su & Swanson (2019) stated that required EGB as eco-friendly behavior carried out in the course of an employee's essential job responsibilities. This entails abiding by organizational procedures, altering work practices, such as selecting ethical substitutes, and developing sustainable goods and procedures, green behavior and job descriptions have no connection with one another. According to this strategy, there are various degrees of employee engagement with EGB, some staff members might only perform the tasks they believe are crucial for their jobs, whereas others go further than usual to participate in greater levels of initiative (Ones and Dilchert, 2013).

Effects of GHRM procedures on employee's environmental commitment

Some academics have associated human resource management (HRM) with environmental management, referring to it as "green HRM" or "environmental HRM"(Kim et al, 2019). GHRM has to do with enhancing one's capacity for choosing, educating, and fostering green leadership. GHRM focuses on encouraging green behavior among staff members by assessing and recognizing environmentally conscious behavior. GHRM focuses on providing employees and creating an environmentally friendly organizational culture in order to increase employee engagement (Renwick

et al, 2013). The positive effects of implementing green practices are in human resources and in the organization itself, and hotels now understand the importance of GHRM practices for carrying out their environmental management programmes effectively (Alonso-Almeida et al., 2017). Pham et al. (2019) confirmed researchers are becoming more interested in GHRM applications to: (1) create green competencies (A), like green training; (2) inspire environmentally conscious staff (M), like green rewards; and (3) create green possibilities (O), like green organizational culture. Employee commitment to the organization is a result of HRM within the same organization and demonstrates an employee's intrigued demeanor, common ideals, willingness to support the objectives of the company, and substantial efforts made at work (Paillé & Meja-Morelos, 2014). Luu (2018) assured Green HR practices can change how staffs perceive the organization in their own minds, instilling in them pro-environmental values. The opinions of staff members about their organization's unique features, including its commitment to the environment, are thus valued. Green human resource management (HRM) practices serve and effect positively in encouraging employee participation in green practices is significant. Creating an environmental management system can reinforce employees' commitment to the environment at work (Pinzone et al, 2016). The HRM of an organization affects employee pro-environmental behavior, attitudes, and enthusiasm to engage in these behaviors. Therefore, organizations may effectively carry out and accomplish environmental policy cooperation through the use of HRM practices (Bhatti et al, 2022).

The goal of GHRM approaches is to develop, enhance, and sustain each employee's comprehending of how to maximize their positive impact on the environment. Therefore, taking into account an employee's behavioral traits will increase that person's awareness of environmental information, which will result in pro-environmental behaviors (Patwary et al, 2020). An increase in emotional commitment is associated with better environmental performance at work, Implemented green practices at work, including reuse and recycling, conserving energy, turning off unneeded illumination, and general environmental awareness, are correlated with higher levels of emotional commitment among employees (Raza et al, 2022). Also, a recent study, GHRM-based green inclusive top management support was positively associated with hotel employees' pro-environmental behaviors (Tabrizi et al, 2023). Employee commitment is known as an emotional frame of mind that encapsulates how closely an employee identifies with an organization (Fu et al, 2022). From an environmental perspective, the definition of Cantor et al. (2012) who define environmental commitment as "an internal sense of obligation of an employee to preserve the environment and biosphere. Also, As a result of their organization's moral obligation to protect the environment, employees' understanding processes influence them to adopt a green practice mindset (Afsar & Umrani, 2020). Green self-efficacy GSE perceptions of managers are influenced by a variety of organizational factors. For instance, numerous social scientists have demonstrated a beneficial relationship between managerial behaviors and employees' perceptions of the GSE (Chen et al, 2014 and Faraz et al, 2021). Boddy et al. (2010) pointed out how servant leadership encouraged GSE's perception of employees. Similar to this, it was also stated that the approach of transformational leadership could favorably affect workers' perceptions of GSE. In particular, employees feel they are able to lessen environmental degradation when they observe that their stakeholders have decided to participate in procedures that reduce its effect on the environment, this suggests that staff members in socially conscious businesses should exhibit greater GSE to protect the environment (Fu et al, 2022).

Stakeholder's role and green practices

According to Khalil et al. (2022) the essential element to the hotel industry's processes succeeding is provided by stakeholders. People who have a financial stake in the company, such as staff members, shareholders, providers, and supporters, as well as those who have an economic impact, such as

consumer's politicians, lawmakers, and lawmakers, are referred to as stakeholders. The stakeholders in a hotel's green supply chain were divided into three groups: (1) upstream members who provide different hospitality supplies and services for hotels (such as suppliers, experts, and FF&E manufacturers); (2) downstream members who are the end consumers of the hospitality items and amenities (such as hotel customers); and (3) midstream members who convey service to the final consumers (Chan, 2021). Thus, the success of green practices and initiatives will be depending on the perspectives of relevant stakeholders in the hotel industry, the implementation of green practices and sustainable initiatives are devoted to three themes of perspectives : (1) manager's perspectives; (2) employee's perspectives; and (3) Customer's perspectives. In order to make investments in environmental sustainability and greening the workplace, top management leadership and its vision are essential. Without management's commitment to this procedure, any initiatives made by employees would be ineffective (Karatepe et al, 2022). In order to examine green practices in terms of social and ecological responsibility, scholars have embraced stakeholder theory. According to the stakeholder theory, a firm creates externalities that may prompt stakeholders (internal and external) to put pressure on the firm to lessen negative effects (Yang et al, 2023). Green business practices are more likely to be adopted when owner-manager attitudes are prevalent (Hashim et al, 2016). According to Mensah& Ampofo (2020) there is also scientific proof that shows that green practices among small hotels are mostly motivated by owner-managers' moral worries about the natural environment. In small to medium-sized businesses, the mentality of managers is crucial for the achievement of those organizations. The relationship between organizational performance and corporate green practices was clarified by Seman et al. (2018) using the stakeholder theory; they framed pressure from stakeholders as the driving force behind firms' adoption of green practices, corroborating. To guarantee long-term achievement, organizations must respond to stakeholders' concerns, according to stakeholder theory (Jones et al., 2014). Khatter et al. (2021) emphasized Stakeholder theory can be used to tackle and handle stakeholders' evolving needs, including environmental management. In order to comprehend corporate environmental and social behavior as well as the reasons and drivers of corporate social responsibility. For instance, business partners and visitors put demands on the hospitality industry to adhere to green practices. Stakeholder theory is frequently used to explain how organizations may choose to act in a sustainable manner (Sarkis et al., 2011). Yankovskaya et al. (2022) examined when and under what conditions as an entrepreneur focused organizations improve their environmental collaboration with suppliers, showing that their entrepreneurial mindset benefits environmental collaboration with suppliers, using stakeholder theory as an alternative theory of the organization giving rise to requirements about organizing. The main factors—financial, marketing, owner and shareholder goals, and guest preferences—are concurrent, with some overlapping barriers. Hotels should understand that investing in sustainability is a long-term strategy even though some practices and initiatives have immediate advantages (Khatter et al. (2021). According to Sachdeva& Singh, (2023) to social psychology research, a manager's green conduct at work influences followers to imitate it because they share similar environmental values, promote sustainability, and develop and uphold concepts for addressing the effects on the environment.

Research Methodology

The current research used a qualitative research approach, that is, in-depth, partially structured interviews, as shown in Table (2) that illustrates study participants' opinions regarding the "green" procedures implemented in their hotels. These various viewpoints were compiled into four categories: formalism, value creation, picture building, and control systems. This categorization is shown in Table 2, which links each category of manager perceptions to the representative quotes by utilising the outcomes of data codification. Table 2 categorises managers' perceptions into three categories:

agreed, neutral, and disagreed. A closed personal interview was conducted with the managers, who numbered 21 managers of the budget hotels, representing all the budget hotels in Luxor. Gathering and analysing information in keeping with the interpretive investigation philosophy and the inductive approach. According to Eriksson and Kovalainen (2015), qualitative research fosters close relationships with study participants, which expands the scope for understanding feelings and emotions. A deeper understanding of the real behavioural reaction to outside stimuli is made possible by qualitative research. Finally, the ability to ask additional inquiries is made possible by the adaptable format of qualitative research, which can help understand the precise motivations beneath particular behavioral therapy acts (Creswell, 2013).

Results and discussions

Table 1 demographics of the interviewees

	Gender	Age	Work experience in this hotel (years)	Department before manager position
1	Male	46	5	Front office
2	Male	52	3	Food and beverage
3	Male	48	2	Sales
4	Male	44	1	Front office
5	Male	48	3	House keeping
6	Male	49	2	Food and beverage
7	Male	51	3	Front office
8	Male	50	2	House keeping
9	Male	55	3	Front office
10	Male	52	2	Food and beverage
11	Male	49	5	Front office
12	Male	48	3	Front office
13	Male	44	1	Food and beverage
14	Male	48	2	House keeping
15	Male	50	3	Food and beverage
16	Male	51	2	House keeping
17	Male	55	3	Food and beverage
18	Male	50	3	House keeping
19	Male	47	3	Food and beverage
20	Male	48	5	Front office
21	Male	52	4	House keeping

Table 2 shows the perceptions of managers in terms of environmental practices in hotels

Theme Behavior category	Code Behavior type	Exemplary quote	Overall attitude
Creation of value	Enhanced customer experience	We occasionally receive compliments on our environmentally friendly practices. Some customers, but not all, are content with the Eco-friendly services they receive.	Disagreed
	Marketplace benefit	"It's an added selling point." Being "green" helps us stand out from the competition. Due to this, we stand out to our customers.	
	Complying with prevailing standards	Our government and people motivate us to go 'green'. It's only ethically acceptable to use fewer resources, such as water and energy.	
	Improved operational effectiveness	"I've heard that adopting 'green' practices has allowed us to save a significant amount of energy and water. Saving money entails doing this, which benefits businesses?"	
Picture building	Marketing	'We cater to them by highlighting what we do to preserve the environment because modern upper-class customers in Egypt appear to value the idea of being "green."	Disagreed
	Advertising	Green marketing strategies are excellent for advertising. They are featured on our web page. Our 'green' practices have been covered by the news media, which greatly enhances our reputation.	
	Green' reputation	'Hotels in Egypt have been criticized for their negative environmental impacts , especially resource consumption and waste Generation. Our hotel implements 'green' practices to showcase to the public what we do to change the reputation of heavy polluters'	
Control of costs	Cost control	"Luxury goods cost a lot of money. 'Green' practices assist the hotel in cutting xpenses (economic goods). However, this only benefits our employer, not us, the employees.	Neutral
	Employee control	"The hotel can control its employees, but it cannot control the environmental behavior of their guests." Our HRM policies require that employees adhere	

		to particular directives. Although some of these are genuinely "green" initiatives, others are merely designed to control staff in the name of "greening" the company.	
	Legal compliance	There are emission standards that a hotel business must adhere to. By going "green," our hotel can abide by the rules and avoid trouble if an audit arrives.	
	A company's culture	The policies of our company include this. Our corporate office wants us to engage in "green" practices. Everyone must adhere to this if it is established as one of the hotels core values.	
Formalism	Hypocrisy	I don't believe that our hotel adopts "green" practices for the benefit of society. I believe that these actions merely foster principles within the hotel itself. We hardly ever learn anything from them.	Agreed
	Symbolism	Being 'green' in our hotel, in my opinion, is more of a symbolic choice than a practical one. It seems sufficient to simply represent our commitment to being "green," and additional actions are not required.	
	Green washing	I'll be up front with you: Our hotel greatly overstates the extent of its "green" efforts and contributions. There is little correlation between what I've seen published on our website and what I've seen in person.	
Pro- active support		Adherence to one's own values The fact that our hotel strives to conserve resources and lessen environmental pollution makes me happy. I believe that we should all take this action	Disagreed
Behavior modification		"I feel obligated to assist the hotel in achieving its goals. I even offered the hotel a few recommendations for how to save energy.	Neutral
Indifference	A regular task of the day	I simply view "green" business practices as another obligation. I am aware that many of my coworkers share this trait. Despite its lack of importance or necessity, I must comply with it because it is a requirement of my employment contract.	

	Perceived importance	I only engage in "green" practices out of necessity rather than choice.	
Passive Compliance	Compliance for reward	'I believe it's green practices Okay, but for myself, I just accomplish these things because the hotel promotes me to. For "green" ideas, we receive meager incentives from the administration, which is why I participate.	Agreed
	Compliance due to a threat of punishment	Due to the threat of punishment, compliance ' In all honesty, I only engage in these "green" practices because cameras are constantly watching me at work. When staff members break the "green" rules at our hotel, they will be disciplined.	
	The bare minimum necessary to comply	'Honestly? I only engage in these "green" practices because stakeholders ask me to. I try to follow their instructions and do a little bit just to demonstrate that I've tuned in to them.	
Informal protes	Complaining to fellow workers	Many employees at our hotel complain about the drawbacks of these ['green'] practices. For instance, they must separate waste, which is something that no one desires to do. Even some managers seem to be grieving about how pointless these "green" activities are.	Neutral
	Complaining to members	"Green" practices add another administrative burden. even if I'm unhappy, what can I do? I can complain about this to my coworkers of managers.	
Avoidance	Implicit non-engagement	"I may appear to act sustainably, but this is not truly the case," If there is a chance; I will refrain from engaging in such "green" practices.	Agreed
	Explicit nonengagement	I am opposed to working together because I believe that many of the "green" practices that have been implemented in our hotel are meaningless. Yes, I must exercise caution when doing so to prevent overt disclosure.	

Various viewpoints were compiled into four categories: formalism, value creation, picture building, and control systems Source: Filimonau et al, (2022).

According to the study, managers of economics hotels in Luxor have different perspectives on the "green" practices that hotel management has implemented, and as a result, they have adopted different behavioral responses. According to the study, managers' opinions on protecting the environment and engaging in Relevant behavior's varied from favorable to unfavorable to neutral. The results of the study revealed the "green" practices adopted in budget hotels in Luxor Governorate, in which these different perceptions were summarized into four categories: (1) value creation; (2) image building; (3) control system; and (4) formality. Regarding value creation by managers, there were 16 managers out of a total of 21 managers, considering them stakeholders, according to the results of the personal interview. The general perception of managers was a disagreed (negative perception) of environmental practices and their role in enhancing value among consumers, and this contradicts what was mentioned by Chuong et al, (2022) and Barakagira & Paapa. (2023). This is because managers' perspectives are primarily focused on regular sales and financial support. They lack the financial means and support that hotel owners would expect to see them invest in green practices, even though they believe that these practices will save a significant amount of energy and water given the current climate and other factors. The cost of energy is high. Although five managers expressed a favorable opinion of these practices in the context of financially successful hotels, the positive perception of "green" practices is due to the additional value that businesses and guests derive from hotels' preservation of the environment. Regarding the second characteristic, image building which encompasses the three components of marketing, advertising, and green reputation the majority of hotel managers 15 out of 21 had negative perceptions of that trait, while six managers had positive attitudes which runs counter to what said that by (Kuar et al., 2022 and Dwivedi et al., 2022). Given that consumers are drawn to eco-friendly services, that hotels have an adverse effect on the environment due to emissions and heavy pollution, and that the hotel's home page displays eco-friendly practices, this poses a serious problem for stakeholders in terms of environmental preservation. Regarding the third characteristic, which is cost control, which includes control over employee costs, culture of hotel and legal compliance, the general perception of employees, was that most of the employees' perceptions in general were positive, and this is consistent with Sukhu & Scharff (2018). Hotels need to go green for several reasons. Following green guidelines legitimizes environmental concerns out of pure moral obligation. However, in this case, ethical performance also enhances profits in two different ways: first, by reducing costs, and second, by acquiring customers. Green practices have recently emerged as a crucial element in environmental research, and a number of industries now take environmental responsibility into account when carrying out daily activities. According to the results of the study, there is a deficiency in terms of conviction in the formalities of environmental practices and that they do not represent something basic and vital that requires application by management and stakeholders. This contradicts what was mentioned by Khalil et al. (2022), stakeholders play a crucial role in ensuring the success of operations within the hotel industry. Stakeholders include both those with an economic influence (such as legislators, consumer politicians, and shareholders) and those with a financial stake (such as employees, shareholders, service providers, and supporters). Three groups comprised the stakeholders in the hotel green supply chain: (1) Upstream members, such as suppliers, experts, and manufacturers of furniture and fittings, who offer a range of hospitality supplies and services to hotels; (2) End members, who stand in for the final consumers of hospitality items. Regarding emotional commitment and environmental responsibility in terms of values and principles responsible for implementing successful environmental practices, this shows that 19 hotel managers, representing the vast majority, have a formal environmental commitment towards environmental practices, and this contradicts what Patwary et al. (2020) and Raza et al. (2022) said. By means of the direct participation of senior executives in demonstrating corporate dedication to "green" practices, for instance, hotel administrations can avert criticism related to image construction, cost control, and, most importantly,

formalism. This action can encourage people who have unfavourable or neutral opinions about "green" practices to adopt a more optimistic view of environmental preservation. It takes dedication and encouragement to foster organizational environmental ideas. He goes on to say that getting senior management's backing is essential for both guaranteeing environmental policy compliance and resolving competing goals in hotel operations. After environmental policies are decided upon, goals need to be set, and resources needed to reach them must be provided. The goals ought to result in a modified plan of action that is shared with all parties involved.. The implementation of an environmental management practices requires the designation of a group of personnel who will oversee the plan's execution, explain its details to all staff members involved, and serve as advocates for the plan. According to Mensah& Ampofo (2020) .The research also reveals that a manager's attitude towards the environment is significantly impacted Neutral by cost as a consideration. Furthermore, financial concerns have a detrimental effect on the intention to be carried out, and they are a barrier to the adoption of green hotel practices in low-cost lodgings. Some of the 19 managers felt unaffected by "green" initiatives because they saw them as just another standard job requirement. Even though they thought the environment was unimportant, these workers would nevertheless participate in "green" activities because they saw them as essential to their jobs. Staff members were going to carry out environmental conservation measures primarily as a means of "proving that I've attempted" or to prevent retribution for their lack of involvement, which was mainly motivated by this idea of themselves. Finally, some managers would adopt "green" practices in order to receive a bonus or commendation from the owner of their hotel. There is a lack of perception and application intentions of green human resources management to all budget hotels in Luxor Governorate in terms of planning, recruitment, promotion, and providing incentives. Green HRM should: (1) promote green competencies (a), such as green training; (2) motivate environmentally concerned employees (M), such as green rewards; and (3) create green opportunities (O), such as green organizational culture. Human resources management within the same organization produces employee commitment, which is a reflection of the employee's engaged attitude, shared values, willingness to support business goals, and great efforts expended .The study's findings suggested that rather than seeing benefits, some managers decided to adopt of implementation "green" practices out of fear of repercussions. What's more, the research revealed that leadership positions frequently fail to encourage following environmental regulations. Given that managers are influenced to embrace a green practice mentality by their knowledge of and appreciation for procedures, this goes against and conflicts with hotels' moral obligation to protect the environment and environmental practices (Afsar and Amrani, 2020). Numerous organizational factors have an impact on GSE perceptions of employees' green self-efficacy. For instance, a number of social scientists have demonstrated a positive correlation between management practices and workers' opinions of GSE (Chen et al., 2014; Faraz et al., 2021). Boddy et al. (2010) observed that servant leadership improved the way in which workers perceived GSE. In a similar vein, at work. This contradicts what was mentioned by (Paillé and Meja-Morelos ,2014).Through the results of the study, it was proven that the economic hotel sector in Luxor Governorate violates the ministerial decision regarding the necessity of green transformation and green certificates as a legal obligation, as it is decided that the companies and establishments addressed by the provisions of this decision are committed to adjusting their situations in accordance with its provisions within a maximum period of six months from the date of its implementation from the beginning. February 2022. This decision is part of tourism preparations for Egypt to host the twenty-seventh Conference of the Parties to the United Nations Climate Change Convention, "COP27," in the city of Sharm El-Sheikh during the first stage. It became mandatory for all hotels in all destinations in Egypt in light of the efforts of the Ministry of Tourism and Antiquities towards transforming the Egyptian tourism sector. To an environmentally friendly sector, which comes in line with the objectives of the Ministry's sustainable development strategy and Egypt's Vision 2030 to

maintain environmental balance, sustain tourism and archaeological activity, encourage the shift towards a green economy, and spread environmentally friendly practices (Ministerial Resolution No. 18 of 2022).

Conclusion

This study looks into manager's perception to the green practices initiatives in economic hotels. Providing the findings of interview the general perception among managers is a disagreed (negative perception) of environmental practices and their role in enhancing value for consumers. There is a lack of conviction in the formalities of environmental practices and that they do not represent something essential and vital that requires application by management and stakeholders. A manager's attitude towards the environment is significantly Neutral affected by cost as a consideration. Moreover, financial concerns have a detrimental impact on the intention to implement and constitute a barrier to adopting green hotel practices in low-cost accommodation. It has been proven that the economic hotel sector in Luxor Governorate violates the ministerial decision regarding the necessity of green transformation and green certificates as a legal obligation, as it was decided that the companies and institutions addressed by the provisions of this decision are committed to adjusting their situations in accordance with its provisions within a maximum period of six months from the date of its implementation from the beginning. February 2022. There is no doubt that there are various motives behind the development of hotels towards the application of green practices, the most important of which are reducing operational expenses, improving the reputation and image of the hotel, gaining marketing and competitive advantages, meeting the desires of customers and employees, and complying with environmental legislation, even if the costs of implementing green programs High, and there is a lack of interest, knowledge, and time as obstacles to establishing green hotels. However, environmental training and government financial and technical incentives will play a prominent role in the development of the hotel industry towards environmental practices, even if this is still weak in Egypt, which prompted the public and private sectors to unify their efforts with the aim of achieving more sustainability in the tourism sector.

Recommendations

Egyptian hotels must focus on promoting the concept of conscious green management among the stakeholder's of these hotels and embedding that in their convictions, and implementation of a green management programme that preserves the environment, resources, and guests, and on integrating activities, taking into account the environmental, cultural, and social dimensions, avoiding negative effects, reducing risks, and monitoring pollution. To be within the internationally permissible limits and to include green practices as a legal, ethical, practical, and basic obligation and not something recreational or additional in all hotel operations, the most important of which is the management of green human resources. Additionally, increase interest in developing economic hotels in Luxor by keeping pace with developments in environmental practices within the economic hotel sector, such as the process of recycling hotel waste and using clean, renewable energy in hotels, taking into account the following: Environmental and green quality is no longer an entertainment option but has become an urgent necessity and a basic pillar of facing competitive challenges, the necessity of rationalizing costs and using resources within hotel establishments, and that units within hotels strive to preserve the protection of the environment and guests at the lowest costs and the least amount of damage and loss, and finally, technological developments and their environmental impacts. At the local, regional, and global levels, it has become the focus of most countries in the world that take the green trend seriously.

Limitations and suggestions future

There are limitations to this study, the first of which is that the application was limited to budget hotels in Luxor Governorate, and the interviews were directed to managers as part of the stakeholders.

The extent to which they embrace environmental practices in thought, which is considered a very important part of the most important modern trends in the budget hotel industry, was studied, as they are less likely to use luxury goods. And well-being. Hence, the study recommends for future studies to pay attention to the obstacles to implementing environmental practices, especially after including them as part of a legal obligation on budget hotels and their impact on gaining a new customer segment and increasing the reputation of economic hotels in terms of green transformation, and comparing the benefits realized from the application side and the obstacles that prevent them from applying in light of the legal obligation. The necessity of obtaining Green Star certificates and exposure to the consequences for hotels that commit to implementing environmental practices and the requirements for obtaining Green Star certificates.

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