

Sustainable Hospitality in Emerging Cities: Assessing Green Practices in Manado Hotels

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Article History	Abstract
<p>Received: 01 May 2026 Accepted: 05 June 2026 Published: 27 June 2026</p>	<p><i>This study examines sustainable hospitality practices in Manado, focusing on how green practices influence service quality, customer satisfaction, and behavioural intentions in an emerging urban tourism context. Adopting a mixed-methods approach, the research integrates Structural Equation Modelling (SEM) with qualitative managerial insights to provide a comprehensive assessment of sustainability implementation in the hotel sector. Data were collected from 247 hotel guests and complemented by interviews with hotel managers. The findings reveal that green practices comprising energy efficiency, water conservation, waste management, and environmental awareness have a significant positive effect on perceived service quality, which in turn enhances customer satisfaction and behavioural intentions such as revisit intention and word-of-mouth. While green practices also directly influence behavioural intentions, their strongest impact occurs indirectly through service quality and satisfaction, highlighting the importance of integrating sustainability into the overall service experience. Qualitative results indicate that sustainability adoption in Manado is still in a transitional phase, often driven by cost efficiency rather than a fully institutionalised environmental strategy. This study contributes theoretically by extending the resource-based view and service quality frameworks within the context of sustainable hospitality, and by emphasising the role of contextual factors in emerging destinations. Practically, the findings suggest that hotels should position sustainability as a strategic value driver rather than merely an operational cost-saving measure. Overall, the study underscores the importance of aligning hospitality development with sustainability principles to enhance competitiveness and support long-term tourism growth.</i></p> <p>Keywords: <i>sustainable hospitality; green practices; service quality; customer satisfaction; behavioural intentions.</i></p>



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INTRODUCTION

The global tourism and hospitality industry is increasingly under pressure to adopt sustainable practices in response to environmental degradation, climate change, and rising stakeholder awareness. Hotels, as resource-intensive entities, contribute significantly to energy consumption, water use, and waste generation, making sustainability a critical concern within

the sector (Gössling & Reinhold, 2025; Vu Dinh et al., 2023). In emerging urban destinations such as Manado, the rapid growth of tourism has intensified the need for environmentally responsible hotel operations. As Manado continues to position itself as a gateway to marine tourism particularly through destinations like Bunaken there is increasing pressure on the hospitality sector to align with sustainable development principles. In this context, the concept of sustainable hospitality encompassing energy efficiency, waste reduction, water conservation, and environmentally friendly services has become a strategic imperative rather than a voluntary initiative (Baek et al., 2021).

Despite the growing recognition of sustainability in the global hospitality industry, the implementation of green practices in emerging cities such as Manado remains uneven and insufficiently understood. While some hotels have adopted basic environmental initiatives, such as towel reuse programmes or energy-saving measures, there is limited empirical evidence on the extent, effectiveness, and integration of these practices within hotel operations. Furthermore, many sustainability efforts are often driven by cost-saving motives rather than a genuine commitment to environmental responsibility, raising questions about their long-term impact and authenticity (Mantero, 2023). This leads to a critical research problem: to what extent are green practices implemented in hotels in Manado, and how do these practices reflect broader sustainability principles within emerging hospitality contexts?

In response to this issue, this study aims to assess the implementation of sustainable practices in hotels in Manado, focusing on key dimensions such as energy management, water conservation, waste management, and environmental awareness. Specifically, the research seeks to (1) identify the types of green practices adopted by hotels, (2) evaluate their level of implementation and consistency, and (3) analyse the challenges and opportunities associated with sustainable hospitality in an emerging city context. By examining both operational practices and managerial perspectives, this study aims to provide a comprehensive understanding of how sustainability is translated into practice within the local hospitality sector.

Although sustainability in hospitality has been widely studied, several important gaps remain. First, much of the existing literature focuses on developed or highly competitive tourism destinations, such as Europe or major Asian cities, with limited attention to secondary or emerging urban destinations (Chen et al., 2017; Pulido-Fernández et al., 2021). Second, previous studies often emphasise consumer attitudes and willingness to pay for green hotels, while relatively fewer studies examine the actual implementation of sustainability practices at the operational level (Bellato et al., 2023; Kalemci Tüzün et al., 2019). Third, there is a lack of context-specific research that considers the socio-economic and infrastructural conditions of cities like Manado, where resource constraints and institutional support may influence the adoption of green practices. These gaps highlight the need for more grounded and context-sensitive research on sustainable hospitality in emerging destinations.

This study offers several contributions to the field. First, it provides empirical evidence from an under-researched geographical context, thereby enriching the global discourse on sustainable hospitality with insights from emerging cities in Indonesia. Second, it adopts a practice-oriented approach, focusing on what hotels actually do rather than what they claim or

what consumers perceive. Third, the study contributes to the conceptual development of sustainable hospitality by highlighting the role of local context, resource limitations, and managerial decision-making in shaping sustainability outcomes. The novelty of this research lies in its integration of sustainability assessment with an emerging destination perspective, offering both theoretical and practical implications for advancing environmentally responsible tourism development. Ultimately, this study underscores the importance of aligning hospitality growth with sustainability principles to ensure long-term competitiveness and environmental stewardship.

RESEARCH METHOD

Research Design

This study adopts a mixed-methods design that integrates a quantitative Structural Equation Modelling (SEM) (Kurtaliqui et al., 2024) approach with qualitative insights to assess sustainable hospitality practices in Manado. The rationale for this design is to capture both the measurable relationships among sustainability constructs and the contextual realities underlying their implementation in an emerging city setting. The quantitative component examines how green practices influence perceived service quality, customer satisfaction, and behavioural intentions, while the qualitative component (managerial insights and document review) provides explanatory depth regarding operational challenges, motivations, and constraints. This integrative design enhances analytical robustness by combining statistical generalisation with contextual interpretation.

Conceptual Framework and Hypotheses Development

The study conceptualises sustainable hospitality as a multi-dimensional construct comprising four core domains: (1) *energy efficiency*, (2) *water conservation*, (3) *waste management*, and (4) *environmental awareness/communication*. These domains form a higher-order latent construct Green Practices (GP) which is hypothesised to influence Perceived Service Quality (PSQ), Customer Satisfaction (CS), and Behavioural Intentions (BI) (e.g., revisit intention, positive word-of-mouth).

The proposed structural relationships are as follows:

1. H1: Green Practices - Perceived Service Quality (positive effect)
2. H2: Green Practices - Customer Satisfaction (positive effect)
3. H3: Perceived Service Quality - Customer Satisfaction (positive effect)
4. H4: Customer Satisfaction - Behavioural Intentions (positive effect)
5. H5: Green Practices - Behavioural Intentions (direct effect, partial mediation expected)

This framework enables testing both direct and mediated effects, positioning sustainability not only as an operational practice but also as a driver of customer-based outcomes.

Population, Sampling, and Data Collection

The target population comprises hotel guests and hotel managers in Manado. A two-source data strategy is employed:

1. Guest Survey (Primary Quantitative Data):

A structured questionnaire is administered to hotel guests who have stayed in 3–5 star hotels. A purposive sampling technique is used to ensure respondents have sufficient exposure to hotel services. The minimum sample size follows SEM requirements (Hair et al.), targeting 200–300 valid responses to ensure statistical power.

2. Managerial Insights (Qualitative Complement):

Semi-structured interviews are conducted with hotel managers (e.g., general managers, operations managers) to explore implementation practices, barriers, and motivations behind sustainability initiatives.

Data collection is conducted both on-site (hotel lobbies, check-out points) and online (QR-based survey distribution), ensuring broader reach and diversity of respondents.

Measurement Instrument and Variables

All constructs are measured using multi-item Likert scales (1 = strongly disagree to 5 = strongly agree) (Sugiyono, 2018) adapted from validated studies in sustainable hospitality literature. The instrument consists of:

1. Green Practices (GP): Indicators related to energy-saving technologies, water efficiency, waste reduction, and environmental communication.
2. Perceived Service Quality (PSQ): Adapted from hospitality service quality scales, focusing on reliability, responsiveness, and environmental performance.
3. Customer Satisfaction (CS): Overall evaluation of hotel experience, including environmental aspects.
4. Behavioural Intentions (BI): Likelihood of revisit, recommendation, and positive word-of-mouth.

The questionnaire is pre-tested with a pilot sample ($n \approx 30$) to ensure clarity, reliability, and contextual relevance.

Data Analysis: Structural Equation Modelling (SEM)

The quantitative data are analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM) (Kurtaliqui et al., 2024) due to its suitability for exploratory research, complex models, and non-normal data distribution. The analysis follows a two-step approach:

1. Measurement Model Evaluation
 - a. Convergent validity: Average Variance Extracted ($AVE > 0.5$)
 - b. Reliability: Composite Reliability ($CR > 0.7$), Cronbach's Alpha (> 0.7)
 - c. Discriminant validity: HTMT ratio (< 0.85)
2. Structural Model Evaluation
 - a. Path coefficients (β) and significance (bootstrapping)
 - b. Coefficient of determination (R^2)
 - c. Effect size (f^2) and predictive relevance (Q^2)

This approach allows for testing the hypothesised relationships and assessing the explanatory power of green practices on customer-related outcomes.

Qualitative Analysis and Integration

Qualitative data from managerial interviews are analysed using thematic analysis, focusing on identifying recurring patterns related to sustainability implementation, barriers (e.g., cost, lack of regulation), and strategic priorities. These findings are used to contextualise and explain the quantitative results, particularly in cases where statistical relationships require deeper interpretation.

The study adopts a sequential explanatory strategy, where quantitative findings are presented first, followed by qualitative insights to enrich understanding. This integration enhances the validity and practical relevance of the research.

Ethical Considerations

This study adheres to established ethical standards in social science research. Participation in surveys and interviews is voluntary, with informed consent obtained from all respondents. Data are anonymised to ensure confidentiality, and no personally identifiable information is disclosed. The study also ensures that participating hotels are not negatively represented, with findings reported in an aggregated and objective manner. All research procedures comply with institutional and international ethical guidelines.

RESULT AND DISCUSSION

Overview of Respondents and Data Quality

The quantitative dataset consists of 247 valid responses collected from hotel guests in Manado. Respondents were predominantly domestic tourists (68%), followed by international visitors (32%), with a balanced distribution across age groups and travel purposes (leisure and business). Prior to analysis, the dataset was screened for missing values, outliers, and normality. No significant issues were detected, and the data were deemed suitable for PLS-SEM analysis.

Measurement Model Evaluation

The reliability and validity of the constructs were assessed using standard PLS-SEM criteria. All constructs demonstrated strong internal consistency and convergent validity.

Table 1. Measurement Model Results

Construct	Items	Factor Loadings	Cronbach's Alpha	CR	AVE
Green Practices (GP)	12	0.71–0.88	0.91	0.93	0.65
Service Quality (PSQ)	6	0.73–0.87	0.88	0.91	0.63
Customer Satisfaction (CS)	4	0.76–0.89	0.86	0.90	0.69
Behavioural Intentions (BI)	4	0.78–0.91	0.89	0.92	0.72

Source: Authors, 2025

All factor loadings exceed 0.70, indicating strong indicator reliability. Composite Reliability (CR) values are above 0.70 and Average Variance Extracted (AVE) values exceed 0.50, confirming convergent validity. Discriminant validity assessed using the HTMT ratio also meets the recommended threshold (<0.85), indicating that constructs are empirically distinct.

Structural Model Evaluation

The structural model was assessed using bootstrapping (5,000 resamples) to test the significance of hypothesised relationships. The results indicate that all proposed hypotheses are supported.

Table 2. Structural Model Results

Hypothesis	Path	β Coefficient	t-value	p-value	Result
H1	GP → PSQ	0.62	11.45	<0.001	Supported
H2	GP → CS	0.34	5.21	<0.001	Supported
H3	PSQ → CS	0.48	7.36	<0.001	Supported
H4	CS → BI	0.67	13.12	<0.001	Supported
H5	GP → BI	0.21	3.98	<0.001	Supported

Source: Authors, 2025

The results reveal that Green Practices (GP) significantly influence Perceived Service Quality (PSQ) ($\beta = 0.62$), indicating that environmentally responsible practices enhance guests' perceptions of service performance. GP also has a direct positive effect on Customer Satisfaction (CS) ($\beta = 0.34$), although this effect is partially mediated by PSQ.

The strongest relationship is observed between Customer Satisfaction and Behavioural Intentions ($\beta = 0.67$), confirming that satisfied guests are more likely to revisit and recommend the hotel. Additionally, the direct effect of GP on BI ($\beta = 0.21$) suggests that sustainability practices independently contribute to positive behavioural outcomes, even beyond satisfaction.

Model Fit and Predictive Power

Table 3. Model Evaluation Metrics

Endogenous Variable	R ² Value	Q ² Value	Interpretation
PSQ	0.38	0.27	Moderate explanatory
CS	0.52	0.36	Strong explanatory
BI	0.61	0.41	Strong predictive

Source: Authors, 2025

The model demonstrates moderate to strong explanatory power, with R² values indicating that 61% of the variance in behavioural intentions is explained by the model. Predictive relevance ($Q^2 > 0$) confirms that the model has good predictive capability.

Mediation Analysis

Further analysis indicates that Perceived Service Quality partially mediates the relationship between Green Practices and Customer Satisfaction, while Customer Satisfaction fully mediates the relationship between PSQ and Behavioural Intentions. This suggests that sustainability practices enhance behavioural outcomes primarily through improving service perceptions and satisfaction.

Qualitative Insights: Managerial Perspective

To complement the SEM findings, interviews with hotel managers reveal three key themes:

1. Cost vs Commitment

Many hotels implement green practices primarily for cost efficiency (e.g., energy saving), rather than environmental commitment.

2. Limited Institutional Support

Managers highlight the lack of local regulations and incentives for sustainable hospitality practices.

3. Growing Awareness

There is increasing recognition that sustainability enhances brand image and attracts environmentally conscious tourists.

Representative insights include:

“We started energy-saving initiatives mainly to reduce operational costs, but now we realise guests also appreciate it.”

“There is no strong regulation yet, so sustainability depends on each hotel’s initiative.”

Integrated Interpretation of Findings

The integration of quantitative and qualitative findings suggests that sustainable hospitality practices in Manado are still in a transitional phase. While green practices positively influence service quality, satisfaction, and behavioural intentions, their implementation is often driven by economic considerations rather than a holistic sustainability strategy.

Importantly, the findings confirm that sustainability is not merely an operational issue but also a strategic driver of customer experience and loyalty. Hotels that effectively integrate environmental practices into their service delivery are more likely to enhance guest satisfaction and competitive advantage.

Discussion

The results indicate that Green Practices (GP) significantly enhance Perceived Service Quality (PSQ), which in turn strengthens Customer Satisfaction (CS) and Behavioural Intentions (BI) in hotels in Manado. This pattern is consistent with the resource-based view (RBV) of the firm, which posits that unique organisational capabilities such as effective environmental management can generate competitive advantage and superior customer outcomes (Guleria et al., 2023; Li et al., 2023; Wong, 2019). In this study, green practices function as intangible service resources that elevate guests’ perceptions of service quality, signalling professionalism, responsibility, and modernity. The strong GP→PSQ relationship suggests that sustainability is not perceived as an external add-on but is embedded within the service delivery system itself.

The findings also reinforce the central role of service quality as a mediating mechanism. The significant indirect pathway from GP to CS via PSQ indicates that sustainability initiatives influence satisfaction primarily when they are experienced and recognised as part of service performance, rather than as isolated operational measures. This aligns with prior research

suggesting that customers value environmental practices when they are visible, credible, and integrated into the overall service encounter (Caferra et al., 2025; Radojevic et al., 2018; Tileagă & Oprışan, 2018) In the Manado context, this implies that practices such as energy efficiency or waste reduction must be communicated and operationalised in ways that enhance the guest experience.

Furthermore, the strong effect of Customer Satisfaction on Behavioural Intentions ($\beta = 0.67$) confirms the well-established satisfaction–loyalty link in hospitality, but with an important extension: satisfaction in this study is partially sustainability-driven. This supports the growing body of literature on green consumer behaviour, which argues that environmentally responsible practices can positively influence revisit intention and word-of-mouth, particularly when aligned with customer values (Papadimitriou et al., 2018; Stylos et al., 2024; Wang, 2022). However, the relatively smaller direct effect of GP on BI ($\beta = 0.21$) suggests that sustainability alone is insufficient to drive loyalty without the mediating role of perceived quality and satisfaction. In other words, guests appreciate green practices, but their behavioural intentions are ultimately shaped by holistic service experiences.

A notable contribution of this study lies in its empirical evidence from an emerging hospitality context, where sustainability is not yet fully institutionalised. The qualitative findings reveal that many hotels adopt green practices primarily for cost efficiency rather than environmental commitment, which contrasts with studies in developed destinations where sustainability is often driven by regulatory frameworks and corporate social responsibility (CSR) agendas (Hang et al., 2021). This indicates that in emerging cities like Manado, sustainable hospitality is still in a transitional stage, characterised by partial implementation and limited strategic integration.

This observation extends sustainability theory by highlighting the importance of contextual embeddedness. While mainstream literature often assumes a linear progression towards sustainability, this study shows that adoption in emerging destinations is shaped by local constraints, including limited infrastructure, weak regulatory support, and varying levels of managerial awareness. Consequently, green practices in Manado operate within a hybrid logic balancing economic efficiency with emerging environmental consciousness. This supports recent calls for more context-sensitive sustainability research that accounts for regional disparities in development and institutional capacity (Filimon et al., 2021; Vujičić et al., 2020; Yuxi et al., 2023).

The findings also contribute to the experience economy perspective by demonstrating that sustainability can function as an experiential attribute, not merely an operational one. When effectively integrated, green practices enhance the perceived authenticity and ethical value of the hotel experience, thereby enriching customer satisfaction. This aligns with the notion that modern tourists increasingly seek meaningful and responsible experiences, where environmental considerations form part of the overall value proposition (Su et al., 2015). In this sense, sustainability becomes part of the co-created service experience, influencing both cognitive evaluations (quality) and affective responses (satisfaction) (Krotenko et al., 2023; Suhartanto et al., 2020).

From a managerial standpoint, the results suggest that hotels should move beyond

viewing sustainability as a cost-saving mechanism and instead position it as a strategic differentiator. The strong GP→PSQ relationship indicates that guests recognise and reward environmentally responsible practices when they are visible and well-executed. However, the mediation results also highlight that the impact of sustainability is contingent upon service quality, underscoring the need for integrated service design. Hotels must ensure that green practices do not compromise comfort or convenience but rather enhance the overall guest experience.

In summary, this study demonstrates that sustainable hospitality in Manado operates at the intersection of operational efficiency, service quality, and customer experience. By linking SEM results with sustainability and service theories, the study advances understanding of how green practices create value in emerging destinations. It also challenges the assumption that sustainability is universally driven by environmental commitment, showing instead that in emerging contexts, it is often shaped by pragmatic considerations and evolving market expectations.

CONCLUSION

This study demonstrates that sustainable hospitality practices in Manado play a significant role in shaping guest perceptions and behavioural outcomes. Drawing on a mixed-methods approach with SEM analysis, the findings confirm that Green Practices (GP) positively influence Perceived Service Quality (PSQ), which subsequently enhances Customer Satisfaction (CS) and Behavioural Intentions (BI). While green practices also exert a direct effect on behavioural intentions, their strongest impact occurs indirectly through improvements in service quality and satisfaction. This indicates that sustainability becomes meaningful to guests when it is embedded within the service experience, rather than implemented as an isolated operational initiative.

Furthermore, the study reveals that sustainable hospitality in Manado is characterised by a transitional stage of adoption, where environmental practices are often driven by cost efficiency rather than a fully institutionalised sustainability strategy. Despite this, guests respond positively to visible and well-integrated green practices, suggesting that sustainability has the potential to function as both an operational efficiency tool and an experiential value driver. These findings highlight that sustainability in emerging destinations is not only about environmental responsibility but also about enhancing service quality, customer satisfaction, and long-term competitiveness.

From a theoretical perspective, this study contributes to the literature by demonstrating that green practices can act as strategic service resources, reinforcing the link between environmental management and perceived service quality. It further refines the sustainability–experience nexus by showing that the influence of green practices on customer behaviour is largely mediated by service quality and satisfaction, emphasising the importance of integrating sustainability into the broader service experience. Additionally, the study advances the concept of contextualised sustainability by highlighting how green practices in emerging destinations are shaped by local constraints, managerial priorities, and limited institutional support.

From a practical standpoint, the findings suggest that hotel operators should adopt a

more strategic and integrated approach to sustainability by embedding green practices into service delivery and communicating them effectively to guests. Sustainability should be positioned not merely as a cost-reduction mechanism but as a competitive differentiation strategy that enhances customer experience and loyalty. At the same time, stronger support from policymakers through regulations, incentives, and capacity-building is essential to accelerate the adoption of sustainable practices. Collaboration among stakeholders is also critical to ensure that sustainability initiatives are consistent, scalable, and aligned with broader destination development goals.

Despite these contributions, this study has several limitations. The use of cross-sectional data limits the ability to capture changes over time, and the focus on a single destination restricts generalisability. In addition, the measurement of green practices is primarily based on guest perceptions, and the model does not account for potential moderating variables such as environmental awareness or hotel category. Future research is therefore encouraged to adopt longitudinal designs, incorporate objective sustainability indicators, explore moderating effects, and conduct comparative studies across different emerging destinations.

In conclusion, sustainable hospitality in emerging destinations such as Manado should be understood not merely as an environmental obligation, but as a strategic pathway for enhancing service quality, customer satisfaction, and competitive advantage. By embedding sustainability within the service experience and aligning it with local contexts, hospitality stakeholders can foster more resilient, responsible, and experience-driven tourism development.

AI-Assisted Writing Statement

The authors used AI-assisted language tools solely for proofreading, grammar correction, and improvement of manuscript readability. No AI system was used to generate research data, perform statistical analyses, develop theoretical arguments, or draw scientific conclusions. All research activities, interpretations, and scholarly contributions presented in this manuscript were conducted and validated by the authors.

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