Do Green Commitments Drive Hotel Performance? Extending the VBN Theory: Evidence from Five-Star Hotels in Kampala City

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Abstract: *Purpose*—This study determines whether green engagements influence hotel performance, thus providing empirical evidence extending the Value-Belief-Norm (VBN) theory from five-star hotels of Kampala City. It particularly examines the impact of green practices-energy and water efficiency, waste reduction on performance outcomes. *Methodology/Design/Approach* — A cross-sectional survey design was used; four five-star hotels were the focus of this study: Kampala Serena, Sheraton Kampala, Commonwealth Resort Munyonyo, and Pearl of Africa. The data were collected through semi-structured questionnaires from 197 purposively and randomly selected respondents and were analysed using SPSS. *Findings*—The study showed a significant positive correlation between green practices and hotel performance (r=0.486, p < 0.05). Regression results revealed that the contribution of green practices to the variation in performance was 23.6% (R^2=0.236), thus indicating that only relying on technical interventions will not guarantee better outcomes. The performance outcomes included cost savings, improved competitiveness, customer loyalty, and eco-friendliness. *Originality of the research*— This research adds to the sustainability literature by empirically applying VBN theory to hotels in developing countries context, showing how the internal values and beliefs lead to pro-environmental hotel performance outcomes.

Key words: VBN Theory, energy conservation, water conservation, waste management, hotel performance

1. Introduction

In its nature, the hospitality industry is said to be a resource-heavy sector that uses huge amounts of energy and water while disposing of large quantities of waste, thus contributing to environmental degradation and greenhouse gas emissions (Cowan et al., 2010; Huang et al., 2015). The general operation of hotel facilities, 24/7, makes great demand for energy in heating, cooling, lighting, laundry, kitchens, and guest comfort, all of which result in significant emissions and water consumption (Zengeni et al., 2013). With poor resource management, these pressures become worse, causing, among others, a rise in operating costs, environmental degradation, and decreased competitiveness (Legrand et al., 2014; Karimi, 2014). It is in these instances that green practices, which consist of any initiative considered environmentally friendly that follows up in reducing resource consumption, waste production, and promoting sustainability, have been touted as critical to hotel performance and its survival.

Environmental concerns were not central to business practice before the 1980s. Pollution rose, population grew, and the resource industries became vulnerable to an energy crisis of 1973–74, pushing the hoteliers toward energy conservation strategies (Stoddard et al., 2012; Fukey & Issac, 2014). The Brundtland Report of 1987 framed sustainable development as meeting present needs without compromising the ability of future generations to meet their needs, and this principle was further buttressed by the Earth Summit held in 1992, which gave impetus to environmental

activities, including green building and certification programs (Brundtland & Khalid, 1987; Samaniego, 2017).

Since the 1990s, environmental responsibility has become synonymous with hospitality strategy, with many hotels instituting their own sustainability programs in-house (Yu & Jai, 2017). Stakeholders currently demand higher accountability regarding the economic, social, and environmental impacts of the sector, applying pressure on hotels to adopt eco-friendly practices that can help reduce costs and generate profit (Rakická, 2016; Woo et al., 2017; Langgat, 2019). Agenda 21 and industry-specific guidelines provide a further boost to these kinds of commitments (Mensah, 2019; Amazonas et al., 2018).

Environmental practices are energy-saving, water conservation, waste management, green procurement, and green construction (Hsieh, 2012; Mbasera et al., 2016). Environmental measures involve educating employees and guests, biodiversity conservation, and community-based development (Teng et al., 2012). For example, Marriott runs programs to reduce water and energy consumption, Hilton concentrates on energy and waste reduction, and Serena Hotels has Eco policies that include conservation, recycling, and biodiversity protection (Marriott, 2015; Hilton, 2015; Coleb, 2016).

The literature considers that going green is not just good for the environment, but it is also considered financial sustenance, good positioning in the market, and customer satisfaction (Berezan et al., 2014; Chen, 2015; Deraman, 2017; Yin et al., 2019). Being environmentally responsible markets green hotels and earns them a competitive advantage, which appeals to the growing segment of environmentally conscious consumers (Yusnita & Awang, 2019; Singjai & Kummer, 2018). Other advantages include lower costs, loyalty from customers, and hence better profitability in the long term (Mbasera et al., 2016). However, some bottlenecks include financial constraints, unwillingness on the part of management, lack of know-how, and lax legislation that hinder their execution (Coleb, 2016).

Hotels contribute largely to the depletion of resources and pollution (Teng, 2012). In Uganda, the tourism sector is rapidly developing, with arrivals having increased from 1.4 million in 2017 to 1.8 in 2018. There are now over 2,000 registered accommodation facilities (UBOS, 2019). During this growth, economic opportunities are created; however, the demand for water, energy, and waste management climbs, giving greater adverse environmental pressures (Coleb, 2016).

Only hotels that manage the conflict between profitability and environmental/social responsibilities may succeed in Uganda (Nath, 2015; Okumus et al., 2019). Some operators like Serena Hotels work with eco-practices in their daily operations, while most others work mostly for profits and less to sustain themselves, thus potentially risking damage to reputation or inefficiency in resource use. Already, consumers are becoming aware of hotels' environmental impacts and tend to alter their purchasing behaviors toward eco-friendly places (Merli et al., 2019). This raises a critical question: Can Uganda hotels be profitable and environmentally conscious?

Without green interventions, not only does this high energy and water demand of the industry threaten the environment, but it also threatens sustainable long-term operational performance. Over-consumption not only increases costs, but, also, diminishes customer satisfaction and erodes competitiveness (Legrand et al., 2014). Yet, at a time when the need for green households is globally recognized, there is only scanty evidence on their uptake and impact in the hotel sector of Uganda, especially Kampala. This gap forms the justification for the examination of the effect of green practices upon hotel performance in this context.

Thus, the objective of the study is to determine the relationship between green practices and the performance of the selected hotels in Kampala.

2. Theoretical background or conceptual framework

The study was guided by a conceptual framework (Figure 1). The conceptual relationship between green practices and performance of hotels is detailed in the figure below.
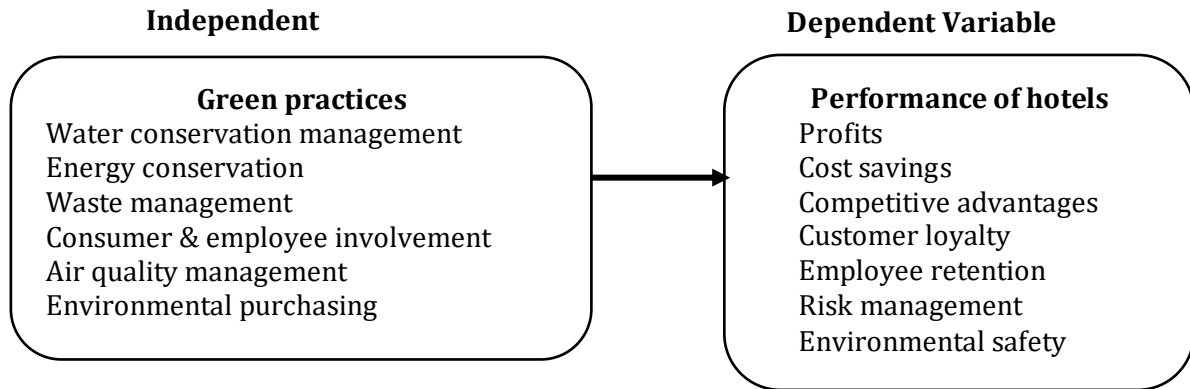
Independent   **Dependent Variable**

Green practices
Water conservation management
Energy conservation
Waste management
Consumer & employee involvement
Air quality management
Environmental purchasing

Performance of hotels
Profits
Cost savings
Competitive advantages
Customer loyalty
Employee retention
Risk management
Environmental safety

Figure 1: Conceptual framework.

2.1. Theoretical review: Value Belief Norm Theory (VBN)

The Value-Belief-Norm (VBN) Theory has traditionally been used to explain environmentally responsible behavior at the individual level, where the premise is that values shape ecological worldviews that in turn activate personal norms guiding people toward responsible actions regarding the environment (Stern, 2000). This study, however, very critically enriches VBN beyond its usual concept of individual behavior by situating it in organizational contexts, particularly hotels in urban areas. The rationale is that hotels-as collective entities-govern themselves on value, beliefs, and norms that may propel their sustainability engagements. In this regard, the study tests whether value orientations at the organizational level, such as honoring environmental stewardship, are converted into proper green practices that affect performance outcomes (Han et al., 2018). These environmental values held by hotel managers and staff are institutionalized beyond being just personal values into organizational culture and policies, which means that sustainability is embedded into the culture of the organization as an expectation. The beliefs and norms are converted into practice in the guise of green activities like energy conservation, waste management, and eco-certifications, whereby green beliefs become concrete commitments (Mensah, 2019). Significantly, these green actions are not just window dressing-they impact environmental and economic performance indicators, such as cost reduction, guest satisfaction, and competitive advantage (Martínez et al., 2020). By building on VBN into the organizational realm, the study contributes to theory development and even gives more empirical grounding that collective value-belief-norm configurations shape the green practices and produce performance gains within hospitality.

2.2. Empirical review
2.2.1. Green practices in hotels

Green practices in hotels, commonly referred to as environmentally friendly or sustainable practices, are undertaken to lessen the environmental impacts of the industry. These include

energy conservation, water conservation, waste disposal, air quality enhancement, and environmentally responsible procurement. Scholars consider these practices to have a dual benefit of promoting environmental sustainability while raising competitiveness, profitability, and customer loyalty (Fukey & Issac, 2014). The literature, on the other side, maintains that there is large disparity operationally across regions and hotel categories between what policies intend to set as their objectives. This review, thus, critically re-interprets existing literature in the six key domains of water conservation, energy conservation, waste management, consumer and employee involvement, air quality management, and environmental purchasing, drawing attention to the contradictions, implementation barriers, and research gaps.

Water consumption in hotels lies in the highest among commercial consumption, requiring vast quantities for guests' rooms, laundry, kitchens, and recreation (Jones et al., 2016). Conservation technologies are generally recommended, such as dual-flush toilets, infrared taps, and rainwater harvesting (Kasim et al., 2014; Tirado et al., 2019), yet they are rarely put in place. Especially for luxury hotels, measures linked with restricting guest comfort have tended to be shunned, reflecting the older principles that bind "luxury" with profuse use of resources (Nthiga, 2018). Toward towel and linen reuse programs-which put the onus on the guest and not on the inefficiency of systemic problems that the organizations themselves have-would raise a serious ethical question about the legal scope with which the hotel is internally accountable. In general, while the literature maintains that there is a need to break in-between the technological innovation and cultural perception of comfort, conservation should be embedded in daily practice rather than depending on voluntary guest participation.

Energy use remains a great challenge, and Heating, Ventilation, and Air Conditioning (HVAC) systems, lighting, and kitchens massively contribute to the emission of carbon in hotels. Research indicates that energy efficiency interventions reduce the cost by 25%, yet critical challenges persist. Solar photovoltaic panels and efficient appliances are often heralded as a possible option (Mbasera et al., 2016), but hotels in developing countries suffer from unreliable grids, exorbitant installation fees, and policy lacuna (Mungai & Irungu, 2013). The aspect of guest expectations also causes some challenges: while ceiling fans pose an efficient and economical alternative, many travelers perceive such options as being outmoded in contrast to air-conditioning. On top of this, though, scholarship tends to emphasize small-scale staff practices such as switching off idle equipment, leaving out systemic solutions such as smart energy management, green architecture, and national incentive schemes. This lays bare a significant research gap existing between micro-level behavioral adjustments and the large-scale structural transitions necessary for meaningful decarbonization.

Hotels generate a particularly varied spectrum of wastes, because of which their management becomes enormously complex (Omidiani et al., 2016). These studies had highlighted the pros of waste management, considered as cost efficiency and sustainability improvements (Pham Phu et al., 2018), yet food waste remains rampant, with causes being overproduction, portion size, and spoilage (Zengeni, 2013). Suggested remedies include controlling portion size, menu planning, and donation programs (Filimonau & Delysia, 2019; Okumus, 2020), but these are fragmented owing to lags in regulation, the infrastructure to support them, and cultural practices that regard being lavish as hospitality. Existing literature has poorly tackled the informal recycling actors in developing countries, where the formal system is either weak or functioning suboptimally. A more critical research agenda is crucial to interrogate systemic barriers and institutional partnerships, rather than repeating descriptive accounts of hotel-level waste practices.

Guests and employees are widely regarded as agents facilitating sustainable development. More than 68% of travelers say they favor green accommodation (Alipour et al., 2019), yet their conduct often belies such values, with many opting for convenience rather than conservation (Njite & Schaffer, 2017). Employee engagement similarly depends on training, motivation, and organizational culture. What is revealed here is that the "attitude-behavior gap" persists and undermines green management. Critical authors have suggested that nudging techniques, gamification, and incentive-based programs could make preferences cohere with behaviors. Nonetheless, empirical studies remain few on which kinds of behavioral interventions foster sustained compliance in the long term, making this an uncultivated yet critical frontier for research.

Prepared the guest and the staff with more brilliance than water and energy possibilities; however, a contaminated circumstance inside poses a critical threat to health and reputation, which at the same time affects the brand name. Pollutants emanate from the HVAC systems, chemical cleaning agents, and ozone-depleting refrigerants (Mbasera et al., 2016; Chan et al., 2018). There exist preventive measures that include the use of non-toxic materials and the maintenance of ventilation systems (Kapiki, 2012; Langgat, 2019); however, the uptake of these methods has met resistance on account of high costs and weak regulatory enforcement, especially in developing economies. The concern on indoor air quality is less spoken about in academic circles than energy conservation and water conservation, which could imply that other, less obvious sustainability causes overshadow it. This neglect speaks of a general bias in research toward easily measurable actions, creating gaps in understanding the less visible yet equally important dimensions of hotel sustainability.

Green procurement is about environmentally-friendly procurement, including purchasing organic food, durable goods, and certified eco-labeled products (Meuthia et al., 2019). Yet contradictions abound. Imported goods are prioritized over local goods to meet guest expectations (Mbasera et al., 2016), working against the notion of sustainable procurement. So, ecolabels were supposed to assist purchasing decisions, but the numerous labels have produced a dizzying array for managers to choose from (Zhu & Geng, 2013). Additionally, some literature assumes rational cost-benefit decisions, while hotels under competitive pressures often choose short-term gain over long-term sustainability. Hence, to scale up green purchasing will require strong institutional frameworks and direct cooperation with suppliers, and also a harmonized approach to ecolabel standards that will overcome these contradictions.

2.2.2. Relationship between green practices and hotel performance

While placing an emphasis empirically on green practices concerning the hotel's performance, there is still inconclusiveness in the findings. Some studies have found increased approval of the idea that environmentally sustainable practices have positive effects on hotel outcomes. Some studies either do not find any link or, conflictingly suggest that the methodology used by scholars has some lacunae or that the context in which the study is conducted might itself create divergences from other studies. Despite the contrasting findings, there exists sufficient evidence from various studies supporting the strategic importance of green practices for hotels both as a mechanism for improving operational performance and in response to increased pressure from various stakeholders.

According to Amoah et al. (2016), hotel managers' perceptions regarding environmental benefits underscore that owners and operators of hotels see several benefits that come out of being green. Such benefits range from an enhancement of financial performance to better

customer and employee satisfaction, stronger relationships with local communities, and even marketing value vis-à-vis competitors. Thus, this study really portrays green practices as not merely a compliance-based activity but rather as a tool that organizations may employ to gain both hard and soft organizational profitability. Measuring in this study goes towards the mere perception of benefits but does attempt to measure actual performance outcomes, thereby preventing causal inferences.

As per Karimi (2014), the green operational practices tended to have a positive influence on hotel performance along the coast of Kenya. Consonant with the greater body of evidence linking sustainability actions to efficiency and competitiveness, the sample in the study is void of representation, raising questions about whether the results can be generalized. Similarly, Krisdayanti & Widodo (2022) highlight the broader tourism responsibilities posed toward the hotel sector, focusing on green product development and marketing to enhance environmental awareness. Their findings hold that environmental activities attract more visitors and thus revenue, which therefore identifies environmental initiatives as tools for market differentiation.

Besides operational performance, green techniques have been shown to improve financial outcomes in terms of cost reduction and increased revenue. Moreover, such techniques now allow hotels to cope with pressures emanating from various stakeholders, including governments, customers, competitors, and local communities, who consistently increasingly ask for sustainable business conduct (Teng-Yuan & Chung-Ming, 2016). Consequently, economic and environmental performance are considered to be a competitive strategy and a separate route toward organizational efficiency (Kularatne et al., 2019).

In the face of this evidence, many gaps remain to be filled. Many studies rely on self-reported perceptions or small, localized samples, thus diminishing robustness and generalizability. Longitudinal research is also much-needed to examine the long-term impact of green practices on hotel performance, especially across different markets and geographical contexts. Furthermore, financial and operational implications of sustainability received enduring consideration, but social and ecological facets have been left underexplored, though now society collectively accepts these issues as co-indicators of holistic performance of a hotel.

To conclude, even though existing literature tends to recognize the positive role of green practices in hotel performance, inconsistencies and methodological limitations highlight the dire necessity for further stringent and multi-dimensional research. Future studies should consider employing larger, more representative samples; more objective performance measurements; and a broader sustainability perspective to develop a more thorough concept of how green practices tie in with hotel competitiveness, efficiency, and long-term resilience.

3. Materials and methods

The study sought to ascertain the effects of implementing green practices on the performance of a subset of Kampala's five-star hotels as well as the advantages that these hoteliers derive from doing so. Quantitative data were gathered from study participants via a questionnaire survey on the adoption of green practices by Kampala's five-star hotels. Because it is quick and inexpensive to administer, convenient for respondents, and minimizes interference with respondents, the questionnaire was chosen for use. One of the five-star hotels that was not involved in this study served as a pre-test site for the questionnaire that was used to gather data from the respondents. This ensured that the research assistants were familiar with the information in the study tool and that any information that was found to be lacking was added to the final questionnaire. The questionnaire attempted to determine the respondents' awareness of green practice application

and its effect on Kampala's five-star hotels' operations. The questionnaire offered the respondents an option of various green practices, from which they were asked to indicate which ones they saw being adopted in the hotels they worked in using a five-point Likert scale. Additionally, data on the hotel's performance, advantages, and challenges during the adoption of green practices were available for selection. The information was given by 322 randomly selected respondents working in the four privately owned five-star hotels in Kampala. I.e Kampala Serena Hotel, Sheraton Hotel, Commonwealth Resort Munyonyo, and Pearl of Africa Hotel. The Yamane (1967) formula,

$$n = N/1 + Ne^2 \qquad \text{(Equation 1)}$$

Where n = sample size, N = total number of employees, and e = level of confidence (0.05), was used to determine the sample size which came out to be 1652 employees in total (Table 1) from the four five-star hotels. Hence, 322 was the selected sample n. According to Sarndal et al. (2003), the aggregate sample from each of the five-star hotels was determined using the formula

$$n_i = \frac{N_i \times n}{N} \qquad \text{(Equation 2)}$$

Where;
n_i is the sample size of a specific star-rated hotel;
N_i is the total number of employees of a specific star-rated hotel;
n is the sample size computed for the star-rated hotels;
N is the total number of employees across all star-rated hotels , as shown in Table 1.

Table 1: Aggregate sample per hotel

Sn	Name Of Hotel	Number of Employees	Aggregate Sample	Response rate	% response
1	Kampala Serena Hotel	450	88	51	57.9
2	Sheraton Hotel	202	39	39	100
3	Commonwealth Resort Munyonyo	500	97	60	61.8
4	Pearl of Africa Hotel	500	98	47	47.9
	Total	1652	322	197	61.1

Sixty-one percent of the respondents completed and returned the questionnaires, totaling 197 respondents. The response rate was considered to be moderate, and therefore, some generalizations and inferences were made from the data. From the demographic profile of the respondents (Table 2), we notice that around half (49%) of the respondents were aged between 30 and 39 years and slightly more than half (55%) were males. A total of 87 percent of the staff had attained at least a tertiary education, while 57 percent had worked in five-star hotels for five years and above.

All participants were made aware that the sample was meant to represent an academic study, and with regard to their responses, anonymity and confidentiality were maintained throughout data collection. The Statistical Package for Social Scientists version 20.0 (SPSSv.20) was then used to analyze the questionnaire responses. These affected the descriptive statistics relating to the results on the adoption of green practices in five-star hotels in Kampala. Notes were attached to

the analyzed data for clarity and some aspects to be compared to the collected data. Inferential statistics examined the relationship between variables under investigation.

Table 2: Demographics data

Item Measurement		Number of Respondents	Percentage (%)
Gender	Male	109	55.33
	Female	88	44.67
	Total	197	100
Age category	20 –29 Years	51	25.89
	30 – 39 Years	97	49.24
	40 – 49 Years	43	21.83
	50 – Above Years	6	3.04
	Total	197	100
Education level	Secondary	21	10.66
	Tertiary	84	42.64
	University	88	44.67
	Others	4	2.03
	Total	197	100
Experience	Below 5 Years	84	42.64
	5-9 Years	91	46.19
	10 and above Years	22	11.17
	Total	197	100
Department	Front office	57	28.94
	Service	49	24.87
	Kitchen	43	21.83
	Housekeeping	26	13.20
	Guest Relations	7	3.55
	Other	15	7.61
	Total	197	100

4. Results and discussions

4.1. Green practices undertaken by the selected hotels in Kampala

The researcher used the mean to describe averages or concentrations, the standard deviation to describe dispersion, and the coefficient of variation (CV) to describe the kind of settlement of green practices among selected hotels in Kampala. The researcher claimed to have used a ranges of scores to talk about the behaviors of variables.

Ranges of mean values within $0.0 \leq$ mean ≤ 2.5 were interpreted as least undertaken; $2.5 \leq$ mean ≤ 3.5 was interpreted as moderately undertaken; and $3.5 \leq$ mean ≤ 5.0 was seen as mostly undertaken. Details appear in Table 3 below.

Table 3: Green Practices undertaken by the selected hotels in Kampala.

Variable list	N	Mean	Std.	Coefficient of Variation (CV)
Consumer and Employee Involvement	197	4.110	0.626	6.56
Energy Conservation	197	3.863	0.485	7.96
Environmental Purchasing	197	3.780	0.649	5.82
Waste Management	197	3.737	0.540	6.92
Water Conservation	197	3.715	0.689	5.39

It is evident from the study results that the chosen hotels have very high adoption levels of green practices as mean scores go higher than 3.5 for all dimensions considered. In terms of VBN Theory, it is inferred that an organization reflects values, beliefs, and personal norms converted into concrete pro-environmental behavior (Stern, 2000). The high mean score about consumer and employee involvement (M=4.11; CV=6.56) shows that both internal and external stakeholders play a vital role in keeping environmental programs alive. This interpretation is very much supported by the VBN perspective, which posits that activation of personal norms and ecological worldviews among staff and guests can perpetuate consistent engagement in sustainable actions whereby the hotels, in essence, cultivate a common environmental culture-based stimulus for people to partake in green-related initiatives. As environmental conservation (M=3.86; CV=7.96) and green purchasing (M=3.78; CV=5.82) became more prominent, this concretely translates organizational beliefs into operational activities. Within the VBN framework, these can be considered normative behaviors deriving from the consciousness about the ecological implications of energy misuse and unsustainable procurement (Stern, 2000). Waste management (M=3.74; CV=6.92) and water conservation (M=3.72; CV=5.39) seem to further the hotel's ecological commitments, signifying that environmental values are ingrained in their operations and that organizational norms encourage the systematic implementation of resource conservation measures.

Calculation of the CV offered additional insight, indicating the relative consistency and steadiness of green practices across hotels. Water conservation (CV = 5.39) and environmental purchasing (CV=5.82), with relatively lower CVs, are practiced more consistently and may, therefore, have been institutionalized through formal policies and internalized norms. In VBN terms, this implies that collectively held values have been fully operationalized into predictable, collectively endorsed behaviors, where awareness on the part of staff and their own commitments promote the sustainability agenda. On the other hand, the relatively high CV for energy conservation (CV=7.96) would suggest less adherence and more variability, possibly about the availability of resources, technological capacity, or the strength of norms internalized by staff (Stern, 2000).

Overall, these results support an extension of the VBN Theory at the organizational level, illustrating that hotels can translate collective values, ecological beliefs, and socially reinforced norms into concrete, measurable green practices. The results indicate that stakeholder engagement, alongside institutionalization of consistent conservation and procurement strategies, should be given priority for the internalization of pro-environmental norms and improvement of outcomes for sustainable performance.

4.2. Relationship between green practices and performance of the selected hotels in Kampala

The results of the present study establish that a moderate statistically significant positive correlation exists between green practices and hotel performance (r = 0.486, N = 197, p <0.05); hence, employing green practices may enhance performance, while ignoring it can have the opposite effect. Regression analysis ensures that green practices make up for 23.6% (R^2 = 0.236) of hotel performance, meaning other factors - such as employee commitment (Chan et al., 2018), training and innovation (Mbasera, 2016), marketing from eco-labels and word of mouth (Berezan et al., 2014), customer relationship building (Njite & Schaffer, 2017), service quality (Fatoki, 2019), and leadership (Langgat, 2019) explain the rest of the variation.

While the Water Management component (β=0.259, p=0.006) and Consumer and Employee Involvement (β=0.161, p=0.034) are statistically influential in the model for performance, highlighting the significance of stakeholders in conservation efforts, Energy Conservation (β= −0.016, p=0.83), Environmental Purchasing (β =0.065, p=0.459), and Water Conservation (β=0 .137, p = 0.084) are not significant, indicating that just heavy investments in any of these practices do not necessarily lead to increased performance.

Table 4: Regression coefficients.

Variable list	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	2.357	0.288		8.185	0.000
Energy Conservation	-0.015	0.072	-0.016	-0.214	0.83
Water Conservation	0.094	0.054	0.137	1.735	0.084
Waste Management	0.226	0.08	0.259	2.808	0.006
Consumer and Employee Involvement	0.121	0.057	0.161	2.131	0.034
Environmental Purchasing	0.048	0.064	0.065	0.742	0.459
R	0.486(a)				
R Square	0.236				
Adjusted R Square	0.216				
Std. Error of the Estimate	0.41757				
Regression sum of squares	10.301				
Residual sum of squares	33.304				

a: Predictors: (Constant), Environmental Purchasing, Energy Conservation, Consumer and Employee Involvement, Water Conservation, Waste Management

b: Dependent Variable: Hotel Performance

The results seem to align with what has been suggested by prior studies. Some authors have discussed the economic and environmental issues of green practices (Kularatne et al., 2019; Han et al., 2019), while others highlight the cost reduction and profit generation factors (Kapiki, 2012; Berezan et al., 2014). Other green initiatives help improve competitiveness through brand image enhancement, customer retention, and employee loyalty (Teng-Yuan & Chung-Ming, 2016; Hasan & Ali, 2015). Also, positive perceptions of green hotels by customers enhance environmental commitment and patronage again (Wu et al., 2016; Ting et al., 2019).

Therefore, the study suggests that hotels with the highest priority in water management and involvement of stakeholders function better than those focusing more on energy conservation and environmental purchasing. Hence, strategic integration of green practices would strengthen financial performance, customer satisfaction, and environmental stewardship.

The discovered aspects showed a moderate correlation between green practice and hotel business and hotel performance, which was statistically significant (r=0.486, p<0.05), whereas regression concluded that green practices account for no more than 23.6% of the variation in hotel performance. Within the VBN framework, it supports the argument that pro-environmental organizational actions are regulated by internalized values, beliefs about environmental

consequences, and accepted moral norms, whereas these would usually be considered prohibited regarding individual environmental behavior. Hotels, by their green practices (water management and stakeholder involvement), are converting collective values and beliefs into operational norms, which are then translated to measurable performance improvements. This extension of VBN underscores the idea that within organizations, actors (employees, managers, customers) bear environmental values that influence institutional strategies (Stern, 2000).

The prediction of water management (β=0.259, p=0.006) and consumer/employee involvement (β=0.161, p=0.034) further relates to the activation of personal norms through the consideration of consequences and ascription of responsibility, as VBN theory suggests. Stakeholders aware of available and concrete benefits of conservation—such as cheap water or shared responsibilities for sustainability—tend to activate personal norms on their own behalf, which then lead to better service quality, customer loyalty, and revenues (Berezan et al., 2014; Wu et al., 2016). On the contrary, the presence of non-statistically significant effects for energy conservation, environmental purchasing, and water conservation signified that not all green practices promote immediate energy resonance or performance. In other words, this adds a slight nuance to VBN in that some may still be stuck in the "belief" stage without fully engaging moral norms that would elicit stakeholder involvement and performance results.

Such results align with prior notions about the economic and symbolic advantages of green practices. Kularatne et al. (2019) and Han et al. (2019) mention ecological and financial benefits, whereas Kapiki (2012) and Berezan et al. (2014) concentrate on cost savings and enhanced competitiveness. According to the VBN theory, such benefits are typical examples of how a pro-environmental norm is activated to lower operational costs while upholding the legitimacy and reputation of an organization. The role of marketing, eco-labels, and customer relationship building (Njite & Schaffer, 2017) further strengthens the VBN assertion that activated norms spread socially to enable greater adoption of those behaviors and loyalty. Moreover, guest perceptions of green hotels (Wu et al., 2016) underscore the activation process of norms whereby consumer values and beliefs about sustainability work to reinforce hoteliers' pro-environmental commitments.

In general, the study places an added emphasis on the VBN theory by showing that organizational-level outcomes depend quite heavily upon which green practices not only affect or interfere with stakeholder values and norms but also better induce commitment. Water management and involvement bring about stronger pro-environmental norms to improve performance, while intense resource usage, such as energy conservation, may not have the immediate appeal of becoming a norm or may not even be readily perceptible in their impacts. This is an intersection of VBN and hotel sustainability, where VBN argues that green interventions that work best should be those ingrained within stakeholder values, make the stakeholders develop a normative commitment for the interventions, and find a strategic way of embedding environmental practices into the daily operations, where they should yield ecological practice and economic payoffs.

5. Conclusion

This study concludes that the green practices for energy conservation, water conservation, waste management, and the involvement of guests and employees positively contribute toward hotel performance in Kampala by generating revenues, reducing costs of operation, and enhancing environmental stewardship. While the positive relationship is established, it is important to note that these green practices account for only 23.6% of the variations in

performance. There remain other factors such as service quality, marketing, innovation, leadership, and so forth.

The study shows that having sustainability based on the VBN framework at the organizational level enhances hotel performance. Green practices founded in common beliefs, moral norms, and stakeholder engagement stand greater chances of success than isolated technical interventions. The language of such intervention begins integration of ecological values within operational and social systems by which hotels can bring about worthwhile environmental and organizational results, thus furnishing validation for the organizational extension of VBN theory.

Contributions

Theoretically, practically, and policy-wise, this study gives noteworthy contributions by extending the Value–Belief–Norm (VBN) framework to an organizational context in the hospitality sector. Findings demonstrate that hotels operationalize collective sustainability values and ecological beliefs into performance-influencing practices; hence, these findings extend the VBN theory of pro-environmental behavior from individuals. The study notes the critical role of stakeholder engagement and collective responsibility, as moral obligations and social influences foster sustainable behaviors, whereas technical interventions-including energy conservation, environmental purchasing, and water management not sufficient to ensure performance. The green practices were empirically proven to determine a considerable and significant portion of hotel performance (R^2=0.236), thereby linking sustainability practices to other outcomes, including competitiveness, guest loyalty, and operational efficiency.

In practice, the findings leave it up to managers to choose and implement sustainability initiatives. This means not only involving the staff, customers, and neighborhood but also creating a company-wide atmosphere where the environmental commitment is not just a slogan but is being lived and is being made even stronger through common values and shared standards of behavior.

This essentially leads to the allocation of resources more efficiently to scope interventions that have been proven to contribute to moving operational performance, guest satisfaction, and competitive advantage forward at the time when ecological and performance outcomes are being continuously tracked and evaluated. For instance, with a preparation environment designed in the spirit of energy conservation, operational costs go down; but efficient operations of HVAC, lighting, cooking, and the use of solar or biomass fuel also contribute costs. Water-saving methods, including low-flow fixtures, waterless steamers, and harvesting rainwater, improve efficiencies. Waste management through waste sorting, recycling, composting, and donations to charitable organizations is just another aspect of sustainability and an opportunity for corporate social responsibility. Involving staff from the outset through training and guests through awareness campaigns will enhance the effectiveness of all these measures. By linking cost savings with employee incentives, a hotel achieves dual objectives: cultivating motivation among staff whilst promoting environmental stewardship.

From a policy perspective, the study emphasizes the need for governments to promote green practices in the hospitality industry. Mechanisms may include recognizing eco-certification standards and setting up training programs, subsidizing green technologies, sustainable investments, and building and maintaining directories of green suppliers. Policy interventions would remove barriers such as high maintenance costs, low staff knowledge, and low customer cooperation seen in the study, in facilitating the broad adoption of green practices.

By integrating insights from theory with initiatives, the research provides a fuller understanding of how normative, value-oriented sustainability practices can advance ecological responsibility and organizational performance in the hospitality sector.

Limitations

The study experienced some limitations. Firstly, some respondents refused to share information because of confidentiality concerns, even though anonymity was assured; this might have restricted the depth of data. Secondly, the research proved to be geographical in nature as it was confined to the city of Kampala due to time and financial limitations; hence, it cannot be generalized all over Uganda. Thirdly, the dependence on self-reported practices may not, in fact, represent actual day-to-day realities on the ground, as managers more often than not report having structured policies in place even if there is no actual evidence that the staff or guests follow these policies consistently. These limitations, therefore, imply that while the findings do have certain useful insights to offer, these findings must be treated with some degree of prudence.

Further Research

Further research could expand the geographical scope of the study to include hotels in other cities in Uganda or in East African countries for purposes of generalization. Implementing other factors, such as customer satisfaction, green marketing, sustainability certifications, and leadership approach, would allow a more holistic perspective of drivers for hotel performance. Additionally, researchers may look into the discrepancy between reported and actual practices through direct observation or audits, or perform a longitudinal study into maintaining consistency over time. Further areas of investigation include how government incentives, supplier networks, and eco-labeling may support hotels.

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