



Greening Hotel, Greying Beliefs: The Unexpected Outcomes of Zero-Waste Management

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This study examines the relationship among zero-waste management, perceived green capability and managerial belief in customer trust and booking intention within the hotel industry. The research model also incorporate hotel category (2 star, 3 star and 4 star) as a moderating construct. Using a quantitative survey design, data are collected from hotel manager to assess their perception of environmental practices and anticipated customer reactions. Data are analyzed using PLS –SEM to test the hypothesized direct and moderating relationship and to identify the strength and significance of each structural path. The result show that zero-waste management has a significant and positive effect on perceived green capability, demonstrating that environmental practices enhance the managers' assessment of their hotel's sustainability competence. However, perceived green capability does not significantly influence managerial belief in customer trust or booking intention. Additionally, zero-waste management is not found to significantly affect the managerial belief in customer trust or booking intention. Further, hotel classification also do not moderate the relationship between perceived green capability and the customer belief construct, indicating that sustainability capability is not viewed differently across hotel categories. These findings, reveal that environmental capability strengthen the internal strategic perception but does not translate directly into managerial expectation of customer behavior. This study is limited by its regional focus, the reliance on self-reported managerial perception and its cross-sectional design. Future research should incorporate the customer data, and also explore the alternatives moderating construct for better understanding about zero-waste management.

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INTRODUCTION

The global hospitality industry has witnessed a growing shift toward sustainability, driven by increasing environmental awareness and consumer demand for eco-friendly practices. One emerging trend is the concept of zero-waste hotels, which aim to eliminate waste through strategies such as composting, plastic-free operations, and circular economy principles. In Indonesia, this movement is gaining traction, particularly in Bali, where several hotels have adopted low-waste policies. However, despite global enthusiasm, the feasibility of fully zero-

waste hotels in urban Indonesian settings, where waste management infrastructure is often underdeveloped, remains uncertain. This raises critical questions about whether such initiatives can be scaled beyond boutique eco-resorts to larger urban hotels, where convenience and cost efficiency often dominate decision-making.

Existing research highlights the global momentum behind sustainable hospitality but reveals gaps in localized studies, particularly in developing economies such as Indonesia. For instance, a 2021 study by [Lundqvist et al. \(2021\)](#) analyzed zero-waste strategies in European

hotels, emphasizing guest satisfaction but overlooking operational challenges in regions with weak waste management systems. Similarly, [Zhang and Sari \(2020\)](#) explored consumer willingness to pay for green hotels in Southeast Asia but focused primarily on Thailand and Singapore, leaving Indonesia underrepresented. These studies suggest that while the consumer appeal of sustainability exists, the practical implementation of such initiatives varies significantly across markets, underscoring the need for region-specific investigations.

In Indonesia, prior research has examined sustainability in tourism but rarely delves into the feasibility of zero-waste practices in urban hotels. [Wijaya and Astuti \(2019\)](#) evaluated eco-certification in Balinese resorts but did not address waste reduction efforts in cities such as Jakarta or Semarang, where logistical hurdles—including limited recycling facilities and high plastic dependency—pose unique challenges. Additionally, although [Prasetyo et al. \(2022\)](#) and [Bittner et al. \(2024\)](#) surveyed the eco-conscious behaviors of Indonesian millennials, they did not link their findings to hotel industry adaptation, leaving a gap in understanding whether consumer demand aligns with hoteliers' investments. This disconnect highlights the need for research that bridges customer expectations and operational realities in Indonesia's urban hospitality sector.

Given these gaps, this study seeks to investigate the feasibility and consumer perceptions of zero-waste hotels in urban Indonesia, focusing on practical barriers and guests' willingness to support such initiatives. By analyzing hotel case studies and surveying urban travelers, the research aims to determine whether zero-waste models are viable outside Bali's ecotourism bubble. The findings could help hoteliers prioritize investments while guiding policymakers in improving waste management support for the hospitality industry.

Zero-waste management practices significantly enhance a hotel's green capability, which refers to the ability to embed environmental responsibility within operational excellence by leveraging comprehensive strategies such as composting, plastic elimination, and circular economy principles. These approaches not only minimize resource consumption but also build organizational competencies in sustainable procurement, waste auditing, and staff training. Research by [Hussain et al. \(2019\)](#) on the integration of lean and green practices in hotel supply chains demonstrated that waste disposal initiatives positively influence environmental performance in large hospitality organizations, reinforcing the concept of green capability as a strategic lever.

Improvements in green capability directly shape guest perceptions and trust, which are

essential drivers of booking decisions. [Merli et al. \(2019\)](#) found that guests' positive experiences with green hotel practices, such as sustainable housekeeping and waste reduction, significantly increase satisfaction and loyalty toward eco-conscious accommodations. When hotels transparently display their zero-waste efforts through ecolabels, in-room recycling bins, or digital sustainability reports, customers are more likely to perceive authenticity, which can influence their choices even in urban destinations with conventional hospitality norms ([Filimonau & De Coteau, 2019](#)).

Ultimately, embedding zero-waste management fosters a virtuous cycle linking operational sustainability and market performance. As green capability improves, hotels benefit from cost savings in waste management and resource usage while building stronger brand differentiation. This synergy creates tangible value, as eco-conscious guests are more likely to book properties that align with their environmental values, driving higher occupancy and loyalty rates. Over time, such practices may transition from niche offerings to market expectations, giving early zero-waste adopters in urban Indonesia a competitive edge in an increasingly sustainability-driven industry ([Kasavan et al., 2022](#)).

The novelty of this research lies in its dual focus on operational feasibility and consumer perceptions within the context of urban Indonesian hotels, a dimension largely overlooked in prior studies. While existing literature has explored sustainability in resort settings or examined consumers' willingness to pay for green accommodations, few studies have investigated how infrastructural limitations and cultural factors in metropolitan areas influence the adoption of zero-waste practices. This study bridges that gap by analyzing both supply-side challenges, such as waste segregation, vendor partnerships, and cost implications, and demand-side expectations, thereby creating a holistic framework for understanding the viability of zero-waste initiatives beyond Bali's ecotourism niche.

Another unique contribution of this research is the integration of green capability as a mediating construct between zero-waste implementation and guest booking decisions. Previous studies have often treated sustainability as a marketing attribute rather than an operational competency. By conceptualizing green capability as a measurable organizational resource, this study provides empirical evidence on how zero-waste initiatives strengthen a hotel's ability to deliver consistent eco-friendly services, which in turn enhance consumer trust and influence booking behavior. This approach moves beyond descriptive analysis and offers a strategic lens for

hoteliers seeking a competitive advantage in sustainability-driven markets.

Finally, this research introduces a context-specific model tailored to developing economies, where infrastructural constraints and consumer perceptions differ significantly from those in advanced markets. By employing a mixed-method approach, this study generates actionable insights for both practitioners and policymakers, particularly regarding the need for government intervention in waste management infrastructure. Such support is essential to ensure that sustainability goals are achievable and scalable across urban hospitality sectors in Indonesia.

HYPOTHESES DEVELOPMENT

Resources-based View

The Resource-Based View (RBV) posits that a firm's durable competitive advantage stems from its internal resources that are valuable, rare, inimitable, and non-substitutable. According to [Barney \(1991\)](#), these strategic resources enable firms to exploit opportunities in ways that competitors cannot easily replicate. In the context of zero-waste hospitality, green capabilities embodied in infrastructure, staff expertise, and circular economy practices meet these criteria, positioning hotels to outperform competitors in both sustainability and branding.

[Barney \(1991\)](#) emphasizes the heterogeneity and immobility of internal resources as the foundation for sustained competitive advantage. Zero-waste capabilities, such as specialized staff training in waste diversion, proprietary composting systems, and unique vendor relationships for reusable materials, align with this perspective. Once established, these practices are difficult for competitors to replicate quickly, providing a long-term strategic advantage to hotels that pioneer zero-waste operations.

Building on this perspective, [Hart's \(1995\)](#) Natural Resource-Based View (NRBV) extends the RBV by asserting that environmental capabilities, such as pollution prevention, eco-design, and sustainable development, are strategic resources that can generate competitive benefits. This framework implies that developing green capability through zero-waste management is not only operationally beneficial but also constitutes a source of sustainable competitive advantage within the hospitality sector.

In applying the RBV to hypothesis development, green capability serves as a mediating resource linking zero-waste practices to business outcomes. A strong zero-waste program enables the accumulation of strategic resources, such as efficient waste management systems and stakeholder partnerships, which in turn strengthen green capability. According to the RBV, this

unique capability—being valuable, rare, and difficult to imitate—should positively influence market performance, including increased guest booking intentions and customer loyalty.

Zero-waste Management

Zero-waste management has emerged as a critical sustainability strategy within the hospitality industry, aiming to minimize environmental impacts by eliminating waste through redesigning processes, promoting reuse, and adopting circular economy principles. In hotel operations, this approach encompasses comprehensive practices such as plastic-free initiatives, food waste reduction, and composting systems, creating a closed-loop model that diverts materials from landfills.

Prior research underscores the significance of these practices for both environmental and economic performance. [Filimonau and De Coteau \(2019\)](#) highlight that food waste constitutes a major component of hotel waste streams, and its effective management can substantially reduce operational costs while improving sustainability outcomes. Similarly, [Kasavan et al. \(2022\)](#) emphasize that systematic waste reduction in hotels aligns with global sustainability targets, particularly those related to responsible consumption and production.

[Okumus et al. \(2020\)](#) further demonstrate that tackling food waste in all-inclusive resort hotels requires managerial commitment and innovative strategies, reinforcing the operational complexity of zero-waste adoption. However, implementing zero-waste strategies in urban contexts remains challenging due to infrastructural limitations, high reliance on single-use plastics, and insufficient staff training.

[Bhaskara et al. \(2024\)](#) note that cultural habits and operational constraints in Indonesian hospitality settings often hinder compliance with food waste management practices, suggesting that organizational commitment and supportive policy frameworks are essential for success. Beyond operational benefits, zero-waste initiatives also influence consumer behavior. [Moise et al. \(2021\)](#) found that green practices such as energy conservation, waste reduction, and eco-certification positively influence perceived value, guest satisfaction, and loyalty. These findings indicate that zero-waste management serves not only as an environmental imperative but also as a strategic marketing tool capable of shaping booking decisions and enhancing competitive advantage.

Zero-waste Management and the Relationship with Perceived Green Capability

The Resource-Based View (RBV) provides a strong theoretical foundation for linking zero-

waste management practices to perceived green capability in the hospitality sector. RBV posits that firms achieve sustainable competitive advantage through resources that are valuable, rare, inimitable, and non-substitutable ([Barney, 1997](#)). Zero-waste management, which includes practices such as eliminating single-use plastics, implementing composting systems, and adopting circular economy principles, represents a strategic resource that enhances operational efficiency and environmental responsibility.

Previous research supports this notion, indicating that structured waste reduction initiatives contribute to the development of environmental capabilities within organizations. For instance, [Ioannidis et al. \(2021\)](#) found that applying the “reduce, reuse, and recycle” principles in hospitality operations significantly improves environmental performance and strengthens internal green competencies. Similarly, [Filimonau and De Coteau \(2019\)](#) emphasized that comprehensive food waste management systems, including audits and staff training, are critical for building organizational capacity to manage resources sustainably.

These findings suggest that zero-waste practices do not merely reduce waste but also foster unique organizational capabilities that are difficult for competitors to replicate, thereby enhancing perceived green capability. Despite the emphasis on the benefits of zero-waste initiatives, not all studies find a strong link between operational waste practices and enhanced green capability. For example, [Ramirez and George \(2019\)](#), who examined plastic recycling and waste reduction efforts in hospitality settings, found that their impact on stakeholder perceptions often remains limited when implementation lacks visibility or promotion. The study concluded that recycling infrastructure alone does not guarantee a reputation for sustainability; rather, the extent to which guests and stakeholders perceive environmental commitment depends on how these practices are communicated and integrated into the hotel’s broader sustainability strategy.

Thus, based on these contrasting findings, the following hypothesis is proposed for empirical testing:

H1: Zero-Waste Management is positively related to Perceived Green Capability in the hotel industry.

Zero-waste Management and the Relationship with Managerial Belief in Customer Trust

Zero-Waste Management is often considered a strategic sustainability initiative that can influence managerial perceptions of customer trust. Supporting evidence suggests that environmental practices, when integrated into hotel operations, enhance managers’ confidence

that customers will trust the brand. For instance, [Chan et al. \(2021\)](#) found that proactive waste reduction and sustainability programs in hotels positively shape managerial expectations of customer trust and loyalty, as these initiatives signal authenticity and responsibility.

Similarly, [Gössling and Hall \(2019\)](#) argue that visible sustainability actions, such as eliminating single-use plastics and implementing circular economy principles, strengthen stakeholder confidence and perceived trustworthiness. However, contradictory findings indicate that operational waste management alone may not guarantee trust.

[Jones et al. \(2020\)](#) reported that while hotels adopted waste reduction measures, these efforts had a limited impact on perceived customer trust when they were not effectively communicated or lacked certification information. Their findings suggest that visibility and marketing communication play critical roles in shaping customer trust.

These mixed results imply that the relationship between Zero-Waste Management and managerial beliefs regarding customer trust may be contingent upon factors such as transparency and customer awareness. Based on this reasoning, the following hypothesis is proposed:

H2: Zero-Waste Management is positively related to Managerial Belief in Customer Trust.

Zero-waste Management and the Relationship with Managerial Belief in Customer Booking Intention

The Resource-Based View (RBV) suggests that unique organizational capabilities, such as Green Capability, can create competitive advantages that influence market outcomes. Hotels that develop strong environmental competencies through Zero-Waste Management practices often expect these capabilities to translate into customer trust and booking decisions. Supporting evidence indicates that sustainability initiatives positively affect customer choice.

For example, [Chan et al. \(2021\)](#) found that hotels implementing visible green practices reported higher managerial confidence in attracting environmentally conscious guests. Similarly, [Gössling and Hall \(2019\)](#) argue that sustainability signals, such as eco-certifications and waste reduction programs, enhance perceived customer willingness to book.

However, contradictory findings suggest that Green Capability alone may not guarantee booking intentions. [Jones et al. \(2020\)](#) observed that while hotels invested in sustainability

initiatives, managers expressed uncertainty about their direct impact on bookings when customers lacked awareness or perceived these efforts as greenwashing. Likewise, [Font and McCabe \(2017\)](#) found that although hotels invested heavily in sustainability initiatives, managers reported uncertainty about whether these efforts significantly influenced customer booking behavior. Their study revealed that customers often prioritize price and convenience over environmental credentials, suggesting that Green Capability alone may not guarantee increased bookings.

Similarly, [Han et al. \(2019\)](#) observed that while eco-friendly practices improved brand image, their direct effect on booking decisions was weak unless combined with strong promotional strategies and visible certifications. These findings indicate that managerial beliefs regarding customer booking intentions may be influenced by factors such as marketing communication and customer awareness rather than being solely driven by Green Capability.

These mixed results imply that managerial beliefs about customer booking intentions depend not only on the existence of Green Capability but also on its visibility and credibility. Based on this reasoning, the following hypothesis is proposed:

H3: Zero-Waste Management is positively related to Managerial Belief in Customer Booking Intention.

Perceived Green Capability and the Relationship with Managerial Belief in Customer Booking Intention

Perceived Green Capability is widely regarded as a strategic asset that can influence managerial confidence in customer booking intentions. Supporting evidence suggests that hotels with strong environmental competencies expect these capabilities to attract eco-conscious guests. For example, [Sanchez-Medina et al. \(2020\)](#) found that environmental management systems significantly enhance managers' beliefs in their ability to meet customer expectations, which they associate with increased booking likelihood.

Similarly, [Martinez et al. \(2019\)](#) argue that green operational capabilities strengthen competitive positioning and foster managerial confidence in customers' preferences for sustainable hotels. However, contradictory findings challenge this assumption. [Kang et al. \(2018\)](#) reported that while green initiatives improve brand image, managers remain skeptical about their effect on booking decisions, as customers often prioritize price and convenience over sustainability.

Likewise, [Chung and Parker \(2020\)](#) observed that Perceived Green Capability alone

does not guarantee customer trust or booking intention unless it is combined with strong marketing communication and visible certifications. These mixed results indicate that while Perceived Green Capability can influence managerial beliefs regarding customer booking intentions, its impact may depend on external factors such as promotional strategies and customer awareness.

Based on these contradictory findings, the following hypothesis is proposed for empirical testing:

H4: Perceived Green Capability is positively related to Managerial Belief in Customer Booking Intention.

Perceived Green Capability and the Relationship with Managerial Belief in Customer Trust

Perceived green capability reflects a hotel's ability to implement and maintain environmentally responsible practices, which managers often view as strategic resources under the Resource-Based View. When managers perceive their hotel as highly capable in sustainability through initiatives such as zero-waste operations, energy efficiency, and eco-certification, they are more likely to believe that customers will trust the hotel's commitment to environmental responsibility.

Supporting research indicates that strong green capabilities enhance stakeholders' confidence and trust. For example, [Sanchez-Medina et al. \(2020\)](#) found that environmental management systems significantly improve managers' perceptions of their ability to meet customer expectations, which they associate with increased trust. Similarly, [Martinez et al. \(2019\)](#) argue that green operational capabilities strengthen competitive positioning and foster managerial confidence in customer trust.

However, contradictory findings suggest that perceived green capability alone may not impact customer trust. [Chung and Parker \(2020\)](#) observed that sustainability initiatives without effective communication or visible certification fail to influence trust perception, as customers often remain unaware of these efforts. Likewise, [Kang et al. \(2018\)](#) reported that while green practices improve brand image, managers expressed skepticism about their direct effect on trust when customers prioritize price and convenience over sustainability. These mixed results imply that while green capability can influence managerial beliefs in customer trust, its impact may depend on other factors such as visibility, marketing, and customer awareness. Based on these contradictions, we propose the following hypothesis to be empirically tested:

H5: Perceived Green Capability is positively related to Managerial Belief in Customer Trust.

METHOD

This study employs a quantitative study using a cross-sectional survey approach to examine the relationship among Zero-Waste Management, Perceived Green Capability, managerial belief in Customer Trust, and managerial belief in Customer Booking Intention. Quantitative methods are appropriate because the research aims to test hypotheses and analyze causal relationships using statistical modelling.

The research will be conducted in Semarang, Makassar, and Pontianak as central urban tourism cities with growing hospitality sectors but limited exposure to ecotourism practices, making them ideal settings to explore sustainability perceptions outside traditional tourist destinations.

The target population consists of hotel managers from 2-star to 4-star hotels. A sample size of approximately 120 managers is proposed to ensure adequate statistical power while remaining feasible for onsite data collection. Purposive sampling will be used to select managers responsible for operational or sustainability decisions. Data will be collected through paper-administered questionnaires, ensuring higher response rates and allowing clarification of items during scheduled visits to hotels. This approach is chosen to ensure higher response rates and allow managers to complete the survey in a familiar setting without technological barriers. Prior to distribution, researchers will schedule visits with hotel management to explain the study objectives and obtain consent.

During the visit, the questionnaires are handed directly to the managers, along with clear instructions on how to complete them. Respondents are assured of confidentiality and anonymity to encourage honest answers. After completion, the researchers collect the questionnaires immediately to minimize the risk of loss and ensure data integrity. This onsite, face-to-face method also allows clarification of any questions from respondents, thereby improving the accuracy and reliability of the data collected.

The operational definitions of the constructs are as follows. Zero-Waste Management refers to managerial perceptions of practices aimed at eliminating waste through composting, recycling, energy efficiency, and plastic-free operations. Perceived Green Capability is the extent to which managers believe their hotels possess the ability to implement and maintain environmentally responsible practices. Managerial belief in Customer Trust reflects managers' belief that customers trust the hotel due to its sustainability initiatives. Finally, managerial belief in Customer Booking Intention represents

managers' expectation that customers intend to book the hotel because of its green practices.

Validity and reliability will be assessed using standard thresholds, including construct validity through Average Variance Extracted (AVE > 0.50), and reliability using Composite Reliability (CR > 0.70) and Cronbach's Alpha (> 0.70). In addition, Discriminant Validity will be evaluated using the HTMT ratio (< 0.85). Data analysis will be conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM), which is suitable for predictive modelling and theory development in complex models with relatively small sample sizes. Finally, bootstrapping with 5,000 subsamples will be applied to test the path coefficients.

The construct of Zero-Waste Management will be measured by four items adopted from [Ioannidis et al. \(2021\)](#). The construct of Perceived Green Capability will be measured by four items adopted from research conducted by [Filimonau and De Coteau \(2019\)](#) and [Sanchez-Medina et al. \(2020\)](#). Furthermore, managerial belief in Customer Trust will be measured by four items developed by [Sanchez-Medina et al. \(2020\)](#) and [Kang et al. \(2018\)](#). Lastly, the construct of managerial belief in Customer Booking Intention will be measured by adopting the scale developed by [Godovykh et al. \(2024\)](#).

RESULT AND DISCUSSION

Description of Respondent Characteristics

The study involved 120 hotel managers from 2-star to 4-star hotels in Semarang, Makassar, and Palu. In terms of gender, the majority were male (approximately 65%), while female managers accounted for around 35%, reflecting the gender distribution in managerial roles within the hospitality sector. Regarding educational background, most managers held a bachelor's degree in business or management (approximately 70%), followed by those with a diploma degree in tourism studies (20%), and a smaller proportion holding a master's degree in business administration (10%).

Years of experience in the hospitality industry varied among respondents. Nearly half of the respondents (40%) had between 6 and 10 years of experience, 30% had more than 10 years of experience, and the remaining 30% had less than 5 years of experience, indicating a mix of seasoned and relatively new professionals. Regarding current managerial positions, the sample included General Managers (20%), Daily Operations Managers (40%), Auditing Division Heads (10%), and Frontliner Managers (30%). This distribution ensures the representation of roles directly involved in operational and environmental decision-making.

Validity and Reliability Test Result

Based on Table 1 below, the measurement model demonstrates strong indicator reliability across all constructs. The Zero-Waste Management construct is well represented by four indicators (waste1–waste4), with outer loadings

ranging from 0.866 to 0.910, all exceeding the recommended threshold of 0.70. This indicates that each item contributes substantially to explaining the Zero-Waste Management concept and reflects a consistent perception among respondents regarding the organization’s waste reduction practices.

Table 1. Outer Loading

Item	Zero-waste Management	Perceived Green Capability	Managerial Belief in Customer Trust	Managerial Belief in Customer Booking Intention
Waste1	0.866			
Waste2	0.872			
Waste3	0.910			
Waste4	0.898			
Green1		0.890		
Green2		0.903		
Green3		0.937		
Green4		0.883		
Trust1			0.901	
Trust2			0.917	
Trust3			0.887	
Trust4			0.882	
Book1				0.885
Book2				0.885
Book3				0.907
Book4				0.854

Similarly, the Perceived Green Capability construct shows very high outer loadings ranging from 0.883 to 0.937 across its four indicators. These results suggest that respondents clearly and consistently perceive the firm’s green capabilities, such as environmental competence and sustainability-oriented operational skills. The particularly high loading values reinforce the strength and consistency of this construct in capturing respondents’ perceptions of environmental capabilities.

The construct of Managerial Belief in Customer Trust also exhibits strong convergent validity, with outer loadings ranging between 0.882 and 0.917. This indicates that managerial beliefs regarding the importance of Customer Trust are coherently measured and well understood by respondents. Each indicator reliably reflects the underlying belief that

Customer Trust is a critical managerial concern in organizational decision-making.

Finally, Managerial Belief in Customer Booking Intention is measured by four indicators with outer loadings ranging from 0.854 to 0.907. These values confirm that customer booking intentions based on trust are consistently captured and suggest that managerial beliefs translate meaningfully into the Customer Booking Intention context.

Overall, the outer loading results across all constructs exceed the minimum criteria, thus confirming strong indicators and supporting the adequacy of the measurement model. This provides a robust foundation for further analysis of the structural relationships among Zero-Waste Management, Perceived Green Capability, managerial beliefs, and customer trust outcomes.

Table 2. Reliability and Validity Test Result

Constructs	Cronbach's Alpha	rho	Composite Reliability	AVE
Zero-waste Management	0.909	0.910	0.936	0.786
Perceived Green Capability	0.925	0.925	0.947	0.816
Managerial Belief in Customer Trust	0.919	0.919	0.943	0.804
Managerial Belief in Customer Booking Intention	0.906	0.906	0.934	0.780

Table 2 presents the results of the Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha. The Zero-Waste Management construct exhibits excellent internal consistency, as indicated by a high Cronbach's Alpha of 0.909 and Composite Reliability of 0.936, both of which exceed the recommended thresholds. Moreover, the Average Variance Extracted value of 0.786 confirms strong convergent validity, indicating that the construct explains a substantial proportion of variance in its indicators.

The Perceived Green Capability construct also shows outstanding reliability and validity. With a Cronbach's Alpha of 0.925 and Composite Reliability of 0.947, this construct demonstrates a very high level of internal consistency. The AVE value of 0.816, which is well above the minimum criterion of 0.50, further confirms that the indicators strongly converge to represent the underlying Perceived Green Capability concept.

Similarly, Managerial Belief in Customer Trust achieves strong reliability, as reflected by a

Cronbach's Alpha value of 0.919, along with a Composite Reliability of 0.943. The AVE value of 0.804 indicates excellent convergent validity, suggesting that the indicators effectively capture managerial beliefs regarding the role of Customer Trust in organizational practices.

Finally, Managerial Belief in Customer Booking Intention also demonstrates solid measurement quality, with a Cronbach's Alpha of 0.906, Composite Reliability of 0.934, and an AVE value of 0.780. These results confirm that the construct is measured consistently and that its indicators share a high degree of common variance. Overall, the reliability and validity results indicate that all constructs in the research model exceed the established criteria for internal consistency and convergent validity. This confirms that the measurement model adopted in this study is reliable and valid and provides a strong empirical basis for subsequent structural model analysis.

Hypothesis Testing

Table 3. Path Analysis Result

Path	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Moderating Effect 1 → Managerial Belief in Customer Trust	0.058	1.462	0.144
Moderating Effect 2 → Managerial Belief in Customer Booking Intention	0.035	0.375	0.708
Zero-waste Management → Perceived Green Capability	0.009	98.046	0.000
Zero-waste Management → Managerial Belief in Customer Trust	0.140	0.484	0.629
Zero-waste Management → Managerial Belief in Customer Booking Intention	0.128	0.814	0.416
Perceived Green Capability → Managerial Belief in Customer Booking Intention	0.100	0.464	0.643
Perceived Green Capability → Managerial Belief in Customer Trust	0.109	0.941	0.347

Based on the path analysis results, the structural relationships among the constructs show mixed findings. The moderating effect of Managerial Belief in Customer Trust is not supported, as indicated by a t-statistic value of 1.462, which is below the conventional significance threshold of 1.96. Similarly, the moderating effect of Managerial Belief in Customer Booking Intention is also not significant, with a very low t-statistic value of 0.375. These results suggest that the proposed moderating variables do not strengthen or weaken the relationships involving managerial beliefs in either Customer Trust or Customer Booking Intention.

In contrast, a strong and statistically significant relationship is found between Zero-Waste Management and Perceived Green Capability. This path shows an exceptionally low p-value of 0.000, indicating a highly significant positive effect. These findings confirm that the implementation of Zero-Waste Management practices substantially enhances an organization's Perceived Green Capability, reinforcing the idea that operational environmental practices are a critical foundation of green competence.

However, the direct effects of Zero-Waste Management on Managerial Belief in Customer Trust and Managerial Belief in Customer Booking Intention are not statistically significant. The path

to Managerial Belief in Customer Trust yields a p-value of 0.629, while the path to Managerial Belief in Customer Booking Intention produces a p-value of 0.416. These results imply that Zero-Waste Management practices alone do not directly shape managerial beliefs regarding Customer Trust or Customer Booking Intention.

Similarly, Perceived Green Capability does not exhibit a significant direct effect on either Managerial Belief in Customer Booking Intention, with a p-value of 0.643, or Managerial Belief in Customer Trust, with a p-value of 0.347. This suggests that although Perceived Green Capability is strongly influenced by Zero-Waste Management, it does not automatically translate into managerial beliefs about Customer Trust and Customer Booking Intention. Overall, the findings indicate that while Zero-Waste Management plays a crucial and dominant role in building Perceived Green Capability, neither Zero-Waste Management nor Perceived Green Capability directly influences managerial beliefs related to Customer Trust and Customer Booking Intention.

Additionally, the absence of significant moderating effects suggests that other mediating mechanisms or contextual factors may be necessary to explain how environmental practices and capabilities are transformed into managerial beliefs about customer-related outcomes.

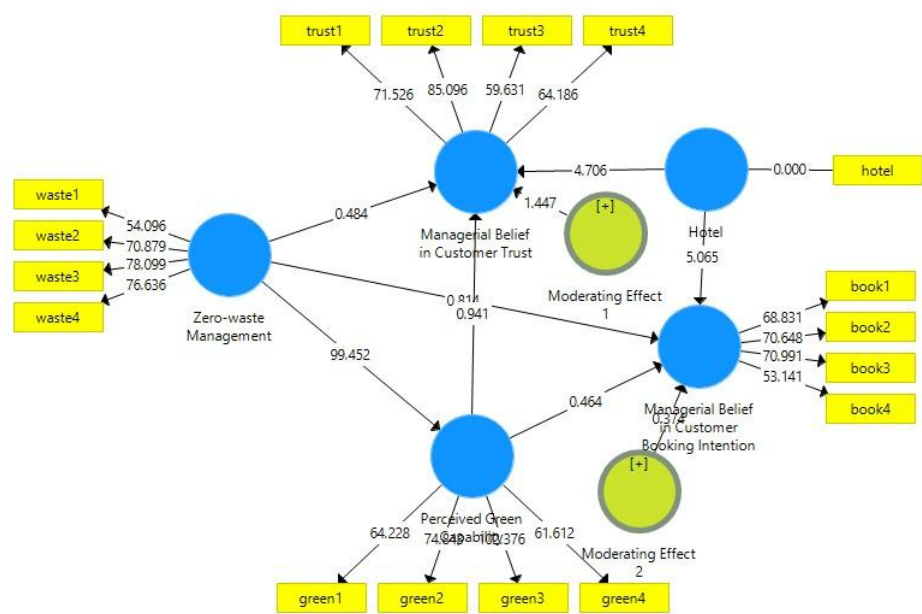


Figure 1. Path Coefficient

Figure 1 presents the structural model and the results of the PLS-SEM analysis. The figure illustrates the relationships among the study constructs, including Zero-waste Management, Perceived Green Capability, Managerial Belief in Customer Trust, and Managerial Belief in Customer Booking Intention, along with the moderating effects examined in the model. Path coefficients and bootstrapping results are

displayed to indicate the strength and significance of the proposed relationships.

DISCUSSION
The Relationship of Zero-waste Management and Perceived Green Capability

The results of this study provide strong empirical support for H1, demonstrating that the

implementation of Zero-Waste Management has a positive and significant relationship with Perceived Green Capability in the hotel industry. The path analysis shows a highly significant effect with a p-value of 0.001, indicating that Zero-Waste Management is a critical driver in shaping how a hotel's environmental capability is perceived. This finding suggests that operational sustainability initiatives are not merely symbolic actions but function as capability-building mechanisms that enhance organizational competence in environmental management.

From a theoretical perspective, this result aligns with the capability-based view and dynamic capabilities framework, where operational routines such as waste reduction, recycling systems, and resource-efficiency practices act as microfoundations of higher-order green capabilities. In the hotel context, Zero-Waste Management reflects an organization's ability to sense environmental challenges, reconfigure operational processes, and develop sustainable practices, which collectively form Perceived Green Capability.

This finding is consistent with several recent studies that emphasize the role of environmental management practices in building green organizational capabilities. For example, [Yusoff et al. \(2020\)](#) and [Singh et al. \(2021\)](#) found that proactive waste management and environmental practices significantly enhance firms' green operational and strategic capabilities. In the hospitality sector specifically, [Gurlek and Tuna \(2022\)](#) demonstrated that green practices such as waste minimization and recycling initiatives strengthen hotels' Perceived Green Capability and sustainability positioning. Similarly, [Khan et al. \(2023\)](#) showed that tangible environmental practices increase stakeholders' perceptions of a firm's green capability and environmental credibility.

However, prior research has not been entirely consistent. Some studies have reported non-significant or weak relationships between environmental practices and Perceived Green Capability. For instance, [Zhang et al. \(2021\)](#) found that environmental initiatives did not significantly translate into Perceived Green Capability when such practices were fragmented or lacked strategic integration. Likewise, [Testa et al. \(2020\)](#) argued that environmental practices, including waste management, may fail to enhance Perceived Green Capability if they are compliance-driven rather than embedded into the core of routine operations. In the hospitality industry, [Mensah \(2022\)](#) noted that green practices may be perceived as routine cost-saving measures rather than capability-enhancing actions, particularly in hotels where sustainability communication is weak.

The strong support for H1 in this study suggests that, unlike in prior unsupported findings, Zero-Waste Management in the sampled hotels is likely implemented systematically and visibly, enabling it to function as a signal of genuine green competence. This reinforces the argument that the depth and consistency of implementation, rather than the mere presence of environmental practices, determines whether Zero-Waste Management initiatives are transformed into Perceived Green Capability. From this study, it can be seen that Zero-Waste Management serves as a strategic operational foundation for developing Perceived Green Capability in the hotel industry. By embedding waste reduction into daily operations, hotels can strengthen their environmental competence and position themselves as environmentally capable organizations, thereby contributing to long-term sustainability and competitive advantage.

The Relationship of Zero-waste Management and Managerial Belief in Customer Trust

The results of this study indicate that the implementation of Zero-Waste Management does not have a significant direct relationship with managerial belief in Customer Trust. Although Zero-Waste Management represents a strong environmental and operational initiative, the empirical findings suggest that such practices alone are not sufficient to directly shape managers' beliefs regarding customers' trust toward the hotel. This non-significant relationship implies that managerial perceptions of Customer Trust are influenced by more complex and indirect mechanisms rather than by environmental practices in isolation.

Zero-Waste Management is essentially a series of internal process-oriented activities, such as reducing food waste, eliminating single-use plastics, implementing recycling programs, promoting efficient use of resources, and integrating circular economy principles into hotel operations. These activities largely occur at the backstage level of operations and are not always directly visible to or perceived by customers during the hotel service experience. In contrast, Customer Trust is formed more through external perceptions, such as service quality, service reliability, information transparency, security, consistency of the customer experience, and brand credibility.

From a theoretical standpoint, this finding can be explained by the intangibility and perceptual distance between internal environmental operations and Customer Trust formation. Zero-Waste Management is primarily an operational and backstage practice, often invisible to customers unless explicitly communicated. As a result, managers may perceive that customers do not automatically

associate waste management efforts with trustworthiness. Trust in hospitality services is more commonly linked to service reliability, transparency, interpersonal interactions, and consistency of service delivery rather than environmental operations alone.

Furthermore, this result can also be explained through Signaling Theory. This theory suggests that customers form trust only when they receive clear, visible, and directly evaluable signals. In this context, Zero-Waste Management practices that are not explicitly communicated to customers may fail to function as trust-building signals. In other words, managers may perceive that even if a hotel has a well-developed waste management system, customers may not be aware of it, making it insufficient to influence Customer Trust.

This result is consistent with several studies that report non-significant or weak direct effects of environmental practices on trust-related outcomes. For instance, [Mensah \(2022\)](#) found that while environmental practices improve sustainability performance, they do not enhance trust unless supported by strong managerial commitment and communication. Similarly, [Zhang et al. \(2021\)](#) reported that green practices failed to generate trust when customers lacked awareness or understanding of such initiatives. In the hospitality context, [Han et al. \(2020\)](#) emphasized that environmental initiatives influence trust only when customers clearly perceive and cognitively process those efforts as signals of ethical responsibility.

Moreover, [Testa et al. \(2020\)](#) argued that environmental practices driven by compliance or efficiency motives may not be interpreted by stakeholders as trust-enhancing actions. This aligns with the current findings, suggesting that managers may view Zero-Waste Management as a cost-control or regulatory response rather than as a direct trust-building strategy. Consequently, managerial belief in Customer Trust may remain unaffected unless Zero-Waste Management practices are transformed into visible value propositions for customers.

However, the present findings contrast with previous studies that reported positive relationships between sustainability initiatives and Customer Trust under certain conditions. For example, [Gurlek and Tuna \(2022\)](#) demonstrated that green practices positively affect trust when embedded within a strong green organizational culture. Likewise, [Khan et al. \(2023\)](#) showed that sustainability initiatives enhance trust when mediated by perceived environmental credibility and corporate reputation. These studies suggest that trust outcomes depend heavily on mediating variables such as communication, authenticity, and perceived sincerity.

The absence of a significant relationship in this study therefore highlights an important boundary condition: Zero-Waste Management contributes to capability development but does not automatically translate into managerial belief in Customer Trust. This implies that managers may not perceive customers as recognizing or valuing internal environmental practices unless those practices are strategically communicated and integrated into the customer experience.

Furthermore, in the hospitality industry context, particularly in urban markets in Indonesia, customers are likely to prioritize dimensions such as service quality, hospitality experience, safety, and comfort as the primary foundations of trust rather than sustainability. This may lead managers to perceive no direct link between Zero-Waste Management and Customer Trust. Therefore, the insignificance of these results provides an important theoretical contribution: sustainability practices require customer-facing communication mechanisms, such as eco-labels, visible green certifications, or environmental storytelling, to translate into Customer Trust in the eyes of customers.

The Relationship of Zero-waste Management and Managerial Belief in Customer Booking Intention

The findings of this study indicate that the implementation of Zero-Waste Management does not have a significant direct relationship with managerial belief in Customer Booking Intention. Although Zero-Waste Management represents a proactive environmental initiative, the empirical results suggest that managers do not necessarily associate these practices with customers' immediate booking decisions. This implies that, from a managerial perspective, environmental waste-reduction efforts alone are not perceived as a decisive factor influencing customers' intentions to book hotel services.

In the hotel industry, customer booking decisions are generally influenced by direct and tangible attributes, such as room price, hotel location, amenities offered, service quality, room comfort, online ratings, and previous customer reviews. These factors have a more significant impact on customer evaluation processes during the pre-purchase stage than internal activities such as Zero-Waste Management.

This result can be theoretically explained by the decision-making logic underlying Customer Booking Intention, which is often driven by functional and experiential attributes such as price, location, service quality, convenience, and brand reputation. Zero-Waste Management, while strategically important, is largely an internal and operational practice that may remain invisible to customers at the point of

booking. Consequently, managers may believe that customers prioritize tangible and directly experienced service attributes over backstage sustainability practices when forming booking intentions.

The non-significant relationship found in this study is consistent with several recent empirical works. For instance, [Han et al. \(2020\)](#) found that green practices influence behavioral outcomes only when customers directly perceive environmental cues during service encounters. Similarly, [Mensah \(2022\)](#) reported that environmental management practices in hotels do not directly affect demand-related outcomes unless customers are explicitly aware of and value such initiatives. In a broader service context, [Zhang et al. \(2021\)](#) showed that green operational practices have limited influence on customer behavioral intentions when they are not communicated as part of the service value proposition.

In contrast, some prior research has reported a positive relationship between sustainability initiatives and booking or purchase intention. For instance, [Gurlek and Tuna \(2022\)](#) demonstrated that green practices can enhance customer behavioral intentions when embedded within a strong green organizational culture and supported by consistent external communication. Likewise, [Khan et al. \(2023\)](#) found that environmental initiatives positively affect customer intentions when mediated by perceived environmental credibility and corporate reputation. These findings suggest that sustainability-driven booking decisions are conditional rather than automatic, depending on how green practices are translated into perceived customer value.

The current findings indicate that managers may view Zero-Waste Management initiatives as essential for operational efficiency, regulatory compliance, and long-term sustainability, but not as primary drivers of Customer Booking Intention. This perception may be particularly salient in competitive hotel markets where customers are highly price-sensitive and experience-oriented.

Overall, the results suggest that Zero-Waste Management alone is insufficient to shape managerial belief in Customer Booking Intention. To influence such beliefs, hotels may need to integrate Zero-Waste Management initiatives into visible customer touchpoints, such as sustainability labels on booking platforms, eco-certifications, storytelling in marketing communications, and frontliner employee engagement. Without these mechanisms, Zero-Waste Management is unlikely to be perceived by managers as a direct trigger of customer booking decisions.

The Relationship of Perceived Green Capability and Managerial Belief in Customer Booking Intention

The findings of this study reveal that Perceived Green Capability is not significantly related to managerial belief in Customer Booking Intention. This result indicates that although hotels may possess strong environmental capabilities and sustainability-oriented competencies, managers do not necessarily believe that such capabilities directly influence customers' booking decisions. The non-significant relationship suggests that Perceived Green Capability itself is not perceived as a decisive factor in shaping Customer Booking Intention.

From a theoretical perspective, this finding underscores the distinction between organizational capabilities and market-facing outcomes. Perceived Green Capability represents an internal strategic competence that enhances operational sustainability and long-term positioning, whereas Customer Booking Intention is a customer-driven outcome influenced by immediate and tangible value considerations. Prior research has argued that environmental capabilities often function as enabling resources rather than direct behavioral triggers unless they are translated into customer-visible benefits ([Tolkes & Butzmann, 2021](#)).

This result is consistent with recent studies reporting a limited or indirect effect of green capability on customer behavioral intentions. For example, [Martinez-Martinez et al. \(2020\)](#) found that environmental capabilities do not directly affect purchase intention unless customers perceive clear personal or functional value from such capabilities. Similarly, [Santos et al. \(2021\)](#) showed that sustainability-related capabilities improve firm legitimacy and operational efficiency but do not automatically transform into demand-side outcomes such as purchase or booking intention. In the hospitality sector, [Pereira-Moliner et al. \(2021\)](#) highlighted that customers tend to prioritize service quality, comfort, and price over abstract organizational capabilities when making booking decisions.

In contrast, some recent studies have reported positive effects of green capability on booking or purchase intention, but typically under specific conditions. For instance, [Lu et al. \(2023\)](#) found that green capability positively influences customer intention only when mediated by perceived green value and environmental image. Likewise, [Assaker et al. \(2020\)](#) demonstrated that environmental capabilities affect booking intention indirectly through brand credibility and perceived authenticity. These findings indicate that Perceived Green Capability exerts its influence through intermediate perceptual

mechanisms rather than through a direct causal pathway.

The absence of a significant relationship in this study therefore suggests that managers may view Perceived Green Capability as a strategic hygiene factor, which is important for legitimacy, compliance, and long-term sustainability, but insufficient on its own to motivate customer bookings. This perception may be particularly relevant in competitive hotel markets, where customers are highly sensitive to price, convenience, and experiential quality, and where green capability is increasingly perceived as an expected standard rather than a differentiating attribute.

Overall, Perceived Green Capability must be actively leveraged and communicated to influence customer-related outcomes. Without mechanisms such as green signaling, eco-labeling, or integration into booking platforms, Perceived Green Capability remains an internal strength that does not shape managerial belief in Customer Booking Intention. Future research should therefore explore mediating and moderating constructs that convert green capability into market-relevant value.

The Relationship of Perceived Green Capability and Managerial Belief in Customer Trust

The results of this study indicate that Perceived Green Capability does not significantly influence managerial belief in Customer Trust. Although managers may view their organizations as highly capable of implementing green practices, this perception does not transform into a stronger belief that customers trust the hotel. This non-significant relationship suggests a potential disconnect between internal managerial perceptions and external customer responses to environmental capability.

From the Resource-Based View perspective, Perceived Green Capability is an internal strategic resource that enables an organization to create competitive advantage through competencies in sustainability management, environmental innovation, and resource efficiency. However, the Resource-Based View does not always predict a direct relationship between internal capabilities and customer behavior.

One possible explanation is that Customer Trust may depend less on Perceived Green Capability and more on visible, verifiable, and communicated sustainability outcomes. Research shows that customers do not automatically trust a company simply because it possesses strong environmental capabilities. Rather, trust emerges when green capability achievements are transparent and observable. For example, [Kim](#)

[and Hall \(2021\)](#) found that sustainability capability alone is insufficient to influence trust unless accompanied by strong communication and customer-facing evidence. This aligns with the current findings, suggesting that even if managers believe their hotels possess strong green competencies, they may not assume that customers are aware of, or trust, those capabilities.

Another relevant perspective is that Customer Trust may be shaped more by emotional or relational cues than by operational strength. [Baldassarre et al. \(2022\)](#) argue that customers place greater trust in firms that demonstrate authenticity and relational engagement rather than capability alone. If customers do not emotionally connect with environmental initiatives, managers may recognize that capability does not necessarily lead to trust. This may explain why higher levels of Perceived Green Capability do not strengthen managerial belief in Customer Trust outcomes.

Customer Booking Intention is an external outcome that is strongly influenced by customers' perceptions of the benefits they directly experience. Therefore, managers may perceive that even if a hotel has strong green capabilities, this does not necessarily and automatically influence customers' booking decisions.

Furthermore, customers in hospitality markets may treat sustainability as an added value rather than a determinant of trust. [Chou et al. \(2021\)](#) found that customers often appreciate green practices, yet trust is driven more by service experience, reliability, and interpersonal interactions. This supports the present findings, where managers may believe that customers trust the hotel based on service delivery rather than sustainability capability, leading to a non-significant relationship between Perceived Green Capability and Customer Trust.

Finally, previous research has also reported mixed outcomes regarding the connection between green capability and trust. For instance, [Almeida and Coelho \(2023\)](#) observed that the relationship between capability and trust weakens when customers doubt the credibility or sincerity of sustainability claims. This may reflect the managerial belief identified in this study, namely that capability itself may not be sufficient to convince customers, especially in contexts where concerns about greenwashing influence perceptions.

Overall, this research contributes to the understanding that Perceived Green Capability does not automatically strengthen managerial belief in Customer Trust, suggesting that trust formation is more complex and may depend on communication strategies, customer awareness, relational transparency, emotional relevance, and

perceived authenticity rather than capability strength alone.

The Moderation Effect toward Managerial Belief

This research shows that the moderation effect tested, comprising 2-star, 3-star, and 4-star hotels, does not significantly moderate the relationship between Perceived Green Capability and all managerial beliefs. This result indicates that managers across different hotel classifications, regardless of service level or hotel quality standards, perceive the impact of Perceived Green Capability on customer responses in a similar manner. In other words, whether a hotel operates at the economy, mid-range, or upper mid-range level, managers do not believe that Customer Trust and Customer Booking Intention are more or less influenced by Perceived Green Capability simply because of the hotel's rating.

One explanation for this non-significant moderation effect is that sustainability expectations are now widespread across hotel segments. Customers increasingly expect hotels at all levels to adopt environmentally responsible practices, meaning that Perceived Green Capability may no longer be viewed as a distinctive feature that varies by hotel class. This aligns with recent hospitality findings suggesting that environmental commitment is no longer limited to premium hotels but has become a standard requirement across market tiers ([Tolkes & Butzmann, 2021](#)). Thus, variation in hotel classification may not alter managerial expectations about how customers interpret sustainability performance.

Another explanation lies in the uniformity of managerial perceptions regarding customer priorities. Regardless of hotel category, managers may believe that customers place stronger emphasis on service experience, pricing, comfort, and convenience than on sustainability capability when forming trust or making booking decisions. This supports research noting that Customer Trust and Customer Booking Intention are more strongly influenced by experiential and functional attributes than by backstage capabilities ([Chou et al., 2021](#)). As such, differences in hotel classification do not create variation in the perceived relevance of sustainability to customer behavior.

Additionally, the moderating variable may not have been strong enough to amplify the core relationship because the connection between Perceived Green Capability and customer outcomes may require mediating, rather than moderating, mechanisms such as sustainability communication, visibility, green branding, and environmental certification ([Kim & Hall, 2021](#)).

Without such mediators, hotel category alone is insufficient to change how managers judge customer reactions to sustainability capability.

CONCLUSION AND RECOMMENDATION

This study investigated the relationships among Zero-Waste Management, Perceived Green Capability, managerial belief in Customer Trust, and managerial belief in Customer Booking Intention within the hotel industry. The results confirmed that Zero-Waste Management significantly enhances Perceived Green Capability, indicating that systematic environmental practices contribute to managers' views of their hotel's sustainability strength. However, Zero-Waste Management is not significantly related to managerial belief in Customer Trust or Customer Booking Intention. Likewise, Perceived Green Capability is also not significantly related to managerial belief in Customer Trust or Customer Booking Intention.

These findings suggest that while sustainability practices contribute to internal capability development, they may not be perceived by managers as directly influencing demand-side outcomes unless they are clearly visible, effectively communicated, or translated into customer value. Overall, the study emphasizes that sustainability-driven capabilities strengthen internal strategic positioning but do not automatically shape managerial expectations of customer behavior.

Further studies should integrate customer-side data to compare managerial perceptions with actual customer evaluations and booking decisions. It is recommended to include mediating constructs such as green signaling, perceived transparency, trustworthiness cues, and environmental credibility to better explain how sustainability capabilities translate into demand-related outcomes.

Additionally, longitudinal research would be valuable for assessing how the evolution of Zero-Waste Management practices and Perceived Green Capability shapes customer-related beliefs over time. Comparative cross-segment studies may also enhance generalizability by examining differences across cultural, regulatory, and market-maturity contexts. Future research could further explore the interaction between sustainability practices and hotel performance indicators such as reputation, pricing strategy, and competitive advantage.

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