

Green Promotion Practice and Hotel Performance: Empirical Evidence from Five-Star-Rated Hotels in Kenya

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Abstract: *The hospitality industry in Kenya has increasingly embraced environmental sustainability practices in response to growing environmental concerns and changing customer expectations. However, the extent to which green promotional practices relate to hotel performance requires empirical investigation. This study examined the effect of green promotional practices on hotel performance among five-star-rated hotels in Kenya. The study adopted a positivist philosophy and a quantitative approach, using a descriptive and correlational research design. The study collected data using structured questionnaires, issuing 456 questionnaires and receiving 392 returns, for a response rate of 86.0%. The study used descriptive statistics, Pearson correlation, and simple linear regression to analyze the data. Descriptive findings indicated that green promotional practices were generally implemented, with a mean of 4.00 and a standard deviation of 1.13. Hotel websites and social media for communicating environmental initiatives had the highest mean score (4.03). Inferential findings revealed a strong positive relationship between green promotional practices and hotel performance ($r = 0.778$). The regression model recorded a coefficient of determination of $R^2 = 0.605$, indicating that green promotional practices explained 60.5% of the variation in hotel performance. The regression coefficient was positive ($B = 0.258$), and the relationship was statistically significant ($p < 0.001$). The null hypothesis was therefore rejected. The study concluded that green promotional practices were positively associated with hotel performance among five-star-rated hotels in Kenya. The study recommended that hotel managers strengthen digital communication of sustainability initiatives, improve communication of eco-certifications, and ensure that promotional claims accurately reflected actual environmental practices.*

Keywords: Green Promotional Practices, Hotel Performance, Environmental Sustainability, Five-Star-Rated Hotels, Kenya

1. Introduction

Globally, environmental sustainability has become an increasingly important consideration in business strategy, marketing, and organizational performance. Organizations are increasingly expected to demonstrate environmental responsibility while maintaining competitiveness, profitability, and customer satisfaction. In the hospitality industry, this expectation matters because hotel operations consume substantial amounts of energy and water and generate waste from accommodation, food services, laundry, and other guest-related activities. Consequently, hotels have increasingly integrated environmental sustainability into their operations and marketing strategies to address environmental concerns and changing consumer expectations. A systematic literature review of 600 articles on green hotels [1] found that green practices have become a prominent area of hospitality research. Their review also highlighted the need to pay more attention to the economic implications of hotel sustainability initiatives, suggesting that the relationship between environmental responsibility and organizational performance remains an important area for further investigation. In this context, green promotion has emerged as a key component of green marketing, through which organizations communicate the environmental attributes of their products, services, and operational practices. Green promotion involves communicating environmental benefits through advertising, public relations, digital marketing, sustainability disclosures, and other promotional activities intended to inform and influence customers. Unlike conventional promotion, which primarily emphasizes product features, price, and service benefits, green promotion highlights the environmental

responsibility associated with a product or service. In the hotel industry, this may involve communicating energy-conservation initiatives, water-saving measures, waste-reduction programs, sustainable sourcing, and environmental certification to prospective and existing customers. [22] examined the persuasiveness of green hotel advertising and showed how advertising appeals and environmental information shape consumer perceptions and responses. Their study illustrates the importance of how hotels communicate their environmental initiatives, rather than assuming that adopting green practices alone will automatically generate favorable market responses.

The potential relationship between green promotion and hotel performance can be explained through its influence on customer awareness, perceived environmental responsibility, brand image, and purchase decisions. When hotels communicate credible environmental initiatives, customers may develop more favorable perceptions of their services, increasing the likelihood of hotel selection, repeat visits, and positive recommendations. These responses may then contribute to occupancy, revenue, market competitiveness, and overall organizational performance. However, this relationship is not automatic because the effectiveness of green promotional messages may depend on their credibility, relevance, clarity, and alignment with actual hotel practices. A systematic review of 76 studies on consumer adoption and consumption of green hotel products and services identified several factors influencing green hotel consumption [2]. They highlighted the importance of understanding how consumers respond to environmental initiatives. This evidence suggests that green promotion should be examined not merely as a

communication activity but also as a strategic marketing practice with potential organizational consequences. Empirical evidence on the performance implications of environmental sustainability further justifies examining this relationship. [20] examined the effect of green practices on business performance in California's hotel industry, accounting for potential endogeneity in firms' decisions to adopt environmental initiatives. This study is particularly relevant because it addresses business performance rather than limiting the analysis to customers' environmental perceptions or behavioral intentions. Nevertheless, implementing green practices and communicating them are distinct organizational activities. A hotel may invest in environmentally responsible operations without effectively communicating these initiatives to its target market. Conversely, promotional messages unsupported by verifiable environmental practices may fail to build customer trust. Therefore, evidence concerning the general relationship between green practices and business performance does not, by itself, establish the effect of green promotion on hotel performance. This distinction provides a basis for investigating green promotion as a separate dimension of hotel marketing strategy.

Across Africa, environmental sustainability has increasingly attracted attention within the hospitality sector, although the extent and effectiveness of green practices vary across destinations and accommodation categories. [13], A study of 200 hotels in Accra, Ghana, found differences in environmental management practices across hotel categories, indicating that environmental engagement may vary with hotel characteristics. These differences matter for green promotion because hotels with greater resources, stronger brand identities, and more developed sustainability programs may have different capacities to communicate their environmental initiatives. However, environmental management and green promotional activities are not interchangeable constructs. Evidence that hotels adopt environmental practices does not necessarily establish the extent to which they communicate those practices or demonstrate whether such communication contributes to business performance. Consequently, the African hospitality context presents a useful setting for examining the marketing value of communicating environmental responsibility. In Kenya, environmental sustainability has become an important consideration in the development and management of hospitality establishments. Existing research has examined the adoption and implementation of green practices and their implications for hotel sustainability. [9], in their study of urban hotels in Kenya, they found that green practices had been implemented at an average level and that their adoption had a statistically significant positive effect on sustainability. Their findings provide local evidence that environmental practices matter for hotel sustainability. Similarly, [10] examined green practice implementation strategies among city hotels in Kenya and found that implementation strategies explained 27.5% of the variation in sustainability achievement. The authors also reported that hotels were not fully committed to their implementation strategies, partly because of limited awareness and guidance on execution. These findings indicate that achieving sustainability requires more than general recognition of environmental responsibility; implementing and managing green initiatives also matters.

Despite these contributions, the Kenyan studies cited above primarily address green practices, implementation strategies, and sustainability outcomes rather than the specific contribution of green promotional activities to hotel performance. This distinction matters because green promotion is the market-facing dimension of environmental responsibility. Hotels may adopt environmentally responsible practices, but their ability to translate those practices into organizational benefits may depend partly on how effectively they communicate initiatives to customers and other stakeholders. This distinction matters most for five-star-rated hotels, which compete on service quality, brand reputation, customer experience, and market positioning. For these establishments, credible communication of environmental responsibility may provide an opportunity to differentiate their services and strengthen their market appeal. Nevertheless, the extent to which green promotion contributes to measurable hotel performance in the Kenyan context requires specific empirical investigation. This need is further reinforced by the importance of distinguishing between customer-level and organizational-level outcomes. Much of the green hotel literature examines environmental perceptions, hotel choice, and willingness to pay, revisit intentions, and other consumer responses [2], [22]. Although these outcomes may show how green promotion affects organizational results, they do not directly establish its relationship with hotel performance. Furthermore, findings from other countries may not fully reflect the competitive conditions, consumer expectations, marketing practices, and operating environments of five-star-rated hotels in Kenya. Therefore, a context-specific examination is necessary to determine whether green promotional practices are associated with hotel performance in this market segment. Against this background, the present study examines the effect of green promotional practices on the performance of five-star-rated hotels in Kenya. The study focuses on the extent to which communicating environmental initiatives may contribute to hotel performance, rather than assuming that adopting green practices automatically produces organizational benefits. By examining this relationship in Kenya's hospitality industry, the study seeks to add empirical evidence to the green marketing and hotel performance literature while offering insights to inform the development of credible, strategically effective environmental promotional practices.

1.1 Statement of the Problem

The hospitality industry is increasingly expected to integrate environmental sustainability into its marketing strategies while maintaining competitiveness and organizational performance. Green promotional practices provide hotels with an opportunity to communicate their environmental initiatives, differentiate their services, strengthen their brand image, and influence customer preferences. Previous studies have examined green hotel advertising and consumer responses [22], as well as the relationship between environmental practices and hotel business performance [20]. However, the extent to which communicating environmental responsibility translates into measurable organizational benefits remains an important empirical question, particularly in specific hospitality markets. In Kenya, existing studies have investigated the adoption and implementation of green practices in hotels and their implications [9], [10]. Although

these studies show the relevance of environmental management to hotel sustainability, they do not directly establish whether green promotional practices contribute to hotel performance. This distinction matters because adopting environmentally responsible practices does not necessarily ensure customers are aware of them or that the resulting promotional efforts generate additional organizational benefits. Hotels may invest in environmental initiatives without communicating them effectively, while promotional claims that lack credible operational support may not generate the expected customer trust and market response. This problem is particularly relevant to five-star-rated hotels in Kenya, which operate in a competitive market where brand reputation, service quality, customer satisfaction, and market positioning matter. These hotels may use green promotional practices to communicate their environmental commitments and distinguish their services from competing establishments. Nevertheless, without context-specific empirical evidence, it remains unclear whether such practices improve hotel performance or how much they contribute to organizational outcomes. Evidence from other countries cannot automatically resolve this question because differences in market conditions, customer expectations, and hotel operating environments may influence the effectiveness of green promotion. Consequently, a contextual and empirical gap exists concerning the effect of green promotional practices on the performance of five-star-rated hotels in Kenya. Addressing this gap is necessary to establish whether green promotion represents a meaningful strategic marketing practice for improving hotel performance. Therefore, this study examines the effect of green promotional practices on hotel performance among five-star-rated hotels in Kenya to inform hotel marketing decisions and contribute to the literature on green marketing and hospitality performance.

1.2 Objective of the Study

To examine the effect of green promotion practice on the organizational performance of five-star-rated hotels in Kenya.

1.3 Research Hypothesis

H0: Green promotion practice has no statistically significant effect on the organizational performance of five-star-rated hotels in Kenya.

1.4 Significance of the Study

The study is expected to benefit hotel management, hospitality industry stakeholders, policymakers, customers, and researchers by providing empirical evidence on the effect of green promotional practices on the performance of five-star-rated hotels in Kenya. Hotel owners, general managers, and marketing managers may use the findings to make informed decisions regarding green promotional strategies, including environmental advertising, digital communication, public relations, and sustainability messaging. The findings may help hotel managers assess how green promotion contributes to customer attraction, brand reputation, competitive positioning, and organizational performance. They may also guide the allocation of marketing resources towards credible promotional activities that reflect actual environmental practices. The findings may also benefit stakeholders in the

hospitality and tourism industry, including hotel associations, tourism marketers, and hospitality consultants, by informing strategies for strengthening environmental marketing and competitiveness. Government institutions responsible for tourism development and environmental management may use the findings to inform policies and awareness programs that encourage transparent environmental communication and responsible green marketing practices in the hospitality sector. Additionally, the study may benefit domestic and international tourists by highlighting the importance of credible environmental information in making accommodation choices. By encouraging hotels to communicate their environmental initiatives accurately, the study may contribute to greater transparency and customer trust. Academically, the study will contribute to the green marketing and organizational performance literature by providing context-specific evidence from five-star-rated hotels in Kenya. The findings may also inform future research on green promotional practices across hotel categories and on other factors that may influence the relationship between green promotion and hotel performance.

2. Literature Review

This chapter reviewed the theoretical and empirical literature relevant to green promotional practices and hotel performance. It examined theoretical foundations explaining the relationship between environmental promotion and organizational outcomes, followed by empirical studies on green promotional practices and hotel performance in global, regional, and Kenyan contexts. The review evaluated existing findings, identified methodological and contextual gaps, and established the research gap that the study sought to address. The chapter also presented the conceptual framework illustrating the relationship between green promotional practices and hotel performance among five-star-rated hotels in Kenya.

2.1 Theoretical Review

This study was grounded in Signaling Theory, advanced by [24], which explains how individuals communicate information about their qualities under information asymmetry. The theory posits that observable signals help less-informed parties decide on attributes they cannot directly observe. Although Spence initially developed the theory to explain signaling in labor markets, researchers later applied it to marketing, consumer behavior, and organizational communication. In the hospitality industry, the theory explained how hotels communicated environmental commitments to customers through green advertising, digital marketing, public relations, and sustainability messages. Researchers further developed the theory by applying it to consumer responses and organizational reputation. [23] examined how message framing and source credibility affect green messages in hotels. They found that how environmental information is presented and the source's credibility influence consumer attitudes and behavioral intentions. Similarly, [22] examined the persuasiveness of green hotel advertising and showed that environmental messages and advertising appeals shape consumer responses. These studies extended Signaling Theory to green hospitality marketing by showing how environmental promotional messages communicated

information that shaped customers' evaluations of hotels. Despite its relevance, Signaling Theory had limitations. The effectiveness of signals depended on their credibility, the availability of supporting evidence, and recipients' ability to interpret the information accurately. Exaggerated or unsupported environmental promotional claims could create skepticism and undermine customer trust. Furthermore, favorable customer perceptions did not necessarily translate into improved organizational performance because hotel outcomes could also depend on service quality, pricing, operational efficiency, competition, and other market conditions. Consequently, the theory explained a potential mechanism linking green promotion to performance but did not independently establish that green promotional practices necessarily improved organizational outcomes. Signaling Theory was relevant to the present study because it provided a theoretical foundation for examining how green promotional practices affect hotel performance among five-star-rated hotels in Kenya. Green promotional practices were viewed as signals through which hotels communicated their environmental commitments to existing and prospective customers. Credible communication could strengthen brand reputation, influence hotel selection, and encourage customer loyalty, potentially improving occupancy, revenue generation, and competitive positioning. The theory therefore supported the study objective of examining the effect of green promotional practices on hotel performance. Its application also highlighted the importance of distinguishing credible environmental communication from promotional claims that were not supported by actual hotel operations.

2.2 Empirical Review

The empirical literature on green promotional practices and hotel performance has examined relationships among environmental communication, green management practices, customer responses, and organizational outcomes across different geographical contexts. Globally, [6] examined how green hotel certification influenced customers' intentions to visit and hotels' financial performance. The researchers conducted three sub-studies involving experimental data from 1,060 customers and secondary time-series data covering 1,238 hotels. The study examined hotel certification, customers' environmental perceptions, visit intentions, and financial performance. The findings indicated that green certification influenced customers' visit intentions through their environmental perceptions. However, the financial analysis did not show that certified hotels consistently outperformed non-certified hotels financially. The researchers also showed that communicating certification information alongside comparable pricing helps close the gap between customers' intentions and actual market outcomes. Although the study established the relevance of communicating environmental information, it focused on certification rather than broader green promotional practices and did not directly establish their effect on hotel performance. [5] examined how guests evaluated green hotels based on environmental signals, advertising appeals, and their willingness to make environmental sacrifices. The researchers investigated how quality-based and intention-based signals influenced consumers' evaluations of green hotels under different market conditions. The study used an experimental research design and analyzed consumer responses to different environmental

messages and market signals. The findings highlighted the importance of the credibility and presentation of environmental information in shaping customers' evaluations of green hotels. The study showed that the effectiveness of green promotion depended partly on how customers received environmental attributes. However, the research focused primarily on consumer evaluations rather than measurable organizational outcomes such as occupancy, revenue, or profitability. Consequently, the relationship between green promotional practices and hotel performance remained insufficiently established.

[11] investigated the impact of environmental greening on hotel performance in Poland and examined whether organizational flexibility and inter-organizational cooperation influenced this relationship. The researchers collected data from 101 one- and two-star hotels and analyzed the relationships using partial least squares structural equation modeling and fuzzy-set qualitative comparative analysis. Environmental greening represented the explanatory variable, while hotel performance constituted the outcome variable. The findings indicated that environmental greening positively influenced hotel performance, with organizational flexibility and inter-organizational cooperation strengthening the relationship. However, proactiveness and innovativeness did not significantly moderate the relationship. The study provided evidence that environmental initiatives could contribute to hotel performance. Nevertheless, it focused on operational greening rather than communicating environmental initiatives through advertising, public relations, or other promotional activities. Furthermore, its concentration on lower-rated hotels limited the direct applicability of its findings to five-star-rated hotels in Kenya. [4] examined the relationship between environmental performance and financial performance in hotels, focusing on the role of hotel reputation. The researchers used partial least squares structural equation modeling to examine the relationships among environmental performance, hotel reputation, and financial performance. The findings showed that environmental performance was positively associated with financial performance and highlighted the role of hotel reputation in this relationship. The study suggested that environmental responsibility could contribute to organizational value through the reputation associated with a hotel's environmental performance. However, environmental performance and green promotion represented distinct constructs. The study did not directly establish whether communicating environmental initiatives through promotional activities strengthened hotel reputation or improved financial performance. This limitation left a gap in understanding how green promotional practices contribute to hotel performance.

[12] investigated environmentally sustainable practices and hotel performance in Malaysia. The researchers collected survey data from 169 managers of three- to five-star-rated hotels and analyzed the relationships using partial least squares structural equation modeling. The study examined environmental practices, organizational support, and hotel performance. The findings indicated that support for host communities and waste management practices positively influenced overall hotel performance. In contrast, ease of use and top management support were key determinants of

sustainable practice adoption. These findings showed that selected environmental initiatives could improve hotel performance. However, the study focused on adopting and implementing environmental practices rather than on how effectively hotels communicated those practices to customers. Consequently, it did not establish whether green promotional practices contributed to hotel performance independently. [7] examined green management and sustainable performance among small and medium-sized hospitality businesses, focusing on the moderating role of employees' pro-environmental behavior. The researchers used structural equation modeling to examine the relationships between green management practices and environmental, social, and economic performance. The findings indicated that green management practices were relevant to sustainable performance and that employee pro-environmental behavior influenced the relationships examined. The study expanded understanding of the organizational conditions under which environmental management contributed to sustainability outcomes. However, its emphasis on internal management practices and employee behavior did not directly address external green promotional communication. The relationship between communicating environmental responsibility and hotel performance therefore remained an area requiring further investigation.

[19] investigated greenwashing among publicly traded tourism and hospitality companies by examining the relationship between environmental claims and actual corporate social responsibility performance. The researcher analyzed data from 253 publicly traded tourism and hospitality firms from 2004 to 2017 and used a shorter measurement period for 2018 to 2022 due to data limitations. The study examined discrepancies between environmental communication and substantive environmental responsibility. The findings highlighted the risk that organizations could communicate environmental commitments without adequately supporting their claims through actual environmental practices. This finding was relevant to green promotion because it emphasized the importance of credibility and transparency in environmental communication. However, the study covered several tourism and hospitality subsectors and did not isolate the effect of green promotional practices on the financial performance of five-star-rated hotels. It therefore did not directly establish how green promotion influenced hotel performance in the Kenyan context. [21] examined the strategic implications of service quality and environmental sustainability for the financial performance of five-star hotels in Athens, Greece. The study investigated the relationships among service quality, environmental sustainability, guest satisfaction, and financial performance. The findings provided evidence that service-related and environmental factors affect luxury hotels' financial outcomes. The study was relevant to the present research because it focused on five-star establishments, which shared some characteristics with the hotels investigated in Kenya. However, it was set in Greece, and environmental sustainability did not necessarily reflect green promotional practices. The study therefore did not establish whether communicating environmental initiatives independently contributed to the performance of five-star-rated hotels in Kenya.

[16] investigated the relationships among green practices, green image, green trust, and revisit intentions in Vietnam's hospitality industry. The researchers collected quantitative data from 218 hotel customers and analyzed the data using reliability analysis, exploratory factor analysis, and structural equation modeling. The study examined green practices as an explanatory variable, green image and green trust as intervening variables, and revisit intentions as the outcome. The findings indicated that green practices influenced revisit intentions, with green image and green trust playing mediating roles. The study demonstrated that environmental initiatives could influence customer responses through perceptions of a hotel's environmental responsibility and the trust associated with its green image. Nevertheless, revisit intention represented a customer-level outcome rather than a direct measure of organizational performance. Furthermore, the study examined green practices broadly rather than isolating green promotion, leaving a gap concerning the direct relationship between green promotional activities and hotel performance. [8] investigated how electronic word-of-mouth and green communication influenced performance within a green hotel supply chain. The researchers developed a differential game model involving a green hotel and an online travel agency to examine promotional efforts, time lags, cooperation arrangements, and profitability. The findings indicated that hotels' and online travel agencies' promotional activities contributed to electronic word-of-mouth, but with time lags. The study also showed that the outcomes of cooperative promotional arrangements depended on the timing of promotional activities and the decisions participating organizations made. This research was relevant because it explicitly considered green communication and promotional performance. However, its theoretical modeling approach differed from empirical investigations based on data collected from operating hotels. Therefore, applying its findings to five-star-rated hotels in Kenya required further empirical examination.

In Africa, [3] investigated the implementation of green practices for environmental sustainability among five-star hotels in Kampala, Uganda. The researchers used questionnaires and semi-structured interviews to collect quantitative and qualitative data from employees and managers of four privately owned five-star hotels. The study examined energy conservation, waste management, environmental purchasing, and water conservation, as well as the perceived benefits and challenges of implementing green practices. Of the 322 employees sampled, 197 returned questionnaires, representing a response rate of 61.1%. The quantitative data were analyzed using descriptive and inferential statistics, while the qualitative data were subjected to thematic analysis. The findings indicated that environmental practices were associated with benefits such as cost savings, increased profits, competitive advantage, and customer retention; however, high maintenance costs, inadequate knowledge, and insufficient resources constrained implementation. Although the study was relevant because it examined five-star hotels in an African setting, it concentrated on implementing environmental practices rather than promoting them to external audiences. It therefore did not establish the independent effect of green promotional practices on hotel performance. In Kenya, [18] examined environmental management practices implemented by the

hotel sector. The researchers used a cross-sectional census survey design and electronically distributed structured questionnaires to managers of 70 hotels classified as three- to five-star establishments. Forty-two hotels responded, for a 60% response rate. The study examined waste management, energy conservation, and water conservation practices, using percentages and mean-score rankings to analyze the data. The findings indicated that hotels more often adopted practices with relatively low implementation costs, such as monitoring energy bills and avoiding unnecessary water use, than initiatives requiring substantial investment, including renewable energy and organic waste composting. The researchers recommended greater awareness and training, together with government support for costly environmental initiatives. Although the study provided evidence of environmental management practices within Kenya's hotel industry, it did not examine green promotional activities or their relationship with organizational performance. Its focus on implementing environmental practices rather than communicating them left an important gap for the present study.

[17] investigated the adoption of energy conservation practices and their effects on the performance of Kenyan lodges and camps. The researchers adopted a descriptive correlational research design and collected questionnaire data from 294 lodge and camp managers selected through multistage sampling. Energy conservation practices were the independent variable, while lodge and camp performance was the dependent variable. The data were analyzed using descriptive statistics and linear regression in SPSS. The findings indicated that energy conservation practices positively and significantly influenced performance ($\beta = .55$; $R^2 = .30$), suggesting that energy conservation accounted for 30% of the observed variation in performance. However, the study examined the implementation of energy conservation practices rather than the communication of environmental initiatives through promotional activities. Furthermore, lodges and camps differed from five-star-rated hotels in their operating characteristics and market positioning. The present study therefore extended the investigation from operational environmental practices to green promotional practices among five-star-rated hotels in Kenya. [16] examined how lean-green practices influence the relationship between innovation and performance among medium-sized hotels in Kenyan cities. The study used a mixed-method concurrent triangulation design and drew on data from 534 managers, from which the researchers selected a sample of 229 respondents through stratified random sampling. The researchers examined lean-green practices, innovation, and hotel performance using quantitative and qualitative approaches. The findings contributed to understanding how integrating environmental efficiency into organizational processes relates to hotel performance and competitiveness. However, lean-green practices primarily concerned operational processes and resource efficiency rather than green promotional communication. Consequently, the study did not establish whether advertising environmental initiatives, communicating sustainability achievements, or using green public relations independently contributed to hotel performance. This distinction justified further investigation into the promotional dimension of green marketing.

[9] examined how green practices affect sustainability in urban hotels in Kenya. The researchers investigated the extent of green practice adoption and its relationship with hotel sustainability. The findings indicated that green practices were implemented to varying degrees and that their adoption was statistically and positively associated with sustainability. The study provided local evidence that environmental initiatives mattered for hotel sustainability. Nevertheless, sustainability outcomes did not align with organizational performance, and adopting green practices did not necessarily show that communicating them improved business results. The study also did not isolate green promotion as an independent variable. The present study therefore addressed a related but distinct question by examining the effect of green promotional practices on hotel performance among five-star-rated hotels in Kenya. [10] Investigated green practice implementation strategies and sustainability among city hotels in Kenya. The study sampled 87 three- to five-star hotels across four major Kenyan cities and collected primary data from 132 departmental heads and 69 operations managers through self-administered questionnaires and interview schedules. The researchers examined the strategies used to implement green practices and their relationship with sustainability achievement. The findings indicated that hotels were not fully committed to their implementation strategies, partly because they lacked awareness of their importance and adequate guidance on execution. The study highlighted the importance of translating environmental commitments into practical organizational activities. However, it concentrated on implementation strategies and sustainability rather than the promotional communication of environmental initiatives. It therefore left unresolved whether green promotion contributed to hotel performance and whether this relationship held specifically among five-star-rated hotels. Overall, the reviewed studies showed that environmental practices, green certification, environmental communication, and customer perceptions relate to hospitality outcomes. However, the evidence varied by the environmental variable examined, the performance indicator used, the research design, and the geographical context. International studies examined green advertising, certification, reputation, and environmental claims, while African and Kenyan studies largely focused on adopting and implementing environmental practices and their relationship to sustainability or performance. The principal empirical gap concerned the limited direct examination of green promotional practices as a distinct explanatory variable for hotel performance among five-star-rated hotels in Kenya. The present study therefore sought to address this gap by examining whether and how green promotional practices relate to hotel performance within this specific hospitality segment.

2.3 Conceptual Framework

The conceptual framework illustrated the hypothesized relationship between green promotional practices and hotel performance among five-star-rated hotels in Kenya. Green promotional practices constituted the independent variable, while hotel performance represented the dependent variable. The framework was developed from the reviewed theoretical and empirical literature and showed how green promotional activities were expected to influence hotel performance. It provided a basis for operationalizing the study variables and

guiding the empirical analysis of the relationship between green promotional practices and hotel performance.

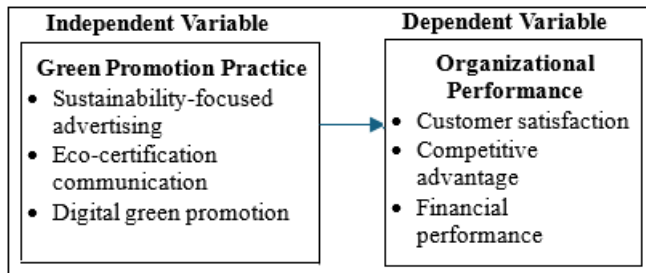


Figure 1: Conceptual Framework

3. Methodology

The study adopted a positivist research philosophy to objectively establish the effect of green promotional practices on hotel performance using measurable, quantifiable data. The study adopted a descriptive and correlational research design to describe existing green promotional practices and determine the relationship between green promotional practices and hotel performance among five-star-rated hotels in Kenya. The study employed a quantitative approach, enabling the collection of numerical data and statistical testing of relationships between the study variables. The target population comprised 24 five-star-rated hotels classified by the Tourism Regulatory Authority in Kenya, with 72 senior managers, including general managers, marketing managers, and operations managers. The unit of analysis was the hotel, while the units of observation were the senior managers knowledgeable about hotel marketing activities and organizational performance. The study used a census approach, including all 72 senior managers. In the broader study, we determined an additional sample of 384 hotel customers using Cochran's formula for an unknown population, for a planned total sample of 456 respondents. However, the analytical sample for this article depended on the actual managerial responses used to measure green promotional practices and hotel performance. We collected primary data using structured questionnaires with closed-ended items measured on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). The questionnaire items captured green promotional practices, including environmental advertising, communication of sustainability initiatives, and promotion of environmentally responsible hotel services, as well as indicators of hotel performance. The researchers administered the questionnaires in person and/or electronically to the selected respondents. The researchers conducted a pilot study in Nairobi City County among respondents from five selected five-star-rated hotels excluded from the main study to assess the clarity, relevance, and reliability of the research instruments. The pilot sample was planned at approximately 10% of the intended study sample, although the source methodology did not specify the exact number of pilot respondents. The pilot findings indicated that the questionnaire items were generally clear and relevant, although the researchers made minor revisions to selected statements to improve wording and sequencing. Reliability was assessed using Cronbach's alpha, with a coefficient of 0.70 or higher considered acceptable. Green promotional practices had a Cronbach's alpha of 0.914, while organizational performance had 0.918, indicating excellent

internal consistency for both constructs. The authors established content validity through expert review and assessment of questionnaire items against the study objectives. The source methodology also reported preliminary factor loadings exceeding 0.50, supporting construct validity, pending confirmation from the underlying analysis records. The study observed ethical requirements, including informed consent, voluntary participation, confidentiality, anonymity, and the use of collected information strictly for academic purposes. The researchers coded and analyzed the collected data using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics, including frequencies, percentages, means, and standard deviations, summarized the data. Inferential analysis employed Pearson correlation and simple linear regression to establish the relationship between green promotional practices and hotel performance. The regression model was specified as follows:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where:

Y = Organizational Performance

β_0 = Constant

β_1 = Regression coefficient of green promotion practice

X_1 = Green Promotion practice

ε = Error term

The hypothesis was tested at a 5% significance level, where a p-value less than 0.05 led to rejection of the null hypothesis.

4. Findings

This section presents the study findings on the effect of green promotional practices on hotel performance among five-star-rated hotels in Kenya. The study used descriptive statistics, Pearson correlation, and simple linear regression to analyze the data and test the hypothesis.

4.1 Response Rate

The study issued 456 questionnaires to general managers, marketing managers, operations managers, and hotel customers from five-star-rated hotels in Kenya. Of these, 392 questionnaires were completed and returned (86.0%), while 64 were not returned (14.0%). Table 1 presents the response rate.

Table 1: Response Rate

Response category	Frequency	Percentage (%)
Questionnaires issued	456	100
Questionnaires returned	392	86
Questionnaires not returned	64	14

Table 1 shows that 392 of the 456 questionnaires issued were completed and returned, for a response rate of 86.0%. The remaining 64 questionnaires (14.0%) were not returned. The high response rate indicated that the study obtained responses from a substantial proportion of the sampled respondents, thereby providing a strong basis for data analysis. The returned questionnaires enabled the study to examine green promotional practices and hotel performance among five-star-rated hotels in Kenya. The adequacy of the response rate notwithstanding, the findings were interpreted based on the data obtained from the respondents who participated in the study

4.2 Descriptive Statistics

Descriptive statistics summarized respondents' views on green promotional practices and hotel performance among five-star-rated hotels in Kenya. Means and standard deviations were used to assess agreement with statements related to the study variables and the variation in responses.

4.2.1 Descriptive Statistics for Green Promotion Practice

Respondents were asked to indicate their level of agreement with statements relating to green promotional practices

adopted by five-star-rated hotels in Kenya using a five-point Likert scale, where 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), and 5 = Strongly Agree (SA). We computed descriptive statistics, frequencies, percentages, means, and standard deviations to assess respondents' perceptions of the extent to which hotels implemented green promotional practices. Table 2 presents the findings.

Table 2: Green Promotion Practice

Statement	SD f (%)	D f (%)	N f (%)	A f (%)	SA f (%)	Mean	SD
The hotel used advertising messages that emphasized its commitment to environmental sustainability.	15 (3.8)	37 (9.4)	49 (12.5)	120 (30.6)	171 (43.6)	4.01	1.13
The hotel consistently incorporated sustainability themes into its promotional campaigns.	20 (5.1)	33 (8.4)	45 (11.5)	125 (31.9)	169 (43.1)	3.99	1.17
The hotel's advertising clearly communicated its environmental responsibility initiatives.	17 (4.3)	39 (9.9)	41 (10.5)	129 (32.9)	166 (42.3)	3.99	1.15
The hotel actively communicated its environmental certifications to customers.	14 (3.6)	36 (9.2)	51 (13.0)	135 (34.4)	156 (39.8)	3.97	1.11
The hotel clearly displayed eco-certifications and green awards in its promotional materials.	15 (3.8)	35 (8.9)	48 (12.2)	133 (33.9)	161 (41.1)	3.99	1.13
Customers were informed about the meaning and importance of the hotel's eco-certifications.	18 (4.6)	34 (8.7)	47 (12.0)	126 (32.1)	167 (42.6)	3.99	1.16
The hotel used its website to promote environmental and sustainability initiatives.	13 (3.3)	36 (9.2)	52 (13.3)	118 (30.1)	173 (44.1)	4.03	1.12
Social media platforms were used to communicate the hotel's green practices.	10 (2.6)	38 (9.7)	48 (12.2)	128 (32.7)	168 (42.9)	4.03	1.1
Digital channels provided up-to-date information on the hotel's sustainability efforts.	12 (3.1)	35 (8.9)	41 (10.5)	170 (43.4)	134 (34.2)	3.97	1.08
Overall mean and SD						4	1.13

Table 2 showed that respondents generally agreed that five-star-rated hotels in Kenya implemented green promotional practices, with an overall mean of 4.00 and an SD of 1.13. The results suggest that hotels incorporated environmental sustainability messages into promotional activities, although implementation varied across the practices examined. Hotel websites and social media platforms for promoting environmental and sustainability initiatives and communicating green practices recorded the highest mean scores, both at 4.03. These findings indicated that digital communication channels played an important role in communicating hotels' environmental commitments to customers. Advertising messages that emphasized environmental sustainability also received a relatively high mean score of 4.01, suggesting that hotels featured environmental considerations in their advertising. Incorporating sustainability themes into promotional campaigns, communicating environmental responsibility initiatives, displaying eco-certifications and green awards, and educating customers about eco-certifications each received a mean score of about 3.99. These findings indicated that the hotels generally communicated their environmental initiatives through different promotional activities. However, communicating environmental certifications to customers and providing up-to-date sustainability information through digital channels recorded the lowest mean scores, both at 3.97. This suggested opportunities for further improvement in these areas. Overall, the findings showed that five-star-rated hotels in Kenya generally implemented green promotional practices. The relatively high mean scores across all nine statements

indicated that respondents perceived hotels as actively communicating their environmental commitments through advertising, certification-related information, websites, and social media. These practices provided a basis for examining whether green promotional activities were associated with hotel performance.

4.3 Correlation Analysis

Pearson correlation analysis was conducted to establish the strength and direction of the relationship between green promotional practices and hotel performance among five-star-rated hotels in Kenya. The Pearson correlation coefficient (r) was used to determine the nature and magnitude of the association between the two variables. Table 3 presents the results.

Table 3: Correlation between Green Promotional Practices and Hotel Performance

Variables	Green Promotional Practices	Hotel Performance
Green Promotional Practices	1	
Hotel Performance	0.778**	1
Sig. (2-tailed)	0	
N	392	392

Note: ** Correlation was significant at the 0.01 level (2-tailed).

The findings in Table 3 indicated a strong positive relationship between green promotional practices and hotel performance among five-star-rated hotels in Kenya, as demonstrated by a Pearson correlation coefficient of ($r = 0.778$). This positive coefficient suggested that higher green promotional practices were associated with higher hotel performance. This relationship indicated that hotels that more actively communicated their environmental commitments through advertising, websites, social media, and eco-certification information tended to report better performance. The correlation was statistically significant at the 1% level ($p < 0.01$), indicating that the observed association was unlikely to have occurred by chance under the null hypothesis of no linear relationship. Therefore, the findings provided evidence of a statistically significant positive association between green promotional practices and hotel performance. However, correlation alone did not establish causation; regression analysis was subsequently required to assess the predictive effect of green promotional practices on hotel performance.

4.4 Model summary

A regression model summary was generated to determine how much green promotional practices explained variation in hotel performance among five-star-rated hotels in Kenya. The coefficient of determination (R^2) indicates the proportion of variation in hotel performance explained by green promotional practices. The adjusted R^2 reflects the model's explanatory power after accounting for sample size and the number of predictors. Table 4 presents the results.

Table 4: Model Summary for Green Promotional Practices and Hotel Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.778	0.605	0.604	0.628

Predictor: Green Promotion Practice.

Dependent variable: Organizational Performance.

Table 4 shows that the regression model had a correlation coefficient (R) of 0.778, indicating a strong positive relationship between green promotional practices and hotel performance. The coefficient of determination (R^2) was 0.605, indicating that green promotional practices explained approximately 60.5% of the variation in hotel performance among five-star-rated hotels in Kenya. The remaining 39.5% was attributable to other factors not included in the model and to random variation. The adjusted R^2 was 0.604, indicating that the model explained about 60.4% of the variation in hotel performance after adjusting for sample size and the number of predictors. The standard error of the estimate was 0.628, indicating the average variation between observed hotel performance values and those predicted by the regression model, expressed in the dependent variable's measurement units. Overall, the findings suggested that green promotional practices had substantial explanatory power in relation to hotel performance. The model therefore provided a basis for further examining the statistical significance of the relationship through analysis of variance (ANOVA) and regression coefficient tests.

4.5 Analysis of Variance (ANOVA)

Analysis of variance (ANOVA) was conducted to determine whether the regression model significantly explained variations in hotel performance based on green promotional practices among five-star-rated hotels in Kenya. The F-statistic and its associated significance value were used to assess the regression model's overall statistical significance. Table 5 presents the findings.

Table 5: ANOVA for Green Promotional Practices and Hotel Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	235.862	1	235.862	598.052	0
Residual	153.81	390	0.394		
Total	389.672	391			

Dependent variable: Organizational Performance.

Predictor: Green Promotional Practices.

Table 5 showed that the regression model was statistically significant, with an F-statistic of 598.052 and a significance value of 0.000. Because the significance value was below the 0.05 threshold, the study rejected the null hypothesis that green promotional practices had no statistically significant effect on hotel performance. The findings suggested that green promotional practices significantly predicted hotel performance among five-star-rated hotels in Kenya. This result was consistent with the positive correlation coefficient ($r = 0.778$) and the coefficient of determination ($R^2 = 0.605$), which indicated that green promotional practices explained approximately 60.5% of the variation in hotel performance. The results therefore provided evidence of a strong positive association and a statistically significant regression relationship between green promotional practices and hotel performance.

4.6 Regression Coefficients

Regression coefficient analysis was conducted to establish the direction, magnitude, and statistical significance of the relationship between green promotional practices and hotel performance among five-star-rated hotels in Kenya. The unstandardized coefficient (B) indicated the expected change in hotel performance for a one-unit increase in green promotional practices. In contrast, the standardized coefficient ($Beta$) measured the relationship's strength in standardized units. The t-statistic and significance value were used to determine the statistical significance of the regression coefficients. Table 6 presents the findings.

Table 6: Regression Coefficients for Green Promotional Practices and Hotel Performance

Model	Unstandardized B	Std. Error	Standardized Beta (β)	t	Sig.
(Constant)	0.842	0.156	—	5.397	0
Green Promotional Practices	0.258	0.011	0.778	24.455	0

Dependent variable: Hotel Performance.

Table 6 indicated that green promotional practices were positively associated with hotel performance, as shown by the unstandardized coefficient (B) of 0.258. This implied that a

one-unit increase in green promotional practices was associated with a 0.258-unit increase in hotel performance. The standardized coefficient (Beta) of 0.778 further demonstrated a strong positive relationship between green promotional practices and hotel performance. The constant of 0.842 represented the estimated value of hotel performance when green promotional practices were zero. The predictor's t-statistic of 24.455 and significance value of 0.000 indicated that the coefficient was statistically significant at the 5% level. The constant was also statistically significant, with a t-statistic of 5.397 and a significance value of 0.000.

4.7 Hypothesis tests

The study tested the null hypothesis that green promotional practices had no statistically significant effect on hotel performance among five-star-rated hotels in Kenya. The study evaluated the hypothesis using the regression coefficient and its associated significance value at the 5% significance level. The decision rule was to reject the null hypothesis if the p-value was below 0.05 and fail to reject it if the p-value was greater than or equal to 0.05. The results are presented in Table 7.

Table 7: Hypothesis Testing Results

Hypothesis	Regression Coefficient (B)	t-statistic	p-value	Decision
H ₀ : Green promotional practices had no statistically significant effect on hotel performance among five-star-rated hotels in Kenya.	0.258	24.455	0	Rejected

Table 7 showed that green promotional practices had a positive and statistically significant effect on hotel performance, with an unstandardized regression coefficient of 0.258, a t-statistic of 24.455, and a significance value of 0.000. Because the significance value was below the 0.05 threshold, the study rejected the null hypothesis. The results suggested that implementing green promotional practices was associated with improved hotel performance among five-star-rated hotels in Kenya. The hypothesis testing results were consistent with the positive correlation coefficient ($r = 0.778$) and the coefficient of determination ($R^2 = 0.605$), which indicated a strong positive association and substantial explanatory power. Therefore, the study found evidence of a statistically significant positive relationship between green promotional practices and hotel performance.

5. Summary, Conclusions & Recommendations

This section summarizes the findings, conclusions, and recommendations on green promotional practices and hotel performance among five-star-rated hotels in Kenya. It summarizes key descriptive and inferential findings, draws conclusions, and recommends ways to strengthen green promotional practices to improve hotel performance. It also identifies areas for further research.

5.1 Summary of Findings

The study examined the effect of green promotional practices on hotel performance among five-star-rated hotels in Kenya. The descriptive findings indicated that hotels generally implemented green promotional practices, with an overall mean of 4.00 and a standard deviation of 1.13. Hotel websites and social media for communicating environmental initiatives had the highest mean score (4.03), while communicating environmental certifications and providing up-to-date sustainability information had the lowest mean score (3.97). These findings indicated that digital channels played an important role in communicating hotels' environmental commitments, although certification communication and regular updates to sustainability information needed improvement. Inferential findings showed a strong positive relationship between green promotional practices and hotel performance ($r = 0.778$). The regression model recorded a coefficient of determination of $R^2 = 0.605$, indicating that green promotional practices explained approximately 60.5% of the variation in hotel performance. The ANOVA results indicated that the regression model was statistically significant, while regression coefficient analysis recorded an unstandardized coefficient of $B = 0.258$ and a standardized coefficient of $\beta = 0.778$. The significance values were displayed as 0.000 in the statistical tables, indicating $p < 0.001$. Consequently, the study rejected the null hypothesis and established a statistically significant positive relationship between green promotional practices and hotel performance among five-star-rated hotels in Kenya.

5.2 Conclusions

The study concluded that five-star-rated hotels in Kenya generally implemented green promotional practices, particularly through websites, social media, environmental advertising, and sustainability messages. The findings also showed a strong, statistically significant positive relationship between green promotional practices and hotel performance. The study therefore concluded that consistent, credible, and effective communication of environmental initiatives was an important consideration for hotel performance. However, the correlational research design supported conclusions about association and prediction rather than definitive causation.

5.3 Recommendations

5.3.1 Policy Recommendations

Tourism and environmental regulatory authorities should strengthen guidelines on communicating environmental sustainability initiatives and verified eco-certifications. Standardized guidelines could promote transparency, discourage misleading green claims, and strengthen customer confidence in hotels' environmental commitments. Relevant authorities should also encourage hotels to include accurate, verifiable information about their environmental practices in promotional materials.

5.3.2 Practice Recommendations

Hotel managers should use websites and social media more effectively to communicate sustainability initiatives and regularly update environmental information. They should clearly display valid eco-certifications, explain their

significance to customers, and ensure that promotional claims reflect actual environmental practices. Hotel management should also evaluate the effectiveness of green promotional activities using customer feedback, digital engagement, guest satisfaction, and relevant performance indicators to support continuous improvement.

5.3.3 Recommendations for Further Studies

Future studies should examine other factors influencing hotel performance, including green product practices, green pricing, green positioning, technological innovation, and environmental certification. Research could also cover hotels in other rating categories and geographical locations in Kenya and other East African countries. In addition, longitudinal and qualitative research approaches could explore how green promotional practices relate to customer perceptions, purchasing decisions, and hotel performance over time.

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