Perceived green psychological benefits and customer pro-environment behavior in the value-belief-norm theory: The moderating role of perceived green CSR

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ABSTRACT
This study examines the intertwined relationships among green hotel customers’ perceived green psychological benefits (PGPBs), green perceived value (GPV), self-efficacy belief, personal norms, perceived green corporate social responsibility (CSR), and pro-environment behavior, under the theoretical lens of the value belief norm (VBN) framework, which is an extended version of the norm activation model (NAM). Previous research into these relationships remained mixed, fragmented, and limited in the extant literature. Findings from 485 responses to the survey questionnaire show that U.S. green hotel customer PGPBs exert significant and positive impacts on customer GPV, self-efficacy belief, personal norms, and pro-environment behavior. Self-efficacy belief influences personal norms, while personal norms are not susceptible to GPV. Moreover, perceived green CSR does not moderate the relationship between PGPBs and pro-environment behavior. This study offers important theoretical contributions, practical implications, and future research directions.

1. Introduction

In the past decade, the projected interest in green travel consumption skyrocketed. Booking.com (2021) reports that travelers’ preferences for staying at green accommodations jumped from 62% in 2016 to 74% in 2020 and will be as high as 81% in the future. Customers believe that the hospitality industry deteriorates the natural environment by using extensive water, energy, and non-reusable resources for various operations (Han and Yoon, 2015; Majeed and Kim, 2023; Modica et al., 2018). Customers believe hotels should follow environmentally responsible practices and therefore prefer to stay at green hotels to protect the natural environment (Kim et al., 2019). Hotels that fail to meet customer expectations regarding going green lose market share to their greener competition (Rahman and Reynolds, 2016). Thus, customers are important stakeholders of green consumption in the hospitality industry.

Through green consumption, customers develop positive cognitive responses, or perceptions, evaluations, and beliefs, about companies that offer green psychological benefits, such as the warm glow benefit, the self-expressive benefit, and the nature experience benefit (Hwang and Choi, 2018; Lin et al., 2017). Products that are perceived to offer green psychological benefits may fuel consumers’ pro-environment behavior (Hwang and Kim, 2021; Hwang and Choi, 2018). Pro-environment behavior refers to the positive behaviors of consumers to protect the natural environment (Ahmed et al., 2020; Huang et al., 2014). To understand customers’ cognitive responses and pro-environment behavior, previous studies used the norm activation model (NAM), which was proposed by Schwartz (1977), to demonstrate that (1) awareness of outcomes, an acknowledgment of responsibility, and personal norms are important predictors of customers’ eco-friendly behavior (Kiatkawsin and Han, 2017; Shin et al., 2018), and (2) pro-environment behavior is directly susceptible to personal norms (Van Riper and Kyle, 2014; Han et al., 2017). Later, to examine individuals’ pro-environment behavior, Stern (2000) extended the NAM to the value-belief-norm (VBN) theory to include values, such as biospheric value, and beliefs, in parallel to the role of environmentally significant factors, as antecedents to NAM constructs. Biospheric value is similar to
green value and green perceived value (GPV) (Chen and Chang, 2012), and extends the understanding of the impacts of consumers’ green perceptions of personal norms and pro-environment behavior (Eid et al., 2021; Lin et al., 2017). Moreover, customer self-efficacy beliefs may determine personal norms in the VBN framework (Han et al., 2017; Phipps et al., 2013) as well as customers’ responsible consumption behaviors (Grazzini et al., 2018; Shin et al., 2018), such as eco-friendly behavior (Shahzadal and Font, 2018).

Favorable consumer perceptions of products or services shape positive consumer consumption behavior (Majeed et al., 2022a, 2020). In the context of drone food delivery services, scholars indicate that consumers perceived associated benefits in the choice of green products boost consumers’ green consumption behaviors (Hwang et al., 2019). Although the benefits of environmentally friendly and responsible green initiatives are topics of interest in hospitality research (Mehran et al., 2020; Merli et al., 2019), deeper aspects of customer perceived green psychological benefits (PGPBs) and pro-environment behavior remained under-explored in the context of the hotel industry. It is fair to argue that the extant literature shows mixed results in explaining the direct impacts of PGPBs on pro-environment behavior (Hartmann and Apaola-za-Ihánez, 2012; Hwang and Kim, 2021), demanding further research attention for clear and conclusive evidence.

While discussing environmental and emotional benefits, scholars claim that PGPBs, such as the warm glow benefit, are antecedents to GPV (Lin et al., 2017). The nature-connectedness benefit affects biospheric value and impacts individuals’ pro-environment behavior, and the notion of biospheric value is inherently linked to the notion of GPV (Haws et al., 2014). Individuals gather external information and develop perceptual evaluations of the information, such as PGPBs, which impact their self-efficacy beliefs (Schunk, 1995). Since green initiatives are part of the green hotel industry (Eid et al., 2021), it is necessary to examine if GPV and self-efficacy belief have any relevance to customer PGPBs, which remained shallow and fragmented in previous investigation into predicting customers’ green attitude and pro-environment behavior.

Previous studies used Schwartz’s (1977) NAM, which remained the main theoretical framework to unravel the importance of pro-social motives in the stream of consumer behavior (Han, 2014). Extant literature demonstrates that the theory of planned behavior (TPB) has been extensively applied to investigate customer rational choice (including self-interest motive) and behavior (Han, 2015; Han et al., 2010; Yan and Chai, 2021). PGPBs reflect a personal interest motive, which impacts the pro-environment intentions and behaviors of hotel customers. Customers’ perceptual evaluations of green psychological benefits are linked to customers’ moral considerations in green consumption, such as personal norms, which may drive their pro-environment behavior, and are convergent upon the angle of the attitude-behavior gap, i.e., perceptions, feelings, values, beliefs, and behavioral intentions (Kornilaki et al., 2019). While addressing social motives, scholars indicate that VBN theory has successfully addressed individuals’ self-interest motives to examine pro-environment behavior (Choi et al., 2015; Han, 2015). It is claimed that VBN theory explains a wide range of customer pro-environment behaviors, which are susceptible to perceptions, values, beliefs, and norms (Choi et al., 2015), though the extant literature is yet to determine the conclusive applicability of VBN theory in predicting customer pro-environment behavior. Moreover, scholars claim that research on the use of VBN theory to explain pro-environment behavior remains a dependent variable is limited (Ghazali et al., 2019). Although VBN theory is considered an adequate framework to examine consumer pro-environment behavior, its sufficiency in predicting consumer pro-environment behavior is often questioned (Han et al., 2020a). Thus, there is space to investigate the appropriateness of VBN theory in predicting the relationship between PGPBs, GPV, self-efficacy belief, personal norms, and pro-environment behavior.

Given the inherent similarity between the concepts of biospheric value and green value, the explicit evidence succinctly demonstrates the predictive relevance, under the umbrella of VBN theory, of GPV with personal norms, where PGPBs act as antecedents to GPV in predicting customer pro-environment behavior. Moreover, there are few studies that examine customer pro-environment behavior and provide support to unravel the impact of self-efficacy beliefs on personal norms under the umbrella of the VBN framework (Han et al., 2017; Yan and Chai, 2021). Previous research in the stream of NAM and VBN theories that explains the impact of personal norms, i.e., a sense of greater obligation, on pro-environment behavior reflects a mix of perspectives, such as everyday life and tourism (Han et al., 2017), while research perspectives on green hotel customers remained limited. From this viewpoint, and drawing on the under-explored roles of GPV and self-efficacy belief (which, through the lens of VBN and NAM theories, are shown to be susceptible to PGPBs), more research is required on the well-communicated relationship between PGPBs, GPV, self-efficacy belief, and personal norms to understand green hotel customers’ pro-environment behavior.

The impact of customer perceptions of corporate social responsibility (CSR) on customer behavior is twofold. For example, extant literature shows that a hotel’s environmentally responsible initiatives may positively determine customer perceptions and behavior (Lee and Heo, 2009). Previous studies also document that a hotel’s environmentally responsible practices are perceived as deceptive tactics, i.e., greenwashing, which may disturb the balance between customer perceptions of environmentally responsible hotel practices and customer pro-environment behavior (Gao et al., 2014; Majeed and Kim, 2023). These views reveal that customer perceptions of green CSR may solidify or dampen the relationship between customer green perceptions, such as PGPBs, and pro-environment behavior. The majority of previous research on green CSR examines the direct impact of green CSR on customer pro-environment behavior (Han et al., 2020a; Han et al., 2019; Su et al., 2017). However, we attempt to enrich the existing literature on green hotels by shedding light on the moderating impact of perceived green CSR practices on the relationship between customer PGPBs and pro-environment behavior, a neglected area in previous studies.

Given the research needs discussed above, this study attempts to (1) determine the impact of PGPBs on hotel customer pro-environment behavior, (2) determine how GPV and self-efficacy beliefs play a role in predicting customer personal norms in the VBN framework, and (3) examine the moderating impact of perceived green CSR on the relationship between customer PGPBs and pro-environment behavior. This study highlights pathways to boost green business volume by guiding scholars and practitioners in the hospitality industry toward a profound understanding of customers’ cognitive reactions and pro-environment behavior.

2. Literature review and hypotheses development

2.1. PGPBs and GPV

Psychological benefits refer to benefits that people gain from others in terms of feelings of trust, confidence, and greater peace of mind (Sweeney and Webb, 2007). Drawing on the works of Hwang et al. (2019) and Lin et al. (2017), there are three dimensions of PGPBs: the warm glow benefit, i.e., intrinsic satisfaction or self-satisfaction with moral obligation gleaned from actions taken or to be taken to protect the environment (Hwang et al., 2019; Liobikiene and Juknys, 2016), the self-expressive benefit, i.e., benefits that consumers gain from expressing their environmental concerns to others (Chen and Chang, 2012), and the nature experience benefit, i.e., experiencing the attractions of the natural environment, such as mountains, trees, and rivers (Andereck and Nyaupane, 2011).

Chen and Chang (2012) also defined GPV as a criterion notion of customer expectations, perceptions, and desires for what is received, such as PGPBs in this study. Customer evaluations of green products, such as PGPBs, depend on their GPV, which connects to the
customer-perceived goodness of a firm’s green initiatives (Lin et al., 2017; Suki and Suki, 2019). It is documented that PGPBs exert a positive impact on consumers’ GPV (Papista and Krystallis, 2013). From the perspective of VBN theory, desirable outcomes, such as the perceived goodness of participating in any activity (for example, the perceived benefits of participating in eco-friendly activities, i.e., PGPBs), determine the guiding principles or values (GPV in this study) for any behavior (Ghazali et al., 2019; Schwartz, 1992). Scholars propose that the nature experience benefit lays the groundwork for establishing green values (Mayer et al., 2009). From the perspective of green marketing, Liao et al. (2020) solidify the notion that consumers with positive PGPBs develop a higher level of customer green values. For example, customers imagine a good quality of life, i.e., GPV, when spending time in the natural environment (Andereck and Nyahpane, 2011). Therefore, consumers’ expectations of the green emotional benefits (PGPBs in this study) offered by products or services may positively influence their GPV (Lin et al., 2017); this is because consumers feel good about their association with green products that offer eco-friendly benefits (Hartmann and Apuolaza-Ibáñez, 2012). In the context of green hotels, we thus assert that customer PGPBs of green hotels reflect their green expectations, green desires, and need to be recognized for green consumption, impacting their GPV. Customer preferences for PGPBs from green hotels may help to understand the concept of customers’ GPV. We propose the following hypothesis.

Hypothesis H1. : Perceived green psychological benefits exert a significantly positive effect on green perceived value.

2.2. PGPBs and self-efficacy belief

The VBN theory extends the boundaries of the NAM with the inclusion of the general beliefs of an individual about himself/herself concerning environmental protection (Stern et al., 1999). Kornilaki and Hartmann (2019) stress that external stimuli impact individuals’ perceived effectiveness or self-efficacy beliefs. Scholars note that perceived behavioral control, which theoretically encapsulates self-efficacy belief and is often discussed on the canvas of the theory of planned behavior, depends on the assessment of external constraints (Terrey and O’Leary, 1995). Cognitive reactions to gathered information about external constraints (for example, the perceived evaluation of green psychological benefits) shape individual self-efficacy beliefs (Schunk, 1995). Liao et al. (2020) assert that consumer PGPBs fuel consumer belief in the value of helping others and society through green consumption behavior. In the context of the airline industry, Hwang and Choi (2018) demonstrate that psychological benefits inject positive feelings and perceived effectiveness into passengers’ cognitive filters, motivating passengers to take eco-friendly actions to protect the environment. From the perspective of green hotels, we assume that the PGPBs of green hotels will enhance customers’ self-efficacy beliefs such that their green consumption will play an effective role in mitigating the negative environmental impact of hotel operations. Therefore, we propose the following hypothesis.

Hypothesis H2. : Perceived green psychological benefits exert a significantly positive effect on self-efficacy belief.

2.3. PGPBs and personal norms

The NAM refers to personal norms as individual feelings of moral obligation to take or refrain from certain actions (Shin et al., 2018). Scholars note that the extended NAM, i.e., VBN theory, helps to explain hotel customer moral responsibility in green decision-making processes that hinge on customer green desires, green expectations, and the perception of using green products and services (Van and Chai, 2021). Extant literature presents that the perceived benefits of acting pro-socially and environmentally stimulate personal norms (De Groot and Steg, 2009), and perceived psychological benefits impact how individuals express their environmental beliefs (Hu, 2012; Hwang et al., 2019). Drawing on the arguments of Snyder et al. (2012) in the context of tourism, Gao et al. (2017) state that tourist moral obligations in ethical decision making depend on tourist perceptions of the benefits and consequences of experiencing medical tourism. In continuation of this, scholars document that tourist perceptions of tourism outcomes determine tourist personal responsibility, i.e., personal norms (Gao et al., 2017). From this perspective, an appropriate understanding of customer perceptions of hotel green initiatives and associated outcomes, such as PGPBs, may determine whether customers hold personal norms that may increase a hotel’s green competitiveness (Han et al., 2009).

In the NAM, scholars claim that personal norms are influenced by environmental goodness (Steg et al., 2005). For example, the perceived benefits of green hotels may allow customers to recognize the consequences of environmental degradation and feel responsible to take greener actions; this phenomenon is described as personal norms in this study. Customer-perceived PGPBs trigger customer cognitive responses, generating the ethical responsibility to take greener actions (Hwang et al., 2019). Drawing on this, we present that there is a positive relationship between PGPBs and personal norms (Han, 2014; Han et al., 2017). Therefore, we propose the following hypothesis.

Hypothesis H3. : Personal norms are significantly and positively influenced by perceived green psychological benefits.

2.4. GPV and personal norms

Drawing on the case of environmentalism in the development of the VBN theory, Stern et al. (1999) indicate that individuals’ moral obligations, i.e., personal norms, and belief structure are susceptible to values (see also Van Riper and Kyle, 2014). Scholars attempt to examine the role of green values to interpret the organism of the norm activation process (Stern, 2000; Sultan et al., 2021). Green value, which is grounded in the concepts of biospheric value or environmental value orientation (Han, 2014), is positively related to the norm activation process (Eid et al., 2021). While discussing biospheric value within VBN theory, scholars maintain that biospheric values impact environmentalism and the feeling of moral obligation (Van Riper and Kyle, 2014). Since value is a trade-off between giving and taking, GPV is an effective trigger because of its anticipated positive or negative impact on personal norms (Kim et al., 2019). Consumer expectations and green desires are the basic ingredients of GPV and act like internal stimuli, influencing consumers’ beliefs (Lin et al., 2017) and personal norms (Liobikiene and Juknytys, 2016; Sultan et al., 2021). The direct impact of GPV on the norm activation process has been confirmed by Lin et al. (2017). Drawing on these theoretical underpinnings, we argue that customer GPV influences their personal norms. We propose the following hypothesis for green hotels.

Hypothesis H4. : Green perceived value has a significantly positive effect on personal norms.

2.5. Self-efficacy belief and personal norms

The VBN theoretical framework, which is an extended version of the NAM, encapsulates the role of beliefs under its breadth and depth to explain attitude formation in decision-making. Social cognitive theory supports the assertion that self-efficacy belief is an antecedent to attitude formation (Bandura, 1997). Scholars indicate that self-efficacy belief shapes individual attitudes by activating individual cognitive responses, allowing them to resolve a problem (Makki et al., 2016). Grazzini et al. (2018) note that self-efficacy belief impacts responsible cognitive reactions. Personal norms are the individual cognitive responses that generate beliefs regarding ethical responsibility for green actions that benefit the environment (Eid et al., 2021; Juwan and Dolnicar, 2017). According to social exchange theory, self-efficacy belief impacts individuals’ cognitive reactions about what decisions to make (Chen and Cheng, 2020). This assertion reflects that individuals’

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obligations to take responsible actions are influenced by their self-efficacy belief. It is noted that individual self-efficacy beliefs impact sustainability knowledge and responsible moral actions to protect the environment (Kornilaki et al., 2019; Yan and Chai, 2021), which are equivalent to personal norms (Kiatkawsin and Han, 2017; Han et al., 2017).

Han et al. (2017) demonstrated, in cruise tourism, the direct impact of a traveler’s perceived ability to reduce threat, which is equivalent to self-efficacy belief, on a traveler’s pro-environment personal norms, which are comparable to personal norms. Yan and Chai (2021) also confirmed the positive impact of perceived consumer effectiveness on personal norms in green hotels. Perceived consumer effectiveness is a close concept to perceived self-efficacy belief (Huang, 2016; Terry and O’Leary, 1995), and is comparable to self-efficacy belief in this study. Given the limited studies on the direct impact of customer’s self-efficacy belief on personal norms, and drawing on the above, it is clear that customers’ self-efficacy belief influences customer personal norms in protecting the natural environment. Therefore, we propose the following hypothesis.

Hypothesis H5. : Self-efficacy belief exerts a significantly positive effect on personal norms.

2.6. Pro-environment behavior and personal norms

Extant literature defines pro-environment behavior as an individual’s positive behavior toward the environment with the intention of using eco-friendly products (Ahmed et al., 2020; Lin et al., 2017). Based on the scope of cognitive and normative processes, the NAM has been applied to a variety of disciplines to effectively examine individuals’ pro-environment behavior (Fornara et al., 2016; Kiatkawsin and Han, 2017). The extant literature supports the idea that personal norms predict pro-environment behavior (Yan and Chai, 2021). While linking VBN theory to values and beliefs, Van Riper and Kyle (2014) report that pro-environment behavior depends on a feeling of moral obligation, i.e., personal norms. From the perspective of green marketing, scholars note that eco-friendly behavior is convergent upon the angle of individual feelings of moral obligation (Nguyen et al., 2018). Consumer feelings of ethical obligation toward environmental protection determine consumer eco-friendly behavior (Nguyen et al., 2018).

Existing studies provide a mix of evidence that activated personal norms determine individuals’ pro-environment behavior (Zhang et al., 2013). For example, Shin et al. (2018) find that customers’ personal norms impact their intention to use the organic menu at restaurants. In the context of green consumer behavior in cruise tourism, Han et al. (2017) demonstrate that tourists’ pro-environment personal norms influence their purchase intention, willingness to sacrifice for the environment, and word-of-mouth (WOM) intention. Eid et al. (2021) show that customers’ moral obligation toward greener actions impacts their green hotel visit intention. Furthermore, the NAM literature in hospitality and tourism supports the direct effect of personal norms on customers’ pro-environment behavior (Eid et al., 2021; Steg and de Groot, 2010; Kiatkawsin and Han, 2017). For green hotels, the following hypothesis is proposed.

Hypothesis H6. : Pro-environment behavior is significantly and positively influenced by personal norms.

2.7. Pro-environment behavior and PGPBs

Extant literature established the relationship between green hotel customer perceptions of service benefits, consequences amid doubts on hotel green claims, and customer pro-environment behavior (Majeed and Kim, 2023). The VBN framework was extended to encapsulate the cognitive antecedents of customer pro-environment behavior, such as perceptions in parallel to values, beliefs, and norms (Choi et al., 2015; Kornilaki et al., 2019). Scholars state that customer pro-environment behavior depends on perceived psychological benefits (Rahman and Reynolds, 2016; Lin et al., 2017; Trang et al., 2019). The warm glow benefit is one of the emotional factors that intrinsically drive pro-environment behavior (Nguyen et al., 2018). Liao et al. (2020) document that the warm glow benefit is an antecedent to pro-environment behavior. Consumers purchase products or services that reflect their eco-friendly and self-expressive concerns (Hwang and Choi, 2018). Self-expressive benefits stimulate customer green concerns and environmentally friendly behavior that protects the natural environment (Hwang et al., 2019). Consumers’ high level of perceived green self-expressive benefit injects positive feelings into consumers’ psychological filters, inducing them to purchase eco-friendly products (Hwang and Kim, 2021). The perceived nature experience benefit promotes consumer awareness about the natural environment, and enhanced environmental awareness exerts its positive impacts on consumers’ pro-environment behavior (Hwang and Choi, 2018; Hwang et al., 2019). Among PGPBs, perceived nature experience is considered an instrumental psychological benefit that triggers customer positive intentions for pro-environment behavior (Hwang et al., 2019). Thus, the following hypothesis is proposed.

Hypothesis H7. : Perceived green psychological benefits exert a significantly positive effect on pro-environment behavior.

2.8. Perceived green CSR as a moderator between PGPBs and pro-environment behavior

Many companies perceive CSR as a key vehicle to enhance their corporate image and brand reputation (Shafique et al., 2021). Green CSR refers to the environmentally responsible practices of a firm to protect the natural environment, society, and the financial interest of the firm (Rahman and Reynolds, 2016; Li et al., 2015). Understanding positive customer perceptions of hotel green CSR initiatives develops the positive relationship between green perceptions and green purchasing behavior (Han et al., 2019).

From the perspective of green hotel customer perceptions, customers infer a firm’s CSR motivation. Two perceived motivational possibilities are egoistic (self-service), which might generate customer greenwashing concerns and attenuate the relationship between customer perceptions and the resultant attitude and behavior, and value driven (other-centered), which solidifies the relationship between customer perceptions and customer attitude and behavior (Gao et al., 2014). In the context of green hotels, scholars argue that the relationship between service outcome, such as benefits or losses, and customer response is influenced by customer perceptions of hotel CSR motive (Gao et al., 2014). Han et al. (2020a) put forth the concept of green image congruence and indicated the moderating role of perceived environmental CSR between green image congruence and the sense of obligation to take green actions. They demonstrated that the joint effect of green image congruence and environmental CSR leads to a higher level of green consumption behavior, confirming the role of CSR as a moderator. Green image congruence, which refers to how customers perceive and like to be seen by other customers while following green practices, is somewhat comparable to PGPBs in this study. In a high green CSR atmosphere, the synergistic impact of consumers’ PGPBs and their perceived green CSR dramatically elevates the level of consumer participation in pro-environment behavior via a higher level of visit intention and willingness to sacrifice for the environment, as well as via their price premium.

Based on previous studies, this study postulates that the relationship between perceived green psychological benefits and pro-environment behavior may be stronger when a hotel is perceived to follow more green CSR practices. We present that perceived green CSR exerts a moderating impact on the relationship between perceived green psychological benefits and pro-environment behavior.

Hypothesis H8. : Perceived green CSR exerts a significant moderating
effect on the relationship between the perceived green psychological benefits of green hotels and pro-environment behavior, such that the relationship is strong when the perceived green CSR is high.

3. Methodology

3.1. Survey instrument

We used Qualtrics to develop the survey instrument to test the proposed hypotheses. Measurement scales were drawn from existing studies and were adjusted according to the context of this study (see appendix 1). A total of nine items for PGPBs were adapted from the previous studies, i.e., three items for the warm glow benefit (Hwang and Kim, 2021), three items for the self-expressive benefit (Hwang and Choi, 2018), and three items for the nature experience benefit (Hwang and Kim, 2021). A total of four items for GPV were adapted from Lin et al. (2017) and four items for the self-efficacy belief were adapted from Farooq et al. (2022). For personal norms, three items were adapted from Han (2014). For pro-environment behavior constructs, three items for visit intention were adapted from Han (2015), three items for willingness to pay more were adapted from Han et al. (2009), and five items for willingness to sacrifice for the environment were adapted from Rahman and Reynolds (2016). Finally, a total of five items for perceived green CSR were modified from Su and Swanson (2019).

All the scale items were measured on a 5-point Likert scale from “strongly disagree” (1) to “strongly agree” (5). Moreover, demographic questions, such as gender, age, education level, and monthly income, were made a part of the questionnaire. Two professors and one researcher who were experts in green hospitality critically reviewed the questionnaire for better understanding. We conducted a pre-test on 31 green hotel visitors in a city in the Southeast region of the USA, to evaluate the quality of the survey questionnaire. The Cronbach alpha value that demonstrates the instrument reliability was 0.95, which is well above the cut-off point of 0.70 (Hair et al., 2010). However, based on thoroughly reviewed feedback from the pre-test, minor adjustments in the wording and formatting of the questionnaire were made for clarity before the final survey.

3.2. Data collection

We employed Amazon Mechanical Turk (MTurk) to collect data from actual and potential customers of green hotels in the United States of America, all of whom are at least 18 years of age and thus meet the consent requirement (Cao et al., 2021; Majeed et al., 2017). MTurk is considered a valid and reliable platform to use for data collection, and it has a large and diversified participant pool with easy participant recruitment (Hauser and Schwarz, 2016). Data collected at MTurk is considered demographically diverse in comparison to other sources, such as the American college population and internet samples (Rahman and Reynolds, 2016). MTurk allocates Human Intelligence Tasks (HITs) to its anonymous worker population. Registered people at MTurk considered demographically diverse in comparison to other sources, registration (Hauser and Schwarz, 2016). Data collected at MTurk is considered demographically diverse in comparison to other sources, such as the American college population and internet samples (Rahman and Reynolds, 2016). MTurk allocates Human Intelligence Tasks (HITs) to its anonymous worker population. Registered people at MTurk voluntarily access HITs to participate in surveys in return for compensation. To ensure the quality of the collected data, respondents with a HIT approval rate of 95% or above were able to qualify to participate in the survey. A brief invitation to the survey, including its purpose, a brief introduction to green hotels, a statement to protect the confidentiality and anonymity of survey respondents, the approximate completion time, and the contact information of one of the study authors was shared with potential MTurk respondents. Two screening questions were added before the main questionnaire items to ensure respondents relevant to this study: (1) Are you familiar with the concept of a green hotel? (2) Have you visited a green hotel in the past two years?

Respondents who understood the purpose of the study, answered “yes” to screening questions, and voluntarily agreed to fill in the questionnaire were able to gain access to the valid survey link and proceed to the end of the questionnaire. The data was collected on MTurk in March 2022. We aimed to collect at least 400 responses for two reasons: (1) the recommended 10:1 ratio of respondents to items (Hair et al., 2009), i.e., 370 responses for 37 items in this study, and (2) to avoid model misspecification with the recommended threshold of 400 figure sample size (Stevens, 1996). A total of 523 responses were received during the data collection process. However, we filtered a total of 12 responses that did not meet the criteria of screening questions, 7 responses that contained missing values, and 19 responses that contained the same answer option e.g., agree, disagree, etc., in all the survey questions. Thus, we considered a total of 485 responses for further analysis.

3.3. Statistical analysis

We employed partial least square structural equation modeling (PLS-SEM) to test the hypothetical model of this study. SmartPLS 3.3.9 was used to test the instrument reliability and validity and for PLS-SEM analysis to validate the proposed interrelations in the conceptual model. PLS-SEM is an efficient analytical tool used to examine research models with complex structures of indicators and constructs (Hair et al., 2010). Additionally, the PLS-SEM approach is better than the co-variance-based approach when examining complex relationships among the latent variables of the study to understand the predictive ability of the model (Hair et al., 2010). The PLS-SEM approach is preferred over the co-variance-based approach when there is a need to test a new research model (Majeed et al., 2020). PLS-SEM helps to analyze complex multi-order cause and effect models, minimize variance among variables under consideration, minimize parameter estimate bias, and helps mediation moderation analysis (Hair et al., 2009, 2010). Taking all the above together, PLS-SEM was considered appropriate in this study to test the proposed hypotheses.

4. Data analysis and findings

4.1. Customer demographics

The demographics of respondents show that the majority of respondents were male (283, 58.351%), between 21 and 40 years of age (171, 35.258%), attended 4-year college (281, 57.938%), and had a monthly income between US $8,001 and US $10,000 (128, 26.392%).

4.2. Measurement model assessment

The theoretical model of this study shows two reflective-reflective second-order constructs, namely “PGPBs” and “pro-environment behavior,” alongside four reflective first-order constructs. PGPBs reflect three first-order constructs and pro-environment behavior reflects three first-order constructs. We followed a disjoint two-stage approach to assess the measurement model (Sarstedt et al., 2019). In the first stage, the measurement model was assessed, including the ten first-order constructs. Statistical analyses, such as Cronbach’s alpha and composite reliability to measure construct reliability, loading values to measure indicator reliability, average variance extracted (AVE) to evaluate convergent validity, and the square root of AVE to assess discriminant validity, were performed to assess the first stage measurement model (Hair et al., 2010, 2011).

The findings (Table 1) show that Cronbach’s alpha, composite reliability, and the factor loadings of all the first-order constructs were above the suggested reference of 0.70 (Bagozzi and Yi, 1988; Chin, 2010; Hair et al., 2010, 2011) and thus the reflective measurement model reliability is ascertained. Moreover, AVE scores (see Table 2) surpassed the threshold point of 0.50, presenting the convergent validity of first-order constructs (Bagozzi and Yi, 1988). Table 2 shows that the square root of AVE for each first-order construct was higher than the correlation of other constructs and thus the discriminant validity of all first-order constructs was acceptable (Chin, 2010; Fornell and Larcker, 1981).
The findings (Table 3) show that the reliability of the reflective-reflective second-order constructs (i.e., PGPBs and pro-environment behavior) and reflective first-order constructs (i.e., GPV, self-efficacy belief, personal norms, and perceived green CSR) was acceptable as Cronbach’s alpha, composite reliability, and loading values were above 0.70 (Bagozzi and Yi, 1988; Chin, 2010; Hair et al., 2010, 2011). Additionally, the convergent validity of the second-order and first-order constructs was determined as the AVE values were above the recommended value of 0.50 (Bagozzi and Yi, 1988). Table 4 shows that the square root of AVE of each reflective-reflective second-order construct and the reflective first-order construct was greater than the correlations of other second-order and first-order constructs, presenting the discriminant validity of all the second-order and first-order constructs at the second stage of the disjoint two-stage approach of PLS-SEM.

### 4.3. Structural model assessment

The findings (Table 5) confirm that the predictive capability and predictive relevance of the structural model were established in this study.
study ($R^2$ and $Q^2$ values of all endogenous constructs were moderate except for the substantial $R^2$ value (0.780) of pro-environment behavior).(Fig. 1).

Since perceived green CSR is a reflective construct in this study, we employed the product indicator calculation method to generate the moderating impact of perceived green CSR on the relationship between PGPBs (independent variable) and pro-environment behavior (dependent variable) (Xue et al., 2022). To validate the proposed hypotheses, a complete bootstrapping with 5000 subsamples was conducted to examine the significance of path relationships. Table 5 and Fig. 2 demonstrate that PGPBs had significantly positive impacts on GPV ($\beta = 0.640, t = 14.510, p < 0.01$) and self-efficacy belief ($\beta = 0.730, t = 20.350, p < 0.01$). Thus, hypotheses H1 and H2 are accepted. Personal norms were significantly and positively influenced by PGPBs ($\beta = 0.480, t = 7.380, p < 0.01$), supporting acceptance of hypothesis H3. The findings show that pro-environment behavior is significantly and positively influenced by PGPBs ($\beta = 0.370, t = 5.580, p < 0.01$). Therefore, hypothesis H7 is accepted. The impact of GPV on personal norms was positive but insignificant ($\beta = 0.010, t = 0.070, p = 0.950$), rejecting hypothesis H4. Personal norms were significantly and positively influenced by self-efficacy belief ($\beta = 0.350, t = 5.580, p < 0.01$). Thus, hypothesis H5 is accepted. The findings, i.e., $\beta = 0.330, t = 5.930, p < 0.01$, show that pro-environment behavior was significantly and positively influenced by personal norms. This confirms hypothesis H6.

The moderating impact of perceived green CSR on the relationship between PGPBs and pro-environment behavior was negative and insignificant ($\beta = 0.030, t = 1.680, p = 0.090$). Therefore, hypothesis H8 is not supported.

### 4.4. Common method bias

Data regarding independent and dependent constructs gathered in the same response method may generate common method bias (CMB), which may negatively impact the validity of results and conclusions (Kock et al., 2021). Based on the marker variable approach (Kock et al., 2021; Zhou et al., 2022), and to examine CMB, a theoretically unrelated random variable was included as a criterion in the PLS-SEM second-order model, which reflected the direct impacts from predictor variables, i.e., PGPBs, GPV, self-efficacy belief, personal norms, pro-environment behavior, and perceived green CSR. The collinearity

![Theoretical model](Fig. 1. Theoretical model.)
statistics VIF revealed that all inner VIF values were less than the recommended threshold of 3.3 (Kock, 2015), i.e., PGPBs*GPV = 1.00, PGPBs*self-efficacy belief = 1.00, PGPBs*personal norms = 2.56, GPV*personal norms = 1.77, self-efficacy belief*personal norms = 2.22, personal norms*pro-environment behavior = 2.29, PGPBs*pro-environment behavior = 2.98, and pro-environment behavior*perceived green CSR = 1.47, indicating the absence of CMB in this study.

5. Discussion

This study aims to examine the factors impacting hotel customers’ pro-environment behavior. Drawing on the VBN and NAM theories, this study explored the woven web of the impacts of PGPBs on GPV, self-efficacy belief, personal norms, and pro-environment behavior. This study presents the adequacy of VBN theory, centering on the sequential impacts of cognitive evaluations (PGPBs) on values (GPV), beliefs (self-efficacy belief), norms (personal norms), and pro-environment behavior, and thus is consistent with VBN theoretical assertions in the work of Van Riper and Kyle (2014), Stern et al. (1999), and Stern (2000). By doing so, this study solidifies the theoretical pillars of pro-social models, i.e., VBN and NAM theories, in predicting pro-environment behavior, which previously were in question in terms of their adequacy in predicting green behavior (Bamberg, 2003; Han, 2015).

Our findings demonstrate that PGPBs exert a significant and positive impact on GPV, supporting the work of Lin et al. (2017) in the context of green hotels, where the direct impact of the warm glow benefit on GPV was confirmed. Since customer perceptions of a firm’s green initiatives determine the perceived value of firm products/services (Majeed and Kim, 2023; Suki and Suki, 2019), our findings show that improving green benefits according to hotel customers’ perceptual evaluations can reduce the conflict between hotel green offerings and customer assessments of green benefits, if customers participate in hotel green services.

A significant positive impact of PGPBs on self-efficacy belief is supported in the current study, in line with the conclusions of Sreen et al. (2021) in green consumption. This shows that the impact of perceived benefits, such as PGPBs, has a consistent further impact on customer self-efficacy even in the context of green hospitality. This finding shows that stimuli, such as green psychological benefits, linked to the external environment (in which customers and firms interact), influence customer understanding of environmental factors and customer assessment of customer skills and capability, i.e., self-efficacy belief, to protect the environment (Kornilaki et al., 2019). It also supports the theoretical assertions of Schunk (1995) in the context of green hotels. Customer reflections of a business, such as the PGPBs offered by a hotel, determine customer reflections of their own capabilities for eco-friendly actions. Thus, on empirical grounds, this study confirms that an understanding of environmental impacts and associated hotel customer cognitive evaluations, such as PGPBs, may impact customers’ sense of self-efficacy, and it validates the applicability of the VBN theory to demonstrate customer green perceptions and self-efficacy.

This study confirms the direct impact of PGPBs on personal norms. It
means that positive cognitive responses to environmental stimuli may foster customer moral obligation for eco-friendly behavior. However, customer perceptions of participating in eco-friendly hotel activities need to be shaped by going far beyond hotel self-motive [i.e., green-washing (Majeed and Kim, 2023)] to customer-focus (by providing green psychological benefits) to develop customer personal norms. This finding supports the NAM extension into VBN to reflect the impact of cognitive reactions, evaluations, and perceptions on the moral decision-making process in the stream of VBN to predict pro-environment behavior (Steg et al., 2005; Yan and Chai, 2021). Our findings on the impact of PGPBs on personal norms is also in line with those of Hwang et al. (2019). The conceptual understanding of the relationship between PGPBs and personal norms remained mixed and fragmented in previous studies. By clarifying the association between PGPBs and personal norms, this study supports arguments that demonstrate the impact of the perceived benefits of acting pro-environmentally on personal norms (De Groot and Steg, 2009) and the impact of perceived environmental goodness on personal norms (Steg et al., 2005).

This study confirms the significant and positive impact of personal norms on pro-environment behavior. This finding solidifies VBN theoretical assertions by showing that personal norms play vibrant roles in determining green behavior (Han et al., 2017; Schwartz, 1977; Van Riper and Kyle, 2014; Yan and Chai, 2021). Thus, eco-conscious hotel customers may feel more moral responsibility or a sense of responsibility to conserve resources and protect the natural environment through their actions by staying at green hotels (Han et al., 2017). This finding is consistent with the works of Shin et al. (2018), who unraveled the impact of personal norms on customer intention to use an organic menu in a restaurant, and Han et al. (2017) in the context of cruise tourism, who explored the impacts of pro-environment personal norms on purchase intention and willingness to sacrifice for the environment.

This study confirms the direct impact of PGPBs on pro-environment behavior. From the perspective of green hotels, this study clarifies the relationship between PGPBs and pro-environment behavior, which remained mixed in the previous studies. For example, the direct impact of the warm glow benefit on willingness to pay more was confirmed in the contexts of insect restaurants (Hwang and Kim, 2021) and eco-friendly airlines (Hwang and Choi, 2018). Drawing on green energy brand marketing, Hartmann and Apaolaza-Ibáñez (2012) confirmed the impact of the warm glow benefit on green purchase intention. This study extends the scope of PGPBs (including the warm glow benefit, the self-expressive benefit, and the nature experience benefit) and confirms the findings of previous studies (e.g., Hartmann and Apaolaza-Ibáñez, 2012; Hwang and Choi, 2018; Hwang and Kim, 2021) regarding the impact of green psychological benefits on pro-environment behavior.

Thus, drawing on NAM and VBN theories, this study confirmed the significantly positive impacts of PGPBs on GPV, self-efficacy belief, personal norms, and pro-environment behavior. Additionally, the positive impact of GPV on personal norms and the impact of personal norms on pro-environment behavior were validated. By exploring hotel customers’ perceptual evaluations and resultant pro-environment behavior under the lens of the VBN and NAM theories, this study solidifies the pillars of the VBN framework in the context of green hospitality, green psychology, green marketing, and green behavior.

5.1. Theoretical contributions

The NAM is considered an appropriate framework to investigate consumer green behavior (Choi et al., 2015; Ritchie et al., 2022). However, the legitimacy of the NAM in predicting consumer green behavior is yet to gain a conclusive understanding in the available literature and needed to be further validated (Han et al., 2020b). Scholars attempted to evaluate the adequacy of pro-social models, such as the NAM and VBN frameworks, in different research frontiers (De Groot and Steg, 2009; Han, 2015; Kiatakawin and Han, 2017; Stern et al., 1999; Van Riper and Kyle, 2014). There is limited evidence in the extant literature that demonstrates the explicit impacts of PGPBs on self-efficacy belief and personal norms, as well as the impact of self-efficacy belief on personal norms. Moreso, the explicit direct impact of PGPBs on pro-environment behavior remained under-explored [see Hwang and Kim (2021) and Hartmann and Apaolaza-Ibáñez (2012)]. The conceptual understanding of GPV, which shares similarities with biospheric value (Eid et al., 2021; Lin et al., 2017), previously remained limited under the lens of the VBN framework for examining customer pro-environment behavior. Drawing on the green hotel customer perspective, this study attempts to fill the existing lacuna by stitching together the broken theoretical connections of customer pro-environment behavior with customer PGPBs, GPV, self-efficacy belief, and personal norms.

By exploring the theoretical relationship between PGPBs and personal norms, which remained limited in previous studies, this study solidifies the theoretical foundation of how customer PGPBs of a green hotel may predict customer pro-environment behavior in the stream of the NAM and VBN frameworks. Few studies present the impact of self-efficacy belief on personal norms in the VBN framework; for example, see Han et al. (2017) and Yan and Chai (2021). Thus, more research attention was needed for the theoretical understanding of the VBN framework and customer pro-environment behavior. By sketching the relationship between self-efficacy belief and personal norms on the canvas of green hospitality, this study solidifies the theoretical pillar of self-efficacy belief in the VBN framework. From the perspective of a green hotel, this study clarifies the previously mixed conceptual understanding of the VBN theory (Choi et al., 2015) in predicting customer green decision-making processes. Thus, our findings support Stern’s VBN theory.

5.2. Practical implications

Our findings provide roadmaps to guide green hotels in attracting eco-conscious hotel customers and shaping customers’ pro-environment behavior. Green hotels need to make hotel customers realize the importance of environmental protection, alongside using strategies to fuel customer PGPBs to trigger customer feelings of GPV, self-efficacy, and moral obligation to protect the natural environment. To this end, green hotel marketing on the internet, such as online social media, as well as TV and print media, may be utilized to generate environmental awareness among hotel customers. Further, this marketing can encourage stays at eco-friendly hotels and spending a premium price for hotel green initiatives, in parallel to customer willingness to accept some discomfort for the cause of environmental protection during their stay at a green hotel.

A hotel’s environmentally friendly communication may uplift customer beliefs about the efficiency of his/her moral actions to minimize environmental degradation, which may help to boost customer personal norms; customers are then more likely to reduce waste, plastic usage, and electricity and water consumption during their stay at a hotel. Customers with high biospheric values or green values demonstrate greener attitudes and feel a moral obligation to protect the natural environment (Eid et al., 2021; Rahman and Reynolds, 2016). From this perspective, green hotels are encouraged to invite customers to join hotel efforts in waste reduction, recycling waste, and participating in a linen reuse program with informed consent, ultimately providing eco-conscious hotel customers self-fulfilment, potentially improving the relationship between eco-conscious customers’ GPV and personal norms.

The environmentally friendly communication of a hotel may impact hotel customers’ PGPBs and decision to stay at green hotels in comparison to conventional hotels. In this vein, psychological benefits exert positive impacts on customer green attitude, green consumption, and accepting green services (Hartmann and Apaolaza-Ibáñez, 2012). Eco-conscious hotel customers have a greater tendency to pay extra for...
hotel green initiatives (Kang et al., 2012). Visualizing hotel green measures, such as hotel efforts to reduce waste and minimize electricity and water consumption, as well as environmental certifications, such as Green Lodge, ISO 14001, Green Hotel Association, and Leadership in Energy and Environmental Design (LEED) (Majeed and Kim, 2023), may help to improve customer green attitude, reduce customer perceptions of greenwashing, and improve customer positive perceptions of hotel green CSR in protecting the environment. Green hotel marketing may stimulate hotel customers’ feelings of responsible consumption of hotel utilities for environmental protection, encourage paying extra for hotel green initiatives, and enable willingness to sacrifice some comfort during a green hotel stay.

5.3. Limitations and future research directions

There are several limitations in this study that open doors for future research. This study examined green hotel customer pro-environment behavior. Customer behavior in different segments of the hospitality industry may be susceptible to different antecedents. The empirical evidence of this study may benefit future studies that examine customer green behavior in different segments of the hospitality industry. Furthermore, this study was conducted on green hotel customers in the USA; however, the impact of environmental CSR activities on customer attitude is different in different geographic locations (Kang et al., 2012), which may create bottlenecks in generalizing the findings of this study to other geographic locations. For additional insights, future studies may adopt a multi-country approach to legitimize the moderating impact of hotel customer perceived green CSR on PGPBs and pro-environment behavior.

We employed the VBN framework (including the NAM) as the mainstream theoretical approach to develop the woven web of the conceptual model proposed in this study. Future studies may blend different motivational and behavioral theories, such as the theory of planned behavior (TPB), to broaden the spectrum of the VBN framework and examine the antecedents of hotel customer pro-environment behavior. However, several caveats need to be considered while blending TPB with VBN theory to examine hotel customers’ pro-environment behavior. For example, some scholars assert the need to consider subjective and personal norms to understand pro-environment behavior (Choi et al., 2015; Ghazali et al., 2019) and confirm the direct impact of subjective norms (a constituent of TPB) in parallel to personal norms alongside personal norms can predict pro-environment behavioral intention and/or behavior (Choi et al., 2015; Ghazali et al., 2019; Nguyen et al., 2018). For example, Choi et al. (2015) incorporated an extended VBN framework to examine green hotel customers’ pro-environment behavior and found an insignificant impact of subject norms on pro-environment behavior. Given these contradictory views on the impacts of subjective and personal norms on pro-environment behavior, even after extending VBN theory by using TPB, there is still a need to validate whether subjective norms, along with personal norms, exert a direct impact on pro-environment behavior.

Since personal norms may be triggered by social norms (Han, 2021; Meng et al., 2022) and this study focused solely on VBN variables, exploring how TPB can be used to investigate the impact of PGPBs (a self-interest motive) and subject norms as antecedents to personal norms (Han, 2021; Han et al., 2017; Meng et al., 2022; Shin et al., 2018), while extending the VBN framework, would be an interesting direction for future research. Our proposed conceptual framework reflects the theoretical constituents of the VBN framework. However, future research can extend our proposed conceptual framework by incorporating the role of cognitive dissonance and resultant anticipated positive emotions, such as pride (Han, 2014), and negative emotions, such as regret (Han et al., 2017; Majeed et al., 2022b) and guilt (Han, 2014; Meng et al., 2022; Yan and Chai, 2021), and by validating the role of personal norms in the VBN framework. Psychological benefits, such as the PGPBs in this study, may trigger emotional reactions (Hwang et al., 2019). However, emotional reactions are best explained when examined in relation to awareness of consequences and ascription of responsibility (Bamberg and Möser, 2007; Han et al., 2017). Since this study focused solely on personal norms as a constituent of the NAM, the perspectives of the VBN theory, NAM (including awareness of consequences, ascription of responsibility, and personal norms), and TPB may be incorporated to develop a conjoined value-belief-emotion-norm perspective (Han et al., 2017) to increase the explanatory power of our proposed conceptual framework and aid future research.

Declaration of Competing Interest

The authors declare that there is no conflict of interest.

Data Availability

Data will be made available on request.

Appendix 1

<table>
<thead>
<tr>
<th>Constructs</th>
<th>Strongly disagree (1)</th>
<th>Disagree (2)</th>
<th>Neutral (3)</th>
<th>Agree (4)</th>
<th>Strongly agree (5)</th>
</tr>
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</table>

Perceived green psychological benefits

Warm glow benefit (Hwang and Kim, 2021)

- By staying at a green hotel, I feel good because the green hotel helps to protect the environment.
- By staying at a green hotel, I have the feeling of contributing to the well-being of humanity and nature.
- By staying at a green hotel, I feel better because hotel food service operations do not harm the environment.

Self-expressive benefit (Hwang and Choi, 2018)

- By staying at a green hotel, I can express my concern for the environment.
- By staying at a green hotel, I can demonstrate to myself and my friends that I care about environmental conservation.
- By staying at a green hotel, my friends perceive me to be concerned about the environment.

Nature experience benefit (Hwang and Kim, 2021)

- A green hotel can make me feel close to nature.
- A green hotel can make me think of nature, fields, forests, mountains, and oceans.
- A green hotel can evoke the sensation of being in nature.

Green perceived value (Lin et al., 2017)

The environmental functions of this green hotel provide a very good value for me.

(continued on next page)
This green hotel is environmentally friendly.
This green hotel has more environmental benefits than non-green hotels.
This green hotel has more concern for the environment than non-green hotels.

**Self-efficacy belief** (Farooq et al., 2022)
I feel I can succeed in accomplishing environmental goals.
I can achieve most environmental goals.
I can perform effectively on environmental missions.
I can overcome environmental problems.
I can find creative solutions to environmental problems.

**Personal norms** (Han, 2015)
I feel morally obligated to stay at a green hotel instead of a conventional hotel when traveling.
I feel personally obligated to travel in an environmentally sound way, such as by staying at a green hotel.
I feel a moral obligation to take the environmental problems caused by hotels into account when making hotel choices.

**Pro-environment behavior**

**Visit intention** (Han, 2015)
I am willing to stay at a green hotel when traveling in the future.
I plan to stay at a green hotel instead of a conventional hotel when traveling in the future.
I will expend effort on staying at a green hotel instead of a conventional hotel when traveling in the future.

**Willingness to pay more** (Han et al., 2009)
It is acceptable to pay more for a hotel that engages in green practices.
I am willing to pay more for a green hotel.
I am willing to spend extra to stay at a green hotel.

**Willingness to sacrifice for the environment** (Rahman and Reynolds, 2016)
While staying at a hotel, I am willing to give up things I like doing if these activities harm the natural environment.
I am willing to take on responsibilities that will help conserve the natural environment.
I am willing to do things for the environment, even if I’m not thanked for my efforts.
Even when it is inconvenient to me, I am willing to do what I think is best for the environment.
I am willing to go out of my way to do what is best for the environment.

**Perceived Green Corporate Social Responsibility** (Su and Swanson, 2019)
A green hotel seems to be environmentally responsible in its operations.
A green hotel seems to give back to the local community.
A green hotel seems to be successful in generating profits.
A green hotel seems to treat its stakeholders well.
A green hotel seems to act ethically and beyond all legal obligations to fulfill its social responsibilities.

### Constructs

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### References


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