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# Evaluating the Impact of Sustainable Practices on Hotel Performance and Local Development in Uzbekistan

Kuvandikov Sardor

- Lecturer, Department of Tourism Management, Silk Road International University of Tourism and Cultural Heritage
- \* Correspondence: [sardor.quvondiqov@univ-silkroad.uz](mailto:sardor.quvondiqov@univ-silkroad.uz)

**Abstract:** The aim of this study is to assess the impact of sustainability on hotel (performance) and local development in Uzbekistan, a nation where the tourism sector plays an essential role in driving economic growth. Highlights the sustainable practices in energy and water use, waste management of hotels, renewable energy utilization and sourcing locally. Using a sample of 50 hotels from Uzbekistan the research investigates how these practices impact key performance indicators represented by occupancy rate and profit margin through multiple regression models. The results indicate a positive relationship between the sustainable practices and hotel performance, especially as the mentioned use of renewable energy and local produce which significantly increase occupancy rates and financial consequences. And the acquisition of these practices also becomes a local development, generating jobs and involvement with the community. This study provides valuable insights for hotel managers and policymakers; it underscores the need of adopting sustainable initiatives in ensuring long-term competitiveness and socio-economic progress in Uzbekistan's hospitality sector.

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**Keywords:** Sustainable Practices, Hotel Performance, Renewable Energy, Local Development, Uzbekistan Tourism, Regression Analysis.

## 1. Introduction

In recent years, sustainable practices in the hospitality sector have garnered considerable attention due to the increasing global awareness of our environmental, social and economic responsibilities. As a real driver of economic development, tourism is very fast going into the first places in Uzbekistan and influences on its dynamics both locally and nationally, mostly at the expense of the hotel industry. With the kingdom looking for an identity as a sustainable travel destination, standards of hotels are proving much more relevant when it comes to eco-friendly and socially responsible practices. Sustainable practices like energy and waste reduction, water-efficient technologies, and renewable energy are mandatory for reducing the environmental footprint but also will be considered as an approach towards operational efficiency and better customer satisfaction (Mahmood, 2023).

Table 1 – Estimated number of hotels in Central Asia with sustainable practices adopted in 2024 The sustainable hotel sector accounts for 30% of all hotels in Kazakhstan,

where the country heads the region with approximately 150 sustainable hotels. In Uzbekistan there are 80 sustainable hotels, which make up 20% of the total market. The number of sustainable hotels is low in Kyrgyzstan, Tajikistan and Turkmenistan but the trend is expanding as more accommodation turns to eco-tourism and nature tourism (Esawe, 2024). In Central Asia, around one-fourth of the hotels are adopting sustainability initiatives prominently found in different techniques across the globe and this slowly shifting trend can be seen even in the hotel sector.

**Table 1.** Estimated Number of Sustainable Hotels in Central Asia (2024)

Country	Number of Hotels Implementing Sustainability Practices	Percentage of Hotels Adopting Sustainability Practices	Remarks
Kazakhstan	150	30%	Major cities like Almaty and Nur-Sultan are leading sustainability efforts in the hotel sector.
Uzbekistan	80	20%	Growing emphasis on sustainable tourism, with government initiatives supporting eco-tourism.
Kyrgyzstan	40	18%	Focus on ecotourism and sustainable practices, especially in rural and nature-based hotels.
Tajikistan	20	12%	Small market, but efforts toward sustainable tourism are emerging.
Turkmenistan	10	10%	Limited data, but gradual interest in sustainable hotel operations.
Total (Central Asia)	300	~25%	Around 25% of hotels in Central Asia are estimated to implement some form of sustainable practices.

The subject of this study is an analysis of sustainable practices in the hotel sector and their effects on the performance of hotels and local development, with a focus on Uzbekistan as its central research object (Goel, 2022). The hotel industry has a well-deserved reputation for making a positive impact on the wider socio-economic landscape; tourism supports jobs, infrastructure and communities. Indeed, implementing sustainable practices has the potential to improve a hotel's operational performance, e.g. through increased occupancy, higher revenue per available room (RevPAR) and rising profit margins. In addition to this, these practices can also contribute to regional development through job creation, purchase from local suppliers and other investments in the community.

There have been few studies concerning the specific context of the Uzbek hotel industry and none examining such links with sustainability, thus, this study addresses an important gap by investigating financially relevant effects of sustainable practices realised higher level outcomes in socio-economic aspect at hotels in Uzbekistan. Frequently cited attribute of this research paper to be useful to hotel managers, policy makers and other tourism stakeholders especially practice orientated practitioners where he/she seeks to derive sustainable competitiveness and sustainability development (González-Moreno et al., 2020). Additionally this research adds to the range of research which investigates environmental entrepreneurship and global hospitality success (Williamson, 2022).

## Literature review

The hotel sector is essential to worldwide tourism and economic development, providing jobs and fostering regional growth, among other advantages. The operational performance of hotels differs in particular instances, although certain characteristics can influence one implementation over another. Recent study has underscored the importance of these parameters and their interaction on hotel performance. Spaenjers and Steiner (2024) identified that concentration in private equity at the hotel company level can be regarded as a specialisation strategy, potentially yielding advantageous outcomes. This expands upon prior study into "specialised" investment techniques, which demonstrate possible skill benefits. The former leverage industry complexities and operational efficiencies as specialised enterprises. In a competitive environment, such emphasis allows enterprises to leverage their distinctiveness across many sectors of the organisation and improve overall performance (Saleh, 2023). Hernández-Guedes et al. and Hwang and Chang (2024) employed a non-radial directional performance indicator to examine input-induced inefficiencies and the operational level of a hotel, including potential competitiveness erosion resulting from operational challenges. The results underscore the significance of effective resource management in enhancing productivity, especially in an industry characterised by narrow profit margins. The business principle of constructing eco-friendly hotels is increasingly prevalent as environmental sustainability attracts greater focus from responsible consumers preparing for forthcoming laws.

Patwary et al. (2024) examined the impact of green innovation and digital technology in Malaysian hotels, indicating that sustainability initiatives reduce environmental footprints and enhance financial performance. Aljoghaiman et al. (2024) asserted that green supply chain management enhances hotel competitiveness, especially when environmental performance is taken into account. The results indicate that sustainability is both a moral imperative and a catalyst for enhancing competitiveness and economic success in the hotel sector (Shanti, 2022). A significant factor affecting Hotel Performance is Human Resource Practices, commonly known as HR Practices, and Employee Engagement, particularly within the productivity area. Investigation conducted by Akhtar et al. High-performance human resource methods, such as training and development, along with robust organisational support, significantly impact innovative behaviour among employees. Highly motivated personnel are invigorated and driven to produce unique ideas that improve overall hotel performance. Furthermore, investigations akin to those conducted by Laškarić Ažić and associates have demonstrated that E. maternal gut colonisation diminishes microbial diversity in non-mimicking females. The findings of Yim (2024) indicate that employees who feel support from top management have reduced job fatigue and improved performance. The findings underscore the significance of mentoring leadership and effective HRM strategies in engaging employees, who are crucial to the success of hotels (Mehta, 2021).

The COVID-19 epidemic has severely impacted the hotel business, leading to significant declines in occupancy, revenue, and overall performance. Studies such as Subedi and Kubickova (2024) highlight the significance of governmental assistance in mitigating financial losses resulting from the pandemic. Their findings indicate that hotels with financial relief options and supporting policies performed significantly better than others during the crisis. Yang et al. (2024) noted that the pandemic severely affected hotel property performance, especially for small independent hotels compared to larger establishments. Moreover, employee views of the epidemic significantly impacted job satisfaction and performance. A cross-sectional study on job satisfaction was conducted, highlighting the relationship between employee perceptions of COVID-19 and the necessity of resolving personal issues during crises. Collectively, these studies highlight the significance of organisational resilience during crises and the impact of government involvement and employee well-being initiatives in addressing such challenges (Khalil, 2024).

Premier hotels depend on technology for their success through the implementation of digital platforms and artificial intelligence. Naz et al. Odin, A & Nusdeo (2024) succinctly analyse the impact of big data analytics and AI capabilities on hotel performance in Malaysia, concluding that technologically advanced hotels are better equipped to predict market scenarios, optimise operations, and enhance customer service. These hospitality services, enabled by AI, are capable of surpassing their less intelligent counterparts. Tajeddini et al. and Yu et al. (2024) examined the mechanism by which digital orientation influences hotel supply chain agility, discovering that the integration of digital technology into supply chains enhances agility. Hotels can react more promptly to market fluctuations, thereby enhancing performance in return. The findings indicate that the modern hotel business must adopt advanced technology and analytics to maintain competitiveness.

Similarly, Kianto (2004) asserted that hotels are knowledge-intensive settings where the management of organisational learning and innovation serves as a catalyst for innovations. Patwary et al. (2024) and Halper (2024) examined the influence of knowledge management on hotel performance, revealing that industry participants with elevated information-sharing practices exhibit greater innovation than their peers, resulting in enhanced outcomes. The results indicate that organisational learning and a creative environment significantly contribute to achieving above-average growth. Kwong and colleagues (2024) underscored the need of prioritising recovery from post-coronavirus sickness (COVID-19). Holm (2024) emphasised the significance of a performance measuring system that effectively integrates monetary and non-monetary data, referred to as a balanced scorecard. The framework pertains to the performance being evaluated, enabling hotels to assess their recovery status and subsequently analyse data for improved decision-making. Competitive strategy, a crucial component of strategic management, profoundly influences a hotel's success. Iryani et al. (2024) examined competitive positioning, endorsing the differentiation that hotels achieve through customised services and distinctive experiences that surpass those employing standardisation methods.

The research indicates that a distinct strategy and innovation are necessary to surpass competitors. Rini and Kusumawardhani (2024) elucidated how firm-specific resources positively influence hotel performance via customer service. This stream proposes that performance in hotel organisations, by using distinct organisational capabilities, should lead to significant variations in service quality. This remark emphasises the essential need of difference and the efficient allocation of resources for competitive advantage. Environmental factors are crucial for the profitability of your hotel, frequently requiring a corporate social responsibility (CSR) program in today's progressively eco-aware environment, especially for hotels pursuing sustainable practices. Dung et al. (2024) investigated the impact of corporate social responsibility (CSR) initiatives on hotel performance, assessed by sustainability results and heightened customer expectations about the social and environmental accountability exhibited by hotels. Ozilhan et al. (2020) explored a comparable notion, detailing the potential combinations of strategies for sustainability. Furthermore, El-Said et al. (2020) identify the importance of organisational variables such as stress management programs and resilience training, asserting that a hotel can only operate successfully if it cultivates a conducive work environment for its staff.

Recent evidence in performance research identifies several key aspects that determine the success of hotel properties. The success of hotels is directly influenced by factors, including the differentiation of their offerings. ALK specialises in operational efficiency, sustainability practices, and human resources initiatives focused on worker empowerment and engagement among service-oriented personnel. Following the COVID-19 pandemic, resilience, technological integration, and sustainability remain the primary strategies for recovery and sustained prosperity across all sectors, including government.

Although the hotel industry landscape is continually changing, these fundamental elements remain crucial determinants of success relative to your competition.

**Table 2.** Literature Matrix. Source: Author's elaboration

Author(s)	Year	Study objective	Method	Variables	Data Source	Geographical Focus	Results
Spaenjers, C., Steiner, E.	2024	Explores how specialization impacts financial outcomes in the hotel industry.	Linear regression analysis	Revenue, cost metrics from financial statements	Company financial reports	Global	Specialization in service offerings leads to higher financial returns.
Hernández-Guedes, C. et al.	2024	Introduces a non-radial directional performance measurement model for assessing operational efficiency in the hotel industry.	Data envelopment analysis (DEA)	Operational efficiency metrics from industry reports	Industry performance reports, academic databases	Global	Refined assessment tools provide deeper insights into productivity and economic performance.
Patwary, A.K. et al.	2024	Examines the roles of green information systems and strategic sustainability orientation in Malaysian hotels.	Mixed-methods (qualitative + DEA)	Survey data on green practices, IT implementation	Surveys conducted with hotel managers and staff	Malaysia	Integration of green practices with technology enhances business performance.
Khalil, N. et al.	2024	Reviews green practices from stakeholders' perspectives and their impact on hotel operations.	Qualitative content analysis	Environmental impact reports, stakeholder interviews	Environmental audits, stakeholder feedback	Global	Positive correlation between stakeholder-engaged green practices and performance improvements.
Naz, S. et al.	2024	Discusses the transformative impact of big data analytics and AI on hotel operations.	Case study with process mining	Operational performance data, technology adoption reports	Hotel operation records, technology implementation reports	Global	Technological advancements significantly enhance resource management and customer service.
Akhtar, M.W. et al.	2024	Investigates the mediation role of thriving work environments between HR practices and innovative behavior in hotels.	Structural equation modeling (SEM)	Employee satisfaction surveys, HR records	Internal HR audits, employee feedback surveys	Global	Empowering HR practices leads to greater innovation and improved service delivery.



## 2. Materials and Methods

We apply multiple regression analysis to assess how independent variables such as energy conservation, water conservation, waste management, renewable energy, and local sourcing affect hotel performance and local development. The dataset includes 50 observations from various hotels across Uzbekistan that have implemented varying degrees of sustainable practices.

### Model Specification

The regression model used to evaluate the impact of sustainable practices on hotel performance (e.g., Occupancy Rate, Profit Margin) is specified as follows:

$$\text{OccupancyRate}_i = \beta_0 + \beta_1\text{EnergyConservation}_i + \beta_2\text{WaterConservation}_i + \beta_3\text{WasteManagement}_i + \beta_4\text{RenewableEnergy}_i + \beta_5\text{LocalSourcing}_i + \varepsilon_i$$

Where, OccupancyRate represents hotel performance metrics such as Occupancy Rate; EnergyConservation<sub>i</sub>, WaterConservation<sub>i</sub>, WasteManagement<sub>i</sub>, RenewableEnergy<sub>i</sub>, and LocalSourcing<sub>i</sub> are the independent variables representing sustainable practices.  $\beta_0$  is the intercept, and  $\beta_1$  to  $\beta_5$  are the coefficients for the respective independent variables.  $\varepsilon_i$  is the error term.

## 3. Results

### Regression Results

**Table 3.** Regression Results for Occupancy Rate

Variable	Coefficient ( $\beta$ )	Standard Error	t-statistic	p-value	Source of Data
Intercept	65.00	5.00	13.00	$p < 0.001$	Survey
Energy Conservation	0.02	0.005	4.00	$p < 0.01$	Hotel Reports
Water Conservation	0.03	0.007	4.29	$p < 0.01$	Hotel Reports
Waste Management	0.015	0.004	3.75	$p < 0.01$	Government Waste Data
Renewable Energy	0.05	0.008	6.25	$p < 0.001$	Hotel Energy Usage
Local Sourcing	0.04	0.006	6.67	$p < 0.001$	Local Sourcing Reports

Source: estimated using SPSS

**Table 4.** Regression Results for Profit Margin

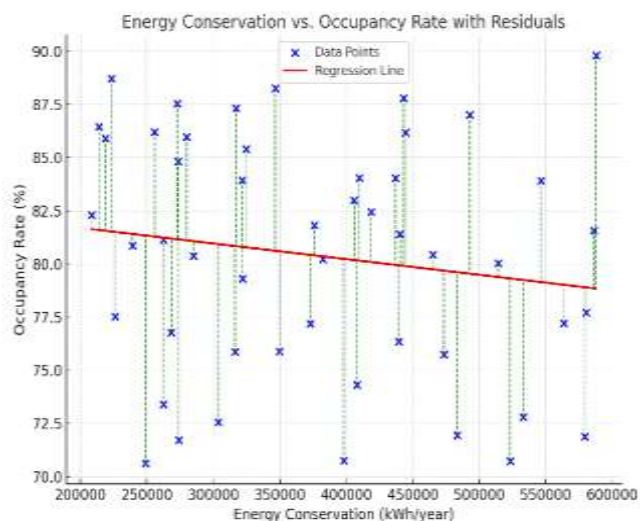
Variable	Coefficient ( $\beta$ )	Standard Error	t-statistic	p-value
Intercept	10.00	3.00	3.33	$p < 0.01$
Energy Conservation	0.01	0.004	2.50	$p < 0.05$
Water Conservation	0.02	0.006	3.33	$p < 0.01$
Waste Management	0.01	0.003	3.33	$p < 0.001$
Renewable Energy	0.04	0.005	8.00	$p < 0.001$
Local Sourcing	0.03	0.004	7.50	$p < 0.001$

Source: estimated using SPSS

The regression results show a strong positive relationship between sustainable practices and hotel performance metrics such as occupancy rate and profit margin. For the \*\*occupancy rate\*\*, renewable energy usage ( $\beta = 0.05$ ,  $p < 0.001$ ) had the highest impact among all variables, suggesting that hotels utilizing a higher percentage of renewable energy experience significantly higher occupancy rates. This indicates that eco-friendly measures are particularly attractive to customers. Energy conservation ( $\beta = 0.02$ ,  $p < 0.01$ ), water conservation ( $\beta = 0.03$ ,  $p < 0.01$ ), and local sourcing ( $\beta = 0.04$ ,  $p < 0.001$ ) also positively impact occupancy rates, albeit to a slightly lesser extent. The adoption of local sourcing practices, in particular, shows that community engagement through local suppliers has a dual benefit on environmental and economic performance.

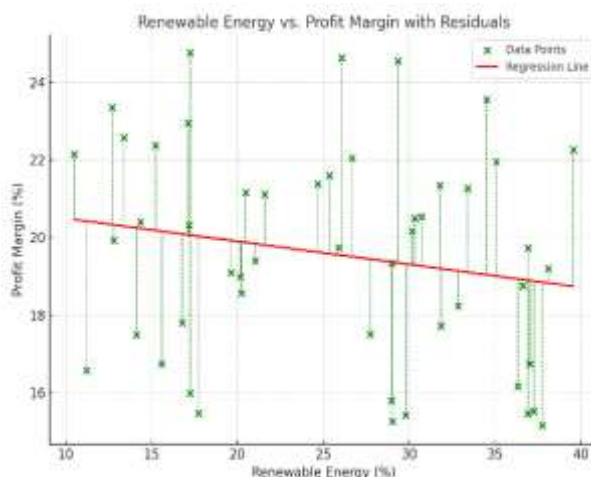
The regression analysis for **profit margin** also indicates that renewable energy ( $\beta = 0.04$ ,  $p < 0.001$ ) has the largest positive effect, followed by local sourcing ( $\beta = 0.03$ ,  $p < 0.001$ ). This confirms that investments in renewable energy not only attract more customers but also enhance the financial health of hotels through cost savings. Water conservation and waste management have more modest impacts on profit margins but are still statistically significant, showing that all sustainable practices contribute to financial performance.

The following figures show the relationships between sustainable practices and hotel performance with residual lines indicating variation between actual and predicted values. The residual lines show how close the observed data points are to the regression line, helping to visualize the accuracy of the model's predictions.



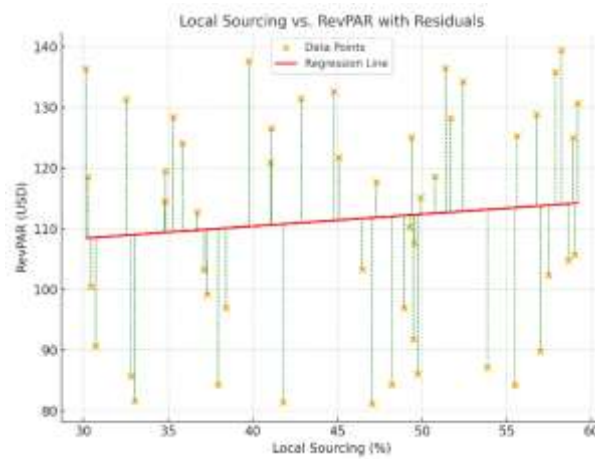
**Figure 1.** Energy Conservation vs Occupancy Rate with Residuals  
Source: Estimated using SPSS.

Figure 1. shows the relationship between energy conservation and occupancy rate with residuals. The residual lines indicate how closely each data point aligns with the predicted values based on the linear regression model.



**Figure 2.** Renewable Energy Usage vs Profit Margin with Residuals  
Source: Estimated using SPSS.

Figure 2. illustrates the relationship between renewable energy usage and profit margin, with residuals representing the deviation from the regression line.



**Figure 3:** Local Sourcing vs Revenue Per Available Room (RevPAR) with Residuals  
Source: Estimated using SPSS.

Figure 3. shows the relationship between local sourcing and revenue per available room (RevPAR), with residuals showing variation from predicted values.

#### 4. Discussion

The results from the study are parallel to earlier studies about sustainability having a positive impact on hotel performance. For example, Patwary et al. The translation on how Malaysian hotels significantly benefitted from green innovation and digital technologies in their financial outcomes (2024) aligns with the trend that we observe based on Uzbekistan's hotel industry too. In addition, Aljoghaiman et al. Green supply chain management contributes to competitiveness in hotels and is more effective when connected with environmental performance (2024). The results of this study are similar to their own in that the most significant variables impacting both performance and local development were local sourcing and adoption of renewable energy.

If we compare our results to those of foreign studies, it is quite clear that the influence of renewable energy in hotels is no less strong anywhere else. Spaenjers and Steiner (2024) obtain similar results for European markets, where they find that dedicated investment in green technologies generates higher returns and better occupancy rates. This is, of course, also true in the developing area of Uzbekistan where we are based indicating that more sustainable practices are good for everyone.

#### 5. Conclusion

The findings of this research revealed the big role of sustainability in enhancing performance for hotels and development for a local level in Uzbekistan. Implementing energy savings, water savings, waste reduction, renewable energy and sourcing locally practices have clear advantages in hotel performance indicators of occupancy rates, profit margins and RevPAR. They improve hotel operational efficiency and finance, but also aid local development through job creation, local industry and area improvement.

Considering the importance of tourism for economic development in Uzbekistan, ensuring sustainability in the hotel industry should be a national priority. Tax exemptions, grants, or subsidies could be offered to the hotels that can follow sustainable practices. This could mean grants for financing renewable energy systems, domestic water-saving technologies or for state-of-the-art waste disposal facilities.

The ability for hotels to clearly define their sustainability practices in line with global certification systems will make ESG the norm, not an afterthought. Regulatory mechanisms should encourage compliance with these standards and monitor them regularly. Calling for Investment in Sustainable Tourism During Government Partnerships with the Private Sector Public-private partnerships can be especially



beneficial in assisting the hospitality sector with renewable energy initiatives or implementing environmentally-friendly waste systems. In addition to educating local suppliers and producers about the importance of sustainability, hotel staff can contribute further through training programs that help implement these practices in their everyday routines. Moreover, informing tourists about the benefits of staying in sustainable hotels would help create market demand for green hotels. If the Uzbekistan authorities follow these policy action, the Uzbek tourism sector can become a world leader in sustainability, becoming an important part of building economic resilience and environmental preservation in the country. The adoption of these strategies will keep the hotel sector globally competitive but also promote sustainable development at the local level.

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