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EXAMINING THE IMPACT OF CORPORATE CITIZENSHIP ON THE ADOPTION OF SUSTAINABLE PRACTICES AMONG HOTELS IN HO MUNICIPALITY, GHANA

Awudu Gariba¹, Roslizawati Che Aziz^{2*}, Adeneye Yusuf Babatunde³, Wan Farha Wan
Zulkiffli⁴, Mawufemor Aba Kugbonu⁵


¹Faculty of Hospitality, Tourism and Wellness, Universiti Malaysia Kelantan, Malaysia

 awudu.gariba@yahoo.com


 <https://orcid.org/0009-0009-2989-0565>


²Faculty of Hospitality, Tourism and Wellness, Universiti Malaysia Kelantan, Malaysia

 roslizawati@umk.edu.my

 <https://orcid.org/0000-0002-0401-8553>

³Faculty of Hospitality, Tourism and Wellness, Universiti Malaysia Kelantan, Malaysia

 adeneye.yb@umk.edu.my

 <https://orcid.org/0000-0002-2331-5529>

⁴Faculty of Entrepreneurship and Business, Universiti Malaysia Kelantan, Malaysia

 mfirdaus.z@umk.edu.my

 <https://orcid.org/0000-0002-0510-666X>

⁵Department of Hospitality and Tourism Management, Ho Technical University, Ghana

 mkugbonu@htu.edu.gh

 <https://orcid.org/0000-0002-5541-2470>

*Corresponding Author

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Abstract:

The rapid expansion of hospitality and tourism facilities in developing economies exerts considerable pressure on local environments and communities, generating complex sustainability challenges. This study examines the relationship between corporate citizenship and the adoption of sustainable practices among hotels in Ho Municipality, Ghana. A descriptive survey design was adopted, and data were

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collected from 142 employees across one- to four-star hotels using structured questionnaires. Correlation and regression analyses were used to determine the influence of corporate citizenship dimensions on sustainability adoption. Findings reveal that while most hotels have implemented basic measures such as LED lighting, waste segregation, and local sourcing, the uptake of innovative technologies remains limited due to financial and technical constraints. Regression results indicate a strong positive relationship between corporate citizenship and sustainability ($r = 0.74$, $p < 0.001$), with community engagement emerging as the strongest predictor. The findings extend corporate citizenship theory by demonstrating its relevance in explaining sustainability adoption among small and medium-sized hospitality enterprises in emerging economies. The study concludes that strengthening corporate citizenship can substantially improve sustainability outcomes within Ghana's hospitality sector.

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Keywords:

Corporate Citizenship, Ghana, Hospitality Industry, Sustainability, Sustainable Tourism.



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Introduction

The hospitality industry plays a pivotal role in the economic development of many developing economies, including Ghana. However, the rapid growth of this sector exerts considerable pressure on natural resources and local communities, generating multifaceted sustainability challenges (Mensah, 2022). The carbon footprint of the hospitality industry encompasses several critical aspects, including energy consumption, water use, waste generation and pollution, and destruction of natural ecosystems from daily operations (Chan & Hsu, 2016; Font et al., 2016; Radwan et al., 2012). These practices operationalise the broader concept of sustainability, which emphasises meeting present needs without compromising future generations' ability to meet their own needs (World Commission on Environment and Development, 1987). The growing global emphasis on sustainability and climate action has placed increasing pressure on the hospitality industry to adopt responsible practices that align with the United Nations Sustainable Development Goals (SDGs), particularly Goals 12 and 13, which focus on responsible consumption and climate action.

Sustainability has been explored in relation to diverse concepts in the general literature. A preferred concept in the hospitality industry is the connection between corporate social responsibility and sustainable practices (Abdou et al., 2022). Bibliometric analyses show that CSR-related research in hospitality has expanded rapidly over the past five years, with growing emphasis on sustainability, employee engagement, and post-pandemic resilience (Trinh et al., 2025; Blanco-Moreno, Aydemir-Dev, Santos, & Bayram-Arli, 2025). For example, Meng

(2024) found that CSR initiatives significantly influence employees' energy-specific sustainable behaviour, demonstrating that responsible business practices foster environmental consciousness among staff. Similarly, Dung (2024) reported that CSR has a measurable positive impact on hotel performance in Vietnam, linking responsible management to improved operational efficiency and stakeholder satisfaction.

Within the evolving context, corporate citizenship offers a broader perspective, extending the dimensions of CSR to encompass community welfare and ethical governance, among others (Matten & Crane, 2005). This situates corporate citizenship as a central paradigm for integrating ethical, environmental, and social responsibility into business operations (Trinh, Nguyen, Nguyen, & Nguyen, 2025). Corporate citizenship denotes an organisation's active commitment to fulfilling its social, environmental, and ethical obligations beyond its economic objectives (Matten & Crane, 2005). It encompasses a range of practices, including environmental stewardship, community engagement, fair labour conditions, and transparent stakeholder relations. The strategic implementation of corporate citizenship enhances brand reputation, improves employee motivation, and drives sustainable competitive advantage (Barney, 1991; Freeman, 1984).

In the hospitality sector, these principles translate into operational measures such as the use of energy-efficient technologies, water conservation, waste minimisation, and community-based initiatives (Meng, 2024). While the concept of corporate citizenship has been neglected in hospitality research, it is positioned as a comprehensive approach and a moral dimension of sustainable development (Crane et al., 2019; Beckmana & Pies, 2008; Ali, 2007). Additionally, the existing limited research establishing the link between corporate citizenship and sustainability has largely been Western-centred (Wijesundara, Khatibi, Azam, & Tham, 2024; Wang, 2014). However, empirical evidence on how corporate citizenship influences the adoption of sustainability practices within hotels in emerging hospitality markets remains limited, particularly in sub-Saharan Africa, where institutional and operational contexts differ significantly from those of developed economies. In Ghana, the hospitality industry is expanding rapidly as tourism development continues to contribute to national economic growth. Despite this growth, many hotels operate under financial, technical, and institutional constraints that hinder the effective implementation of sustainability practices (Owusu & Amponsah, 2020).

In Ghana, hotels often face financial, technical, and institutional constraints in their efforts to adopt comprehensive sustainability practices (Owusu & Amponsah, 2020). While hotels are expected to implement sustainable practices in line with global and regional frameworks established by the Ghana Tourism Authority (GTA), inconsistencies are evident due to organisational and geographical limitations (Arnold, 2024; Mensah, 2022). Furthermore, empirical studies examining sustainability practices among hotels in Ho Municipality, an emerging tourism destination within the Volta Region of Ghana, remain scarce. Understanding how corporate citizenship influences sustainability adoption in such developing tourism destinations is, therefore, critical for informing policy and managerial decision-making.

This study, therefore, aims to examine the impact of corporate citizenship on the adoption of sustainable practices among hotels in Ho Municipality, Ghana. Specifically, it seeks to:

1. Analyse the level of corporate citizenship practices among hotels in Ho Municipality.
2. Evaluate the extent to which hotels have adopted sustainable operational practices.

3. Examine the relationship between corporate citizenship and the adoption of sustainability practices.

By addressing these objectives, this study contributes to the growing body of knowledge on sustainability in the hospitality industry. It extends current understanding of how internal citizenship behaviours, such as ethical conduct, social responsibility, and stakeholder engagement, translate into measurable sustainability outcomes. In practice, it offers insights for hotel managers, policymakers, and development agencies on how strengthening corporate citizenship frameworks can enhance environmental performance, community relations, and long-term competitiveness in Ghana's tourism sector.

Literature Review

Corporate Citizenship in the Hospitality Sector

Corporate citizenship has evolved into a multidimensional construct that captures organisations' ethical, social, and environmental responsibilities beyond profit generation. According to Matten and Crane (2005), corporate citizenship extends traditional corporate social responsibility (CSR) by recognising firms as social actors with obligations toward community welfare, environmental protection, and ethical governance. In the hospitality industry, corporate citizenship is reflected in initiatives such as local community development projects, sustainable sourcing, and reducing environmental footprints (Meng, 2024).

The hospitality sector has been identified as a significant contributor to environmental degradation, resource consumption, and waste generation, largely due to its intensive use of energy and materials (Mensah, 2022). This has prompted an increasing focus on integrating sustainability principles into hotel management practices. Recent empirical studies have confirmed that hotels adopting strong corporate citizenship values are more likely to engage in environmental conservation, waste reduction, and stakeholder dialogue (Trinh, Nguyen, Nguyen, & Nguyen, 2025; Wijesundara, Khatibi, Azam, & Tham, 2024). As a result, corporate citizenship is now widely regarded as a crucial factor in the long-term sustainability of hospitality businesses (Dung, 2024; Blanco-Moreno, Aydemir-Dev, Santos, & Bayram-Arli, 2025).

Furthermore, Li and Wang (2023) emphasised that CSR initiatives foster pro-environmental behaviour and strengthen employees' organisational commitment, suggesting that internal motivation mechanisms are crucial for translating corporate citizenship values into practical sustainability actions. Dimensions of corporate citizenship include community engagement, ethical governance and environmental responsibility (Lin, 2010; Maignan & Ferrell, 2001).

Community engagement focuses on how corporations interact with and contribute to the local community's welfare. This approach to corporate citizenship views these initiatives as intended to boost stakeholder trust and legitimacy (Morsing & Spence, 2021; Maignan & Ferrell, 2001). Firms that engage with the community tend to gain positive public perception, especially when it is visible and consistent (Brammer & Millington, 2005). As such, the choice of philanthropic activities should be made in consultation with the local community.

Ethical governance entails corporate structures, polices and leadership practices that ensure accountability and integrity in decision-making. Ethical responsibilities are a pillar of corporate responsibility, serving as a key driver of behaviour (Schwartz & Carroll, 2003). Corporations with strong governance structures are likely to adopt broader corporate citizenship initiatives (Aryssi, Dah & Jizi, 2020; Jamali, Safieddine and Rabbath, 2008).

Environmental responsibility aims to minimize ecological harm and promote the sustainable use of resources. The adoption of this is driven by economic and institutional pressures in line with existing regulations and stakeholder expectations. The enormous benefits include enhanced financial performance and stakeholder support (Brammer, Jackson & Matten, 2012).

Corporate Citizenship and Sustainability Practices

Sustainability in hospitality entails the efficient use of resources, reduced pollution, support for local economies, and the preservation of cultural heritage. Existing research increasingly linked CSR, a sub of corporate citizenship, with the adoption of sustainability initiatives such as energy-efficient technologies, waste management systems, and water conservation programmes (Meng, 2024). In a recent study, Meng (2024) demonstrated that CSR-driven hotels exhibit higher employee motivation toward sustainable behaviour, supporting the argument that internal corporate culture and ethical commitment significantly influence environmental performance.

These findings are consistent with recent research by Lee and Kim (2022), who found that CSR integration within hotel management systems has a direct positive effect on both environmental and financial performance. Similarly, Chan and Hsu (2021) identified that the adoption of sustainability practices in hotels is influenced by managerial commitment, regulatory frameworks, and perceived financial benefits, underscoring the strategic relevance of corporate citizenship to hotel operations.

Similar evidence from Vietnam's hotel sector suggests that corporate citizenship and CSR initiatives not only improve environmental outcomes but also enhance financial performance and brand reputation (Dung, 2024). Hotels that communicate clear ethical values and sustainability missions tend to attract environmentally conscious customers and achieve better market positioning. This aligns with the argument that sustainability and profitability are not mutually exclusive but rather complementary in the long run (Blanco-Moreno et al., 2025).

In sub-Saharan Africa, Mensah (2022) found that although Ghanaian hotels have made progress in adopting green practices, such as LED lighting and waste separation, more advanced measures, such as renewable energy adoption, remain limited. Owusu and Amponsah (2020) similarly noted that while many hotel managers acknowledge the importance of environmental responsibility, implementation often faces financial and infrastructural barriers. These studies suggest that corporate citizenship in the Ghanaian hospitality sector is at an emerging stage, characterised by partial compliance and a lack of institutional enforcement mechanisms.

Theoretical Foundations

Stakeholder Theory

The Stakeholder Theory (Freeman, 1984) provides a foundational framework for understanding corporate social responsibility and corporate citizenship. It posits that firms have responsibilities toward multiple stakeholders, employees, customers, communities, suppliers, and the natural environment, beyond shareholders alone. In the hospitality industry, where service quality and community relations are closely intertwined, stakeholder engagement becomes a strategic imperative. As Dung (2024) and Trinh et al. (2025) observed, hotels that actively engage their stakeholders through community development, fair employment, and environmental partnerships tend to demonstrate stronger sustainability outcomes. The theory, therefore, supports the argument that corporate citizenship is not merely philanthropic but also instrumental to organisational legitimacy and performance.

Resource-Based View (RBV)

The Resource-Based View (Barney, 1991) complements stakeholder theory by suggesting that internal resources, such as ethical leadership, employee commitment, and a sustainability-oriented culture, can form the basis for a sustainable competitive advantage. Corporate citizenship fosters intangible assets such as trust, reputation, and employee loyalty, which are difficult for competitors to replicate. Empirical research by Wijesundara et al. (2024) and Blanco-Moreno et al. (2025) suggests that hotels with strong CSR cultures exhibit superior operational efficiency and brand equity, thereby reinforcing the relevance of the RBV to sustainability performance in hospitality.

Empirical Evidence and Emerging Trends (2020–2025)

The last five years have witnessed a surge in empirical research exploring CSR and sustainability in hospitality, particularly in Asia and Africa. A bibliometric review by Trinh et al. (2025) mapped global CSR research trends from 2013 to 2023 and identified four dominant themes: (1) environmental management and green innovation, (2) employee engagement, (3) consumer perceptions of CSR, and (4) post-COVID-19 sustainability transitions. These findings underscore the growing complexity of CSR discourse in the hospitality sector, where firms are now expected to integrate sustainability into both their internal operations and external relationships.

A cross-country analysis by Blanco-Moreno et al. (2025) further revealed that sustainability in hospitality has shifted from compliance-based activities to strategic integration. The study showed that hotels that incorporate sustainability into their business models, through the use of energy-saving technologies, ethical labour practices, and transparent reporting, tend to achieve long-term resilience. Similarly, Meng (2024) demonstrated that CSR and intrinsic motivation influence pro-environmental behaviour among employees, highlighting the human factor as central to sustainability transformation.

In the African context, Dube, Nhamo, and Chikodzi (2023) observed that post-pandemic recovery in the hospitality industry has accelerated the integration of sustainability, with hotels adopting green innovations and community resilience programmes to enhance long-term

viability. Their study underscores the increasing alignment between corporate citizenship and sustainability transitions in emerging tourism economies.

Regionally, studies such as Wijesundara et al. (2024) have shown that in emerging economies like Sri Lanka, sustainability adoption is heavily skewed toward environmental measures, with limited attention to socio-economic or cultural dimensions. This pattern aligns with the Ghanaian context, where financial constraints, weak policy enforcement, and limited awareness among hotel managers hinder the adoption of comprehensive sustainability (Mensah, 2022; Owusu & Amponsah, 2020). The empirical gap lies in understanding how internal organisational citizenship behaviours, such as ethical leadership, social responsibility, and community involvement, can drive sustainable hotel operations despite these constraints.

Research Gap and Relevance to the Present Study

Although CSR and sustainability in hospitality have been widely examined globally, the intersection between corporate citizenship and sustainable practices in developing economies remains underexplored. Most previous research has focused on consumer preferences, environmental policies, or economic impacts rather than internal corporate values and behaviour. Moreover, few empirical studies have been conducted in Ghana's Volta Region, despite its growing tourism potential.

This study fills this gap by empirically examining how corporate citizenship influences the adoption of sustainability among hotels in Ho Municipality, Ghana. By integrating stakeholder theory and the resource-based view, it contributes to both theoretical understanding and practical applications of sustainability within the African hospitality context

Methodology

Research Design

This study employed a cross-sectional research design to investigate the relationship between corporate citizenship and the adoption of sustainable practices among hotels in Ho Municipality, Ghana. This design allows for the snapshot study of either a sub or the entire population (Olsen & George, 2004). Thus, given the limited time and financial constraints, the cross-sectional design allows a single study of the sample. Additionally, the cross-sectional design involves collecting quantifiable data on a research problem at a specific point in time (Bryman, 2006). This current study explores the relationship between corporate citizenship dimensions and sustainability practices, with a priority on quantitative data. A quantitative approach was deemed appropriate because it enables statistical analysis of relationships between variables and facilitates the generation of objective, generalisable findings. Additionally, the descriptive approach was embedded to capture existing conditions and determine associations between corporate citizenship dimensions and the adoption of sustainability practices (Creswell, 2014).

Population and Sampling

The study population consisted of employees and managers from classified hotels operating within the Ho Municipality. According to the Ghana Tourism Authority (GTA, 2023), the municipality hosts a range of one- to four-star hotels that contribute significantly to local

tourism. Given the diversity in hotel classification, a two-stage sampling technique was adopted.

In the first stage, quota sampling was used to ensure proportional representation across hotel categories. Fifteen (15) hotels were purposively selected based on their classification and willingness to participate. In the second stage, convenience sampling was used to select individual respondents within each hotel, with voluntary participation. This approach ensured inclusivity across different operational levels while respecting practical fieldwork constraints (Saunders, Lewis, & Thornhill, 2019).

Although the presence of a number of employees would have made it appropriate to choose a probability sampling method, hotels are known to deny researchers access to employees and their profiles. Researchers, therefore, have no control over who participates in the study, whereas the shift system enables them to access only the section of employees on duty at the time of data collection. Hence, convenience sampling is adopted by previous studies to select hotel employees (Mensah, 2019; Blankson-Stiles-Ocran, Ammissah & Mensah, 2019; Gamor et al., 2017).

The study employed Slovin's formula to determine an appropriate sample size with a 5% margin of error, yielding 142 valid responses. Respondents included front-office staff, housekeeping supervisors, administrative officers, and managerial staff who were familiar with their organisations' corporate responsibility and sustainability initiatives. Table 1 presents the distribution of participants across hotel categories.

Table 1: Distribution of Respondents by Hotel Category

Hotel Category	Number of Hotels	Employees Surveyed	Percentage (%)
1-Star	4	31	21.8
2-Star	5	42	29.6
3-Star	4	45	31.7
4-Star	2	24	16.9
Total	15	142	100

Source: Fieldwork, 2025

Data Collection Instrument

Data were collected using a structured questionnaire designed to capture perceptions and experiences relating to corporate citizenship and sustainability adoption. The instrument consisted of five sections: (1) demographic characteristics, (2) corporate citizenship dimensions (ethical practices, community engagement, stakeholder relations, social responsibility), (3) sustainability practices, (4) barriers to sustainability implementation, and (5) open-ended remarks.

Items were measured on a five-point Likert scale from 1 ("strongly disagree") to 5 ("strongly agree"), enabling quantification of attitudes and levels of practice. The questionnaire was pretested among 20 hotel employees in a neighbouring municipality to ensure clarity,

reliability, and internal consistency. Cronbach's alpha coefficients ranged from 0.78 to 0.86, confirming acceptable reliability levels for the measured constructs.

Ethical Considerations

Ethical standards were maintained throughout the research process. Participation was voluntary, and respondents provided informed consent before completing the questionnaire. Anonymity and confidentiality were assured, with no personal identifiers collected.

Data Analysis Techniques

The collected data were coded and analysed using the Statistical Package for the Social Sciences (SPSS) version 26. Both descriptive and inferential statistical techniques were employed. Descriptive statistics (means, standard deviations, and percentages) were used to summarise demographic and practice-related information.

Inferential analysis included Pearson correlation and a standard multiple regression analysis to examine relationships between corporate citizenship dimensions and sustainability adoption. Correlation analysis assessed the strength and direction of the relationships, while regression analysis identified the relative contribution of each independent variable (corporate citizenship dimension) to the dependent variable (sustainability adoption).

The regression model is represented as:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Where:

- Y = Sustainability adoption
- X_1 = Community engagement
- X_2 = Ethical business practices
- X_3 = Stakeholder relations
- X_4 = Social responsibility
- β_0 = Constant
- $\beta_1 - \beta_4$ = Regression coefficients
- ϵ = Error term

The model aimed to determine the predictive influence of corporate citizenship dimensions on hotels' sustainability adoption. Statistical significance was assessed at the 0.05 level ($p < 0.05$).

Results And Discussion

Descriptive Statistics

Table 2 presents the mean scores for the main dimensions of corporate citizenship and sustainability adoption. Overall, the results suggest that hotels in Ho Municipality demonstrate moderate levels of corporate citizenship practices, with relatively stronger performance in ethical business conduct and stakeholder relations compared to community engagement and social responsibility initiatives.

Table 2: Descriptive Statistics for Corporate Citizenship and Sustainability Adoption (n = 142)

Variable	Mean (M)	Standard Deviation (SD)	Level of Practice
Community Engagement	3.41	0.72	Moderate
Ethical Business Practices	3.68	0.61	High
Stakeholder Relations	3.55	0.67	High
Social Responsibility	3.38	0.74	Moderate
Sustainability Adoption	3.49	0.70	Moderate

Source: Fieldwork, 2025

The results indicate that hotels place greater emphasis on internal ethical operations and stakeholder communication than on external community-based projects or broader social initiatives. This pattern supports earlier findings by Mensah (2022) and Wijesundara et al. (2024), which noted that while environmental and operational sustainability efforts are becoming common in developing countries, social and community-oriented sustainability dimensions are less prioritised.

Correlation Analysis

After confirming the scale's reliability and validity, a Pearson correlation analysis was conducted to examine the relationship between corporate citizenship and sustainability adoption. The results, summarised in Table 3, show a strong and statistically significant positive correlation between corporate citizenship and sustainability adoption ($r = 0.74$, $p < 0.001$). Here, r represents the Pearson correlation coefficient, indicating the strength and direction of the linear relationship between the two variables. This implies that hotels with stronger corporate citizenship values tend to adopt more sustainable operational practices.

Table 3: Correlation Between Corporate Citizenship and Sustainability Adoption

Variable	Pearson Correlation (r)	Sig. (p)
Corporate Citizenship	0.74**	0.000

Source: Fieldwork, 2025

$p < 0.01$ (2-tailed)

This finding aligns with the work of Meng (2024), who observed that hotels with robust CSR and ethical cultures show stronger employee-driven sustainability behaviours. Similarly, Dung (2024) found that CSR activities enhance both environmental and financial performance, confirming the dual benefit of corporate responsibility for competitive advantage.

Likewise, Lee and Kim (2022) provided empirical evidence that CSR implementation significantly improves hotels' sustainable performance through enhanced operational efficiency and stakeholder engagement. These findings confirm that responsible business conduct not only improves environmental outcomes but also fosters long-term business sustainability.

Regression Analysis

To determine the predictive influence of specific corporate citizenship dimensions on sustainability adoption, a multiple regression analysis was performed following the correlation analysis. In the regression model, β (beta) coefficients represent the relative contribution of each predictor variable, while R^2 indicates the proportion of variance in sustainability adoption explained by the model. The results are presented in Table 4.

Table 4. Regression Results for Predictors of Sustainability Adoption

Predictor	Beta (β)	t-value	Sig. (p)	Interpretation
Community Engagement	0.342	6.78	< 0.001	Strongest predictor
Ethical Business Practices	0.298	5.92	< 0.001	Significant positive effect
Stakeholder Relations	0.245	4.86	< 0.001	Moderate positive effect
Social Responsibility	0.187	3.71	< 0.001	Weakest but significant

Source: Fieldwork, 2025

$$R = 0.781; R^2 = 0.610; Adjusted R^2 = 0.598; F(4,137) = 51.34, p < 0.001$$

The regression model explains 61% of the variance in sustainability adoption ($R^2 = 0.610$), indicating that the dimensions of corporate citizenship collectively account for a substantial proportion of the variation in hotels' sustainability practices. Among the predictors, community engagement emerged as the strongest determinant, followed by ethical practices, stakeholder relations, and social responsibility.

These findings corroborate those of Meng (2024) and Trinh et al. (2025), who observed that CSR and internal ethical cultures drive employee engagement and sustainable operations in hotels. The prominence of community engagement reinforces the Stakeholder Theory (Freeman, 1984), which posits that building collaborative relationships with local communities and other stakeholders enhances organisational legitimacy and social performance. Similarly, the influence of ethical business practices supports the Resource-Based View (RBV) (Barney, 1991), emphasising that internal ethical culture and sustainability competence can create inimitable competitive advantages for hotels.

Comparative Discussion with Existing Literature

The findings of this study align with recent empirical evidence from both global and regional perspectives. Blanco-Moreno et al. (2025) reported that hotels that strategically embed sustainability within their business models experience improved brand reputation and long-term resilience. In line with this, the present study confirms that sustainability in the Ghanaian hospitality sector is increasingly seen as a strategic asset rather than a mere compliance requirement.

Similarly, Wijesundara et al. (2024) observed that hotels in Sri Lanka prioritise environmental aspects of sustainability over social initiatives due to resource constraints, a trend which mirrored in Ho Municipality. This suggests that the adoption of sustainability practices among hotels in emerging economies follows a gradual progression from environmental compliance to holistic integration, constrained by financial and infrastructural limitations (Owusu & Amponsah, 2020).

George and Boakye (2020) similarly found that CSR awareness among Ghanaian tourism operators significantly influences environmental responsibility and community partnerships, reinforcing that sustainability transformation is achievable when awareness and accountability mechanisms are strengthened.

Furthermore, Trinh et al. (2025) found that the post-pandemic hospitality industry has shifted focus towards internal CSR practices, particularly employee welfare and ethical leadership, as key levers for sustainability transformation. The results of this study affirm that internal dimensions of corporate citizenship, particularly ethics and stakeholder relations, are crucial for fostering sustainability-oriented cultures in developing contexts.

Overall, the findings contribute to the growing body of literature suggesting that sustainability and profitability are complementary when anchored in strong corporate citizenship values (Dung, 2024). For Ghana's hospitality sector, this implies that adopting sustainability-driven corporate citizenship can enhance both environmental outcomes and business competitiveness, aligning with national development priorities under Ghana's Tourism Development Plan (2022–2030).

Conclusion and Recommendations

Conclusion

This study examined the impact of corporate citizenship on the adoption of sustainable practices among hotels in Ho Municipality, Ghana. Drawing on Stakeholder Theory (Freeman, 1984) and the Resource-Based View (RBV) (Barney, 1991), the study suggests that stronger corporate citizenship practices are associated with greater adoption of sustainability. Quantitative analysis of responses from 142 hotel employees and managers revealed that community engagement, ethical practices, stakeholder relations, and social responsibility are significant predictors of sustainability adoption, explaining 61% of the variance in hotel sustainability outcomes.

Among the four dimensions, community engagement emerged as the strongest determinant of sustainability adoption. This finding highlights the critical role of hotels' interaction with local communities and stakeholders in fostering environmental responsibility and social development. Ethical business practices and stakeholder relations were also found to exert significant influence, reinforcing the idea that internal ethical culture and transparent communication channels are key enablers of sustainable transformation in service industries.

These results align with recent empirical evidence by Meng (2024), who found that CSR enhances employee-driven sustainable behaviour, and Dung (2024), who reported that CSR initiatives improve hotel performance in emerging economies. Likewise, Trinh et al. (2025)

and Blanco-Moreno et al. (2025) emphasised that the global hospitality sector is witnessing a paradigm shift from compliance-oriented CSR to strategic sustainability integration, a transition that this study confirms is also taking root in Ghana.

The study further concludes that sustainability adoption in Ghana's hospitality sector remains moderate, with a focus largely on environmental measures such as waste reduction, energy efficiency, and local sourcing. However, social and community-based initiatives are relatively underdeveloped due to financial, technical, and institutional barriers (Mensah, 2022; Owusu & Amponsah, 2020). Despite these constraints, the growing awareness of corporate citizenship and its positive association with hotel performance offers optimism for continued sustainability improvements across the industry.

Overall, the findings affirm that sustainability and profitability are complementary goals when grounded in corporate citizenship principles. By embedding ethical behaviour, social responsibility, and stakeholder engagement within business operations, hotels may strengthen their competitive position, enhance public image, and contribute to national development and the Sustainable Development Goals (SDGs).

Recommendations

Based on the findings, the following recommendations are proposed:

- 1. Institutionalise Corporate Citizenship Frameworks:**
Hotel management should formalise corporate citizenship policies that integrate environmental, social, and ethical standards into strategic planning and operations. Establishing sustainability committees or CSR units within hotels could enhance accountability and long-term commitment.
- 2. Strengthen Community Engagement:**
Hotels should deepen their partnerships with local communities by supporting cultural events, educational programmes, and environmental campaigns. This will enhance stakeholder trust and create mutual social value.
- 3. Enhance Employee Training and Awareness:**
Continuous education on sustainable operations and corporate ethics should be provided to all staff. Training can improve employees' understanding of sustainability goals and foster a culture of shared responsibility.
- 4. Government and Policy Support:**
The Ghana Tourism Authority (GTA) should strengthen its monitoring frameworks and provide incentives, such as tax rebates or certification programmes, for hotels that implement verifiable sustainability measures.
- 5. Further Research:** Future studies should explore longitudinal data or comparative analyses across multiple regions to examine how corporate citizenship practices evolve and influence long-term business sustainability.

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