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The impact of corporate sustainability on customer engagement: The mediation role of hotels organic marketing practices

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Abstract

The primary aim of this research was to investigate the effect of hotels' corporate sustainability on customer engagement. The study sought to conduct an empirical investigation into the potential mediating impact of organic marketing practices on the association between corporate sustainability and customer engagement within the context of hotels in Egypt. In order to ascertain the perspectives of the individuals who were selected to take part in the research about the elements of the study (CS, OM, and CE), a questionnaire was developed and sent out to 401 customers in green Sharm El Sheikh hotels. AMOS v. 26 and SPSS v. 25 were used to analyze the data in this study. The findings of the study confirmed the significant direct and indirect effects (via corporate sustainability) of hotel organic marketing practices on enhancing customer engagement. Additionally, it indicated a significant, partial mediating effect of hotels' corporate sustainability on the relationship between organic marketing practices and customer engagement. Furthermore, the study assured that hotels' corporate sustainability, alongside the adoption of organic marketing practices, significantly contributes to customer engagement enhancement. In order to improve customer engagement in Egyptian hotels, a number of recommendations were developed based on the data that were taken into consideration.

Keywords: Corporate sustainability, Customer engagement, Hotel industry, Organic marketing.

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Transparency: The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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1. Introduction

Modern marketing campaigns are now culminating in hotels adopting cognitive branding through digital marketing [1]. A proper digital marketing program directs communication in accordance with the matters that the consumers need [2]. The strongest connection with the target audience would be established through the most effective marketing strategy; organic marketing. Organic marketing evolved over time as opposed to paid advertisements “artificial marketing” [3]. It is also a form of marketing that attracts, converts, and leads the audience through the use of organic means. It comprises the resources allocated to ensure business’s social media marketing, re-designing the brand’s websites, and the search engine relates to the business effectively. The new and most cost-effective on engaging forms of advertising comes as user generated videos and images, blogs, social media, and even websites [4].

An example of the emerging strategies is to move from passive advertisement towards social networking advertisement in order to achieve higher engagement. This change has prompted a number of scholars to investigate further methods of marketing that would file to leaders as higher consumer engagement [5]. Consumer engagement is highly appreciated in organic marketing which is a broad term in digital marketing. Unlike organic marketing tactics, investment is needed to be made first in ‘artificial’ means – marketing techniques such as pay per click, and celebrity’s/influencers’ marketing, and ambassador marketing [6]. Moreover, earlier works about customer engagement are focused on marketing strategies which mainly dwell on the buying patterns of the customers. One of the challenges is formulating a digital marketing strategy whose primary goal is to engage the customer, and this proves a challenge to many marketers [7]. Despite previous research on this topic, there is limited insight exists about the unpaid (organic) strategies of digital marketing in the hotels field and how they attract web traffic through customer engagement [4].

As a result, the purpose of this study is to understand of the role of organic marketing practices in attracting customer engagement and provide guidelines for hotel marketing employees on how to utilize organic marketing strategies to attract authentic customer engagement. This study presents a contemporary framework in measuring the digital marketing strategies available to hotel establishments exploring organic marketing strategies. The limitations that were placed on the study can be divided into two categories: those that were imposed by human factors and those that were imposed by time constraints. The customers that follow green hotels platforms in Egypt are considered a strong example of the human restrictions. The questionnaire forms distributed to the targeted clients between the dates of December 7, 2024 and January 3, 2025, with a limited amount of time for completion.

2. A Literature Review

2.1. Corporate Sustainability

Various types of stakeholders including top-level and lower-level managers view Corporate Sustainability -henceforth CS- as achievable. In a survey that was conducted among hundreds of managers, 90 percent claimed that CS is important for their company’s survival [8]. Politicians are also perceiving CS implementation as a useful tool for tackling significant issues like poverty and climate change. Having the real ecological relevance of CS in mind, the past decade has experienced an outstanding growth in the number of articles published on CS particularly in leading management journals (e.g., [9-11]). Alongside the expansion of ‘practitioner’ articles that shed light on how managers can integrate CS strategies into their firms and the advantages they offer for the long-term profits (e.g., [12, 13]). It is clearly observable the growth of publications in regard to corporate sustainability since it emerged as a significant concept in the academic domain. There is an increasing body of literature focused on corporate sustainability in diverse academic fields such as environmental engineering, economics, and even hospitality management [14-16].

Even with the prominence of social as well as environmental concerns, several managers might remain uncertain about CS meaning. With regard to CS, a popular contention among some of the scholars is that this represents an alternative perspective on Corporate Social Responsibility or vice versa [17]. Normally, CS scholars tend to talk about paradigmatic problems from an eco-centric paradigm. Arguments regarding CSR appear to much more fit into the current business paradigm which is strategically centric with its anthropocentric focus. This differentiate ecological focus vs. anthropological focus, which could be equaled to the diacritical debates for and against the intrinsic and the instrumental values of nature philosophy [18]. In the case of CS, it falls within the intrinsic value paradigm while CSR falls under the use value paradigm [19].

At first, the concept of sustainability was associated with environmental protection by focusing on conservation. Currently, the phrase seems to be a marketing term in the whole industry [20, 21]. One of the most common definitions of sustainability which has gradually gained prominence is Triple Bottom Line (TBL) which encompasses economic viability, social equity and environmental responsibility [22]. It is possible for the economy to target only the economic arm of the three legs with some degree of success in the short term. In the long run, however, all three must be addressed concomitantly [23]. Moreover, in applying this concept to a corporation, there is the contention that it must address the interests of all the current stakeholders while maintaining the corporation’s ability to attend to the stakeholders of the future [16].

The literature defines CS is parallel to the broader concept of sustainable development on an entity level. In this regard, the image of a sustainable company is indeed multi-dimensional which deterministically influences the integration of the three aforementioned factors [21]. A literature survey carried out by Montiel and Delgado-Ceballos [24] placed some emphasis on the fact that there are uncertainties on whether CS should have multiple dimensions such as social and environmental; economic, social, and environmental or whether CS should be considered as a management approach that only addresses environmental concerns. Nonetheless, the majority of scholars seem to agree with those who propose a definition that encompasses economic, social, and environmental aspects, particularly as these three dimensions have been

incorporated into TBL or 3Ps (people, planet, and profit) [25]. In order to propose that [24] sought to reduce this ambiguity. If a particular term needs to be examined, then 'corporate sustainability' together with 'corporate social sustainability' would suffice under the three-dimensional concern with the social aspect as the prime focus [26].

2.2. Organic Marketing Practices

E-commerce Websites and other similar SNS are the perfect platforms to showcase businesses and brands in addition to fostering a deep and lasting relationship with the target consumers. On the other hand, online marketers evaluate the best marketing approach whether to spend on their strategy (paid marketing), or if they should spend close to nothing (organic marketing) [27]. Organic marketing incorporates activities that eliminates the need for disburse funds on advertising. Marketing a firm product achieves an organic reach when consumers become aware of the firm's offering through unsolicited online exposure [28]. In contrast to paid marketing, organic marketing strategies focus on building and enhancing relationships with consumers through engagement [29]. One of the most effective motivators for organic marketing practices is the low or absent cost involved and the prospect of building an enduring relationship with clients. It takes advantage of Search Engine Optimization 'SEO', Social media, and User generated Content 'UGC' to create and maintain rapport with existing and prospective clients [4]. As a result, this research examines organic marketing strategies like SEO optimization of hotel websites, posting about the hotels on their social media pages, and firms' UGC on Facebook. These are considered as the lasting factors that can trigger engagement action on social media.

SEO gives users the best outcomes from their searches on the internet [30]. Search engines play an essential role in extracting information from a site, which is the reason why such webpages need to be created and stored in search engines Panchal, et al. [28]. Luh, et al. [31] claim that the most effective marketing strategy to increase a website's traffic is to create a simple search function that makes it easy for searchers to find specific sites. Furthermore, SEO is constantly available, and marketing provides real-time insights into users' online activity, an overwhelming advantage over traditional marketing tactics [31]. Moreover, there are no costs incurred in paying for that traffic from organic ads, so SEO is more appealing to marketers [32]. According to Drivas, et al. [33] users submit search queries, look at the results, click on the listings of the organic results and go to the pages as examples of ways people use the search engine in a website. So, unlike paid search advertising, which relies on a per-click payment model, SEO is unpaid mechanisms, on e-commerce shopping sites that enable clients to perform product searches of high relevance. It seeks to stimulate product search results-induced engagement and passive receipt of changes from a hotel's website. SEO is the type of administrative management behavioral modification considered in this study to be that which has some encouraging power [4].

Social media avails marketers to express themselves through text, photographs and videos which can be addressed within a particular niche and then act as links to their products [34]. It has shifted how marketers engage with consumers; and has also transformed into an effective tool for marketing [35]. Companies create social media posts related to their products or services that encourage consumers to like, share, and comment on them Wagner, et al. [36]. Demmers, et al. [37] noticed that there is not enough focus placed on other text-related features, such as the formality and complexity of a firm's social media post, despite such factors being confirmed as having a significant effect on a firm's social media engagement. Initially, businesses put such updates in the hope of capturing their social media fan base, and since there is no capital spent on such updates, it is categorized as an organic marketing technique Dhaoui and Webster [38].

The phenomenon of UGC in the fields of tourism, hospitality, advertising, and social media has been investigated in a number of studies. UGC consists of social networking site content generated by the general public who are engaged in leisure activities only [39]. User-generated content arises from any information and material which has a relation to a brand, but has been created without the involvement of brand's employees or those affiliated with it [40]. It arose from the images, audio, video, blog, and social media postings done by customers [41]. Users are non-paid participants who generate and share information about different brands on social media, irrespective of their sentiment. This content can be classified as UGC when it is published under a pseudonym, is unpaid, and is made by a CCG. Social media posts and comments, blogs, podcasts, reviews, forums, and their sheer amount exemplify how wide UGC can cover [42].

2.3. Customers' Engagement in Hotel Industry

The main idea is that customers will demonstrate some engagement behaviors through their interaction with the organic marketing. Some researchers have proposed several frameworks which aim to capture different strategies for measuring customer engagement Bai and Yan [5]; Chou, et al. [32]; Vu [6]. Pansari and Kumar [43] developed client engagement frameworks which focused on customer engagement to explore how it can be obtained through emotions and satisfaction and how such contributions to engagement can be direct or indirect. Furthermore, Demangeot and Broderick [44] designed a framework on the customer engagement with a website that promotes relational and communicative knowledge. Much effort has also been directed by those researchers who are serving in the business center toward the study of the customer engagement concept. These researchers have demonstrated that customer engagement is essentially more comprehensive than transactions and attitudes which are considered as psychological and non-observable. It involves a range of behavioral s' customer manifestations which are observable and not confined to buying but rather purchasing stemmed by the firm [32, 45, 46].

When applying the concept within the context of social networking sites (SNS), Sanne and Wiese [47]. have pinpointed firstly the ways in which consumer engagement affects the participation of users in virtual brand communities. Secondly, the factors like system support, community value, freedom to express oneself, and reward or recognition are some of the determinants of customer engagement within online brand communities. Finally, personality factors such as extraversion, openness to experience, and altruism tend to improve customer engagement in online brand communities.

According to Bai and Yan [5] customer engagement is precisely defined as being context oriented. The engagement of customers in a business and a brand is understood as internal in nature, and mixes with relationship marketing theories in that they make the claim that in a modern environment complex perception leads to particular consumer behaviors.

In the context of hotel e-marketing, this study defines customer engagement as the degree of psychological or behavioral organization-related customer engagement that is experienced by customers on social media, which follows from the engagement experience of user image organic marketing [48]. Similar to the definition of Dhaoui and Webster [38] psychological engagement by individual customers in this case denotes the mental and emotional activities focused on the hotel with which customers have business relations. Each individual has a particular level of vigor, absorption, and dedication. Vigor is defined in this context as the energy and mental strength that a customer brings to the interaction with the hotel [49, 50].

2.4. Hypothesis Development

In psychology, the S-O-R model assesses customers' cognitive states through three actors: environmental stimuli (S), innate cognitive state (O), and behavioral response (R) [51, 52]. Thus, consumers' psychological involvement (O) manifested through attitudes of power, absorption, and dedication evoked by corporate organic marketing practices (S) leads to observable behavioral involvement activities (R) [53]. The model specifies how an organism mediates the relationship between stimuli and response. The organism indicates to the cognitive and emotional mediating mechanisms that transform external environmental stimuli into behavioral responses. The S-O-R model applies to many studies of consumer behavior [51, 54, 55] including this study.

Dhaoui and Webster [38] explicated on customer engagement being focused as a psychological construct which gets enacted through the interaction with a core object. This definition provides a basis to explain the relationship that exists between the corporate sustainability and customer engagement. Corporate engagement arises from a particular type of interaction with a corporate [19]. Earlier studies have proved that high engagement is induced from customer experience that relate a firm to the customer self-values and self-objectives (i.e. environmental values). Therefore, an instance of CS is expected to some level induce customer engagement behaviors if the created content is directed towards the customers' environmental objectives [49, 50].

H₁: Corporate sustainability statistically impacts on customers' engagement

In terms of digital marketing, customers would favor experience-based consumption from regular people rather than the company's paid endorsers and celebrities [25]. Hence, there is a great impact on organic marketing practice due to the tactical business sustainability [17]. Social media marketing represents the social media communities of the corporates, which comprises the corporation, their products and services as well as other consumers; hence, there is synergy between the corporate sustainable values and the organic marketing practices that fulfills the corporate goal [4].

H₂: Corporate sustainability statistically impacts on the hotels' organic marketing

An organic marketing strategy amplifies the chances of being found on the internet during product and service searches on search engines [30]. For bloggers and owners of e-commerce sites, promotion via search engine marketing is one of the best ways to increase website visits [28]. A query made on the website is handled in a way that returns relevant answers [33]. So, SEO exposes the customers to information, which is there on the internet and the best for the specific query 'they are searching for which is very engaging. Raju's view is that organic marketing enhances the viewable organic results on diverse platforms and guarantees engagement with the most relevant result of the searches through visits made [4]. According to Raju [56] prior research has shown that there is a connection of organic marketing and customer engagement.

H₃: Hotels' organic marketing statistically impacts on customers' engagement

Research in consumer-business relationships point out the value moderating function of the marketing system on client's attitudes and actual intentions. When the client interacts with a corporate by engaging in with the firm and by creating copy, it helps to foster the firm's interest (or disinterest) to the client of the other platform. This kind of activity is believed to elicit engagement behaviors such as commenting, sharing, recommending, and liking the firm [37, 41, 57].

H₄: Hotels' organic marketing mediates the relationship between corporate sustainability and customers' engagement.

To fully comprehend the mechanisms underlying this link in the context of the hotel sector, more research is required. Figure 1 illustrates the theoretical foundation of the investigation.

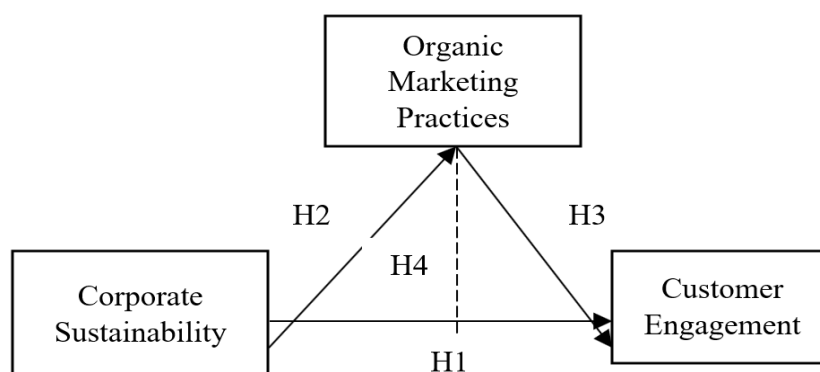


Figure 1.
The conceptual model for research.

3. Materials and Methods

3.1. Measures and Instrument Development

The proposed study intends to examine the relationship between the impact of corporate sustainability on customer engagement and the mediation of hotels' organic marketing practices among green hotels. This was achieved by developing an online survey and distributing it to customers via an electronic google form to collect relevant data. Online questionnaires have become increasingly popular due to various advantages, which include cost-effectiveness, time savings, access to a larger and more diverse population, increased reliability and accuracy, control over data storage and security, and the ability to incorporate multimedia content like images or videos to better explain the concepts being discussed [58].

In order to gather information for this study, participants mostly filled out a questionnaire by themselves. We found dependable and frequently used scales after examining the literature. We developed a four-section standard questionnaire using these scales. The questionnaire's first sections asked about the participants' age, gender, and level of education, among other basic demographic details.

Using a five-point Likert scale, where 1 represents "strongly disagree" and 5 represents "strongly agree," the second dimension relates to the participants' answers to "Corporate Sustainability" and includes (CS1)," The hotel cares for and protects the environment". (CS2)," The hotel is recognised for excellence in cleaner production and in pollution prevention management". (CS3)," The hotel carries out specific initiatives to reduce food waste". (CS4)," The hotel carries out specific initiatives to reduce water consumption". (CS5)," The hotel carries out specific initiatives to reduce energy consumption". (CS6), "The hotel has a channel to meet customer/consumer demands." (CS7), "The hotel includes references to sustainability in the statement documents of vision, mission, and values.". (CS8), "It conveys the image of a responsible and reliable hotel." (CS9), "The hotel complies with ethical and clear criteria.". Corporate sustainability practices measures were adapted from Baumgartner and Rauter [17]; Hahn, et al. [11]; Kiron, et al. [8]; Meuer, et al. [16] and Rodrigues and Franco [19].

The third dimension refers to the participants' responses to "Organic Marketing Practices," which has Six items include, when I am on the hotel platform: (OM1), "The keywords I type in the search engine produce search results that match what I'm looking for.". (OM2), "The hotel website I visit usually has exactly what I need." (OM3)," The hotel social posts are easy to understand". (OM4)," The hotel social posts convey close relationships with the brand because they are more casual and familiar". (OM5), "I find the hotel-related posts from other consumers as a credible information source." (OM6)," Some hotel-related posts on social media are a repost of consumer's consumption reviews." Six items to measure organic marketing were adopted from Asante, et al. [4]; Vu [6]; Demaio [3] and Bushara, et al. [50].

The fourth dimension, Customer Engagement" (CE1), included, "I am enthused and inspired when I am interacting with the hotel platform and social media contents related to the hotel.". (CE2)," I do not realize the passage of time as I am interacting with the hotel platform and social media contents related to the hotel". (CE3), "I share my opinions and relay information about my experience with the hotel on the social media platform.". (CE4), "I do 'like' and 'comment' on the hotel's social media posts.". (CE5)," I share the social media posts of the hotel on my social media platform". (CE6), "I am willing to remain a follower of the hotel's social media fan page." This measure was adapted and used by Asante, et al. [4]; Bai and Yan [5]; Chou, et al. [32]; Vu [6]; Drivas, et al. [33] and Gkikas, et al. [7].

The survey was initially composed in English and then translated into Arabic, the native language of the respondents. To make sure the two versions were identical, the questionnaire was back-translated by two experts who were fluent in Arabic and English. The revised translated version was exactly the same as the original. Five scholars from the fields of business administration and marketing evaluated the questionnaire's content and provided feedback to confirm its validity, guaranteeing that the research tool quantitatively measured the constructs intended for assessing the study variables. A pilot study was carried out on 55 hotel guests who were not part of the study's primary sample to ascertain whether the questionnaire was appropriate and logical, as well as whether the questions were concise, clear, and given consistently. Some changes were made to the questionnaire's wording based on input from test volunteers. Additionally, other things were changed and adjusted. The research dimension scale had a very high level of internal consistency, as indicated by its Cronbach's alpha of 0.968.

3.2. Sample of the Study and Data Collection

The study's population of interest consisted of hotel customers. Convenience sampling was applied. Initially, hotels were approached and encouraged to participate in the study by social media application numbers, WhatsApp, and emails. Twenty hotels consented to participate in this research. Second, guests who were identified by hotels were approached directly using their information to extend an invitation to participate in the study. A link to the survey form was sent to the participants in the investigation, who may utilize it to fill it out. A welcome message and a concise description of the study's objectives were also provided. They were also prompted to review and resubmit their responses after completing the survey and told that participation was entirely voluntary. 500 forms in all were gathered during the course of the roughly four-week data collection period (December 2024). Only 401 forms were examined out of all of them.

The right sample was chosen using [59] criteria, which recommends a 1:10 ratio of items to sample. Therefore, 210 individuals were deemed appropriate for the 21-item question set. Additionally, this number (N = 401) represented the guideline of having a minimum of 200 samples for structural equation modelling [60] and complied with the recommendation of Hair, et al. [61] to use 100 to 150 samples for maximum likelihood estimate.

Egypt contains 178 recognised green star hotels with 60,000 operational rooms spread over 17 destinations, according to the Green Star Hotels [62] report. Sharm El Sheikh stands out due to its 82 recognised green star hotels, which account for 47% of Egypt's total green hotel count.

Twenty green hotels from study populations in Egypt make up the study populations. According to the sample determination formulas, the sample number is 401.

3.3. Data Analysis

In order to assess the validity and reliability of concept items, Cronbach's alpha was combined with confirmatory factor analysis (CFA), and frequencies and percentages were calculated to provide a summary of the characteristics of the participants. AMOS v. 26 and SPSS v. 25 were used to analyze the data in this study. The Harman single-factor test was used to identify common method variance (CMV); the study's convergent validity was assessed using composite reliability (CR) and average variance extracted (AVE); its discriminant validity was assessed using the Heterotrait-Monotrait Ratio (HTMT) and indicators' cross-loading in conjunction with the Fornell-Larcker criterion; and the study's hypotheses were assessed before the results were evaluated for statistical significance using the partial least squares structural equation modelling with the bootstrapping technique.

4. Results

4.1. Characteristics of the Study Sample

The total sample size for data analysis consisted of 401 people, of whom 30.42% were women and 69.57% were men (N = 279). More than two-thirds (64.83%, N = 260) of the participants were between the ages of 25 and 35. In terms of educational background, post-graduate degrees (0.08%, N = 32) came in second, with university degrees (77.30%, N = 310) accounting for the bulk of participants.

The mean values for every research variable were as follows: Corporate Sustainability = 4.32 - 0.654; Organic Marketing Practices = 4.27 - 0.665; and Customer Engagement = 4.288 - 0.699.

4.2. Common Method Variance (CMV)

To reduce the possibility of CMV as a result of gathering data via the internet questionnaire, the researchers employed anonymity, confidentiality, and honesty to promote correct responses. Respondents were told that their answers would be kept confidential and used exclusively for research purposes. Anonymity was recommended to reduce any biases, but honesty was recommended to guarantee reliable results. Moreover, Harman's single-factor test was used to detect CMV. According to Podsakoff, et al. [63] CMV may be present if one component explains more than 50% of the variance. Harman's test was administered using unrotated principal component exploratory factor analysis with one-factor extraction, and since only one factor could account for 41.03% of the variance, there were no issues with CMV.

4.3. Results of Measurement Model Assessment

The first step in assessing the measurement model was looking at the indicator loadings [61]. It is recommended that the outer loading be greater than 0.70 in order for the construct to adequately explain more than 50% of the variability of the indicator. The majority of components had loadings more than 0.70 and statistically significant, as shown in Table 1. The second step was to evaluate the reliability of internal consistency. CR and Cronbach's alpha were both applied. In Table 1, the corresponding Cronbach's alphas and CR scores were 0.887, 0.921, and 0.938. Since these values are higher than the 0.70 threshold established by Hair, et al. [61] they ensure strong internal consistency dependability. The final evaluation stage of the measurement model focused on examining each concept measure's convergent validity. This was achieved by determining the AVE. An AVE level greater than or equal to 0.50 is recommended [61]. The acceptable degree of convergent validity is demonstrated by the AVEs of the research constructs, which were 0.572, 0.628, and 0.660.

Finally, the discriminant validity of a research study was assessed using three types of statistical data. To ensure the discriminant validity of the construct, it was first required to confirm that, according to Fornell and Larcker [64] the square root of its average variance extracted (AVE) was higher than its correlation with any other construct in the structural model. With each construct's AVE square root greater than its correlation with other components, Table 2 data showed strong discriminant validity.

Table 1.
Confirmatory factor analysis characteristics and reliability.

Variables		Codes in Fig.3	Factor Loading	Estimate [^]	Theta	Sum (estimate)	Sum (estimate)2	Sum Theta	CR ¹	AVE ²	MSV ³	SQRT (AVE)	SQRT (MSV)
Independent variable	Corporate Sustainability	CS1	0.809	0.654481	0.34551	7.119	50.680	3.345	0.938	0.628	0.767	0.792	0.876
		CS2	0.855	0.731025	0.26897								
		CS3	0.845	0.714025	0.28597								
		CS4	0.827	0.683929	0.31607								
		CS5	0.811	0.657721	0.34227								
		CS6	0.777	0.603729	0.39627								
		CS7	0.686	0.470596	0.52940								
		CS8	0.768	0.589824	0.41017								
		CS9	0.741	0.549081	0.45091								
Mediating variable	Organic Marketing Practices	OM1	0.65	0.4225	0.5775	4.505	20.29502	2.565	0.887	0.572	0.052	0.756	0.229
		OM2	0.655	0.429025	0.57097								
		OM3	0.672	0.451584	0.54841								
		OM4	0.821	0.674041	0.32595								
		OM5	0.863	0.744769	0.25523								
		DA6	0.844	0.712336	0.28766								
Dependent variable	Customer Engagement	CE1	0.785	0.616225	0.38377	4.875	23.76562	2.035	0.921	0.660	0.591	0.812	0.769
		CE2	0.791	0.625681	0.37431								
		CE3	0.803	0.644809	0.35519								
		CE4	0.811	0.657721	0.34227								
		CE5	0.858	0.736164	0.26383								
		CE6	0.827	0.683929	0.31607								

¹ CR = Composite Reliability

² AVE = Average Variance Extracted,

³ MSV = Maximum shared variance

Table 2.

Constructs' correlation and discriminant validity based on Fornell–Larcker criterion.

Construct	CS	OM	CE
1. Corporate Sustainability	0.792		
2. Organic Marketing Practices	.088	0.756	
3. Customer Engagement	0.23	0.77	0.812

Note: The square root of the research constructs used by AVE is shown by **bold** diagonal numbers.

Furthermore, in accordance with Henseler, et al. [65] the discriminant validity of the model was evaluated using the heterotrait-monotrait correlation ratio (HTMT). The researchers found that when the HTMT value increases above 0.85, discriminant validity becomes unstable. The HTMT values below were all less than 0.85, which is in line with Table 3's findings. Proving the discriminant validity of every pair of latent components.

Table 3.

Discriminant validity via HTMT.

Construct	CS	OM	CE
1. Corporate Sustainability			
2. Organic Marketing Practices	0.792		
3. Customer Engagement	0.306	1.134	

Note: HTMT should be less than 0.85 as per Henseler, et al. [65].

4.4. Assessment of the Structural Model

In practice, structural equation modelling (SEM) is often used in an exploratory fashion, even though it is a confirmatory approach by nature. Several tools have been developed to adapt this confirmatory technique to exploratory usage [66]. These include the use of Wald tests and z statistics, also referred to as crucial ratios, for the selective removal of parameters from a model and the use of modification indices and Lagrange multiplier tests for the selective inclusion of parameters [67, 68].

4.5. Testing the Study Hypotheses

While Figure 2 demonstrates the indirect effects on customer engagement, Table 4 details the direct effects of corporate sustainability on organic marketing practices and customer engagement. The results of this study support hypothesis 1, showing that customer engagement is much enhanced by corporate sustainability ($\beta = .306$, C.R. = 3.107, 551 t-value = 0.000, $p < 0.001$). Thus, we concur with H1. Similarly, corporate sustainability has a significant impact on organic marketing practices ($\beta = .792$, C.R. = 12.075, t-value = 0.000, $p < 0.001$). Thus, we concur with H2. Furthermore, the third hypothesis is that organic marketing practices affect customer engagement ($\beta = 1.134$, C.R. = 9.119, t-value = 0.000, $p < 0.001$). Thus, we concur with H3. The role of organic marketing practices as a mediator in the relationship between customer engagement and corporate sustainability was investigated. A bootstrapping technique was used to verify this indirect connection. Table 4 indicates that corporate sustainability has a statistically significant and favourable indirect impact on customer engagement through organic marketing practices ($\beta = 0.674$, C.R. = 1.453, t-value = 0.00, $p < 0.001$). Thus, we concur with H4. Using partial and complete mediation concepts from Kelloway [69] and Zhao, et al. [70] a path analysis was carried out to examine the arbitrating effect of organic marketing practices in the relationship between corporate sustainability and customer engagement. This demonstrated that whereas complete mediation can only be established when the indirect effects are significant and the direct effects are not, partial mediation can only be proven when both channels are substantial. The SEM findings indicate that organic marketing practices act as a partial mediator in the link between corporate sustainability and customer engagement.

Table 4.

Structural parameter estimates.

Hypothesized Path		Standardized path coefficients	C.R	t-Value	Results
Direct Path					
H ₁ :	Corporate Sustainability → Customer Engagement	0.306	3.551	***	Accepted
H ₂ :	Corporate Sustainability → Organic Marketing Practices	0.792	12.075	***	Accepted
H ₃ :	Organic Marketing → Customer Engagement	1.134	9.119	***	Accepted
Indirect path					
H ₄ :	Corporate Sustainability → Organic Marketing Practices → Customer Engagement	0.674	1.453	***	Accepted

Note: Model fit; $\chi^2/DF = 1.860$ $p < 0.001$; CFI = 0.9971; NFI = 0.939; IFI = 0.956; TLI = 0.971; RMR = 0.049; RMSEA = 0.057. *** $P < 0.001$.

In order to compare different models, the seven measures of fit—NFI, RFI, IFI, TLI, CFI, PNFI, and PCFI—require a "null" or "baseline" faulty model.

Tucker-Lewis coefficient (TLI) = 0.903; normative fit index (NFI) = 0.900; (RFI) = 0.921; incremental fit index (IFI) = 0.921; comparative fit index (CFI) = 0.921; (PNFI) = 0.737; (PCFI) = 0.754. (DF) = 172 degrees of freedom in the

default model; (CMIN) = 766.128 discrepancy in the default model. $\text{CMIN/DF} = 766.128 / 172 = 4.454$ is the discrepancy divided by the number of degrees of freedom for the default model. (GFI) = .857 for the default model. (RMR) = 0.031 for the default model. The root mean square error of approximation (RMSEA) for the default model is .093.

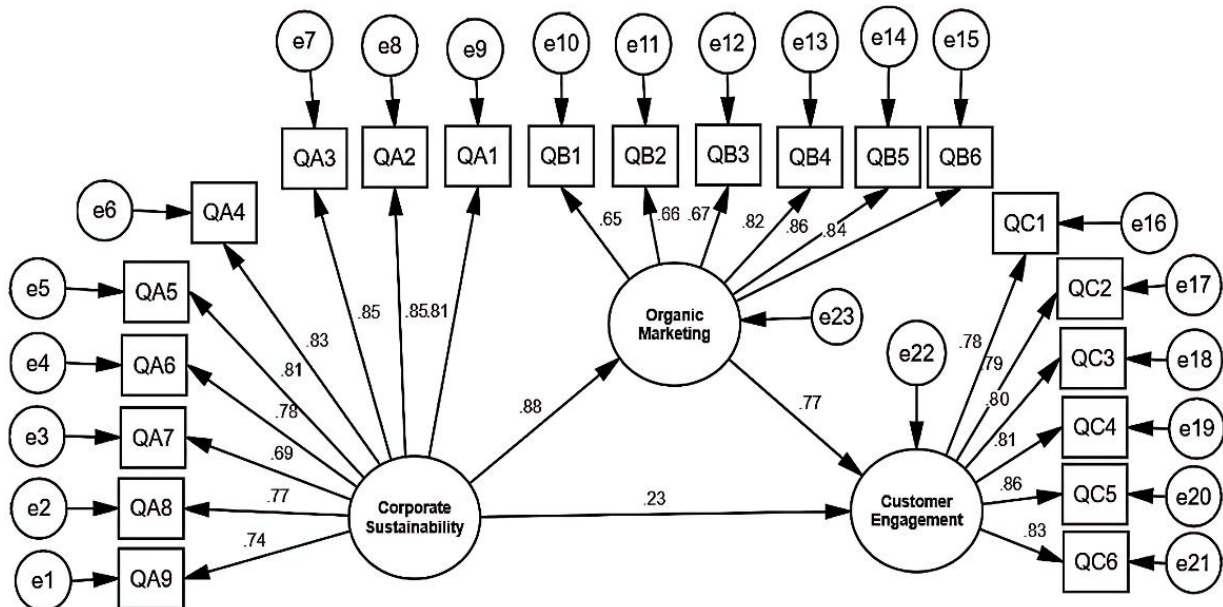


Figure 2.
Research conceptual model standardized estimates.

5. Discussion

In order to examine the impact of corporate sustainability on customer engagement, the current study assesses the mediating influence of organic marketing practices at green hotels, the research sample, and the study itself. Using the research methods, tools, and methodology, the research hypotheses were examined and verified. The established model is of outstanding quality and has been validated based on the results of structural equation modelling. The results of the hypothesis test also showed that the independent variable, corporate sustainability, has a substantial impact on the dependent variable, customer engagement at Egypt's green hotels in the study sample. The result of this hypotheses aligned with the result mentioned by Eslami, et al. [49] and Bushara, et al. [50] who mentioned that high engagement is induced from customer experience that relate a firm to the customer self-values and self-objectives (i.e. environmental values). Therefore, an instance of CS is expected to some level induce customer engagement behaviors if the created content is directed towards the customers' environmental objectives. Furthermore, corporate sustainability has an impact on organic marketing practices; in green hotels, the more corporate sustainability there is, the more organic marketing there is. This result associated with what mentioned by Baumgartner and Rauter [17] who showed that there is a great impact on organic marketing practice due to the tactical business sustainability. The results also showed that organic marketing practices have an impact on customer engagement. Raju [56] view is that organic marketing enhances the viewable organic results on diverse platforms and guarantees engagement with the most relevant result of the searches through visits made [4]. Testing for the presence of the mediating variable, which was expressed as organic marketing practices, revealed that, even though the results showed that corporate sustainability had an effect on customer engagement, it had an even greater effect when green hotels in Egypt offered organic marketing practices. Research in consumer-business relationships point out the value moderating function of the marketing system on client's attitudes and actual intentions. When the client interacts with a corporate by engaging in association with the firm and by creating copy, enables to foster the firm's interest (or disinterest) to the client of the other platform. This kind of activity is believed to elicit engagement behaviors such as commenting, sharing, recommending, and liking the firm [37, 41, 57].

6. Conclusion, Implications, and Limitations

6.1. Conclusions

The aim of this study was to assess the relationship between corporate sustainability and customer engagement in green hotels. The empirical approach and statistical technique of the study indicate that corporate sustainability has a significant impact on customer engagement in the sample green hotels. Furthermore, through a mediation of organic marketing practices, corporate sustainability indirectly impacted customer engagement, although organic marketing practices had the strongest mediating variable effect. Additionally, the results showed that there was only a limited impact on the relationship between consumer involvement and business sustainability. When organic marketing strategies from green hotels were used, the data also showed a relationship between customer engagement and corporate sustainability as an intermediary variable. As green hotels' organic marketing strategies gain traction, the results further bolster the central role that corporate sustainability plays in increasing the efficacy of customer engagement.

6.2. Theoretical Implications

The variables being examined in this study have a direct bearing on the following theoretical implications. Some of the theoretical implications include the following: First: the results of the study are based on the methodology used. This included analyzing the function that green hotels play as a mediator in providing organic marketing practices in order to ascertain the extent to which corporate sustainability influences customer engagement at green hotels. This result aligned with what mentioned by Rodrigues and Franco [19]; Dhaoui and Webster [38]; Eslami, et al. [49] and Bushara, et al. [50]. The results of the study showed that, in green hotels, customer engagement, a dependent variable, was significantly impacted by corporate sustainability, an independent variable. Secondly, the results revealed the importance of corporate sustainability in enhancing organic marketing practices in eco-friendly hotels. Third, the results also exhibited how important organic marketing strategies are to increasing customer satisfaction at eco-friendly hotels. This approves that patron of eco-friendly hotels are more interested in enhancing their interactions with the establishments using organic marketing practices. Organic marketing practices are unquestionably a mediating factor in the relationship between corporate sustainability and customer engagement. The result of this hypothesis is consistent with what was mentioned in previous references and studies (ex. [4, 33, 37, 41, 57]). The researchers assert that choosing the three factors together is a theoretical contribution in the context of hotels establishment, the study sample at green hotels, by developing a theoretical framework that integrates the research variables and the hypotheses that were validated in the study. Using the theoretical framework and variables relationships as evidence, future studies could apply these hypotheses across green and standard hotel samples.

6.3. Practical Implications

When analyzing the practical and applied consequences, it is important to consider the study sample's customers at green hotels. According to the study's findings, corporate sustainability can improve customer engagement and foster it through favorable treatment in both direct and indirect ways. Furthermore, it was demonstrated that the relationship between Corporate Sustainability and Customer Engagement at green hotels was significantly and somewhat moderated by Organic Marketing Practices. The study also discovered that offering organic marketing practices to guests at green hotels significantly improves consumer engagement.

6.4. Research Limitations and Future Directions

This study had several limitations. It was limited to the followers of 47% hotels in Egypt, using CS, OM, and CE). The results of this study may not be applicable to other countries, organizations, cultures, or work settings. Therefore, it is necessary to reassess and verify the findings of this study in different hotels industry contexts to gain a better understanding of the topic. Second, the study conducted only looked at the potential of OM to act as a mediator in the relationship between CS and CE. It is suggested that further research should be done to explore other possible mechanisms (mediators), such as green trust in hotels and environmental concern. The demographics of the participants surveyed in this study such as age, gender, and educational level, might moderate the relationship between Corporate Sustainability and Customer Engagement in ways not explored in this study. Future research might investigate the potential moderating impact of these factors in these relationships. Lastly, in our research we used CS as a single-dimensional construct. Further research should be conducted to include other dimensions in order to determine which one is the most predictive in this relationship. This could provide valuable insight into the role of each one in these relationships.

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