

The Impact of Public Relations Practices in Achieving Economic Sustainability in Hotels

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Abstract

In the light of the increasing international interest of public relations (PR) in the hospitality industry, this research is conducting with the aim of studying the role of public relations in supporting and developing sustainability in hotels. For this purpose, an empirical study has been conducting on a sample of study which include (public relations) in five-star hotel at Greater Cairo to identify the impact of public relations practices in achieving the economic sustainability in hotels. This study applied close-ended questionnaires on the participants of the study to gather credible information on the role of public relations in supporting and developing sustainability in hotels to understand how public relations influences hotel economic sustainability. Findings of the research indicated that the economic impact of public relations is evident in areas like supporting local economies and ensuring competitive pricing strategies. PR-driven initiatives such as sourcing products locally (mean: 4.13) and supporting small and medium-sized enterprises (SMEs) through supply chain activities were highly regarded. However, the study reveals weaknesses in reinvesting profits into community development (mean: 3.11) and collaborating with other businesses to enhance regional economic sustainability (mean: 3.37). These findings suggest a need for hotels to prioritize their long-term contributions to local economic growth.

Keywords: Public relations, Sustainability, Economic dimension of sustainability, Hotel Industry

1. Introduction

Public relations can significantly raise public awareness at a far cheaper cost than advertising, according to Kotler and Armstrong (2006). Press releases, lobbying, product promotion, investor interactions, and development are some of the techniques utilized in public relations. To influence the public and/or government representatives to support a specific stance or course of action, CEOs of corporate sustainability initiatives can employ lobbying (Price and Ferrell, 2003).

The organization's efforts to maintain and improve the social and physical environment are also supported by public relations. Corporate sustainability is based on the organizational structure that adopts public relations theories and practices, and modern public relations has developed to embrace it (Elshaer et al., 2022). Public relations initiatives must be used to effectively promote ecological, sociological, and corporate/business aspects both internally and externally in order to give stakeholders, employees, and the general public the most recent information (Penning, 2007). The aim of the study is to investigate the role of public relations in supporting and developing economic dimension of sustainability in hotels. To attain the aim of the study, the following objective was attempted: To find out the current practices of economic activities in hotels.

2. Literature Review

2.1 Public Relation

One of PR's pioneers, Zura (2016), asserts that the three primary components of public relations—informing, persuading, and integrating people—are almost as old as society itself. Historical Anyango (2012) stated that public relations professionals build and

preserve connections with the media, other opinion leaders, and the target audience of an organization.

Examples of typical duties include creating communications campaigns, writing news releases and other news content, coordinating with the media, setting up interviews for company representatives, writing speeches for company executives, serving as a spokesperson for an organization, preparing clients for press conferences, media interviews, and speeches, creating content for websites and social media, managing internal communications, managing company reputation (crisis management), and marketing initiatives like event planning and brand awareness.

Public relations practice, according to Watson and Noble (2007), belongs in the humanistic, social scientific framework rather than the more exactingly measured natural disciplines. Since public relations activities include a variety of communication methods, they are not isolated from other communications factors, unlike a natural science experiment conducted in a lab. As a result, theories and notions are probably derived from observable practice. On the other hand, predictive understanding has previously been recognized as a crucial conceptual value that practitioners should employ. The question of whether objective knowledge can be acquired in the natural science style.

Public relations also promote the organization's efforts in sustaining and developing the social and physical environment. Modern public relations have evolved to embrace corporate sustainability; corporate sustainability is built around the organizational structure that embraces public relations theories and practices. Ecological, sociological, and corporate/business elements must be properly promoted internally/externally by utilizing public relations efforts to provide the most updated information to stakeholders/employees and the public (Penning, 2007).

Public relations vary, reflecting the discipline's evolution and diverse perspectives. Drawing on the excellence theory in public relations and communication management, several terms have been used to conceptualize public relations activities, including public relations itself, communication management, organizational communication, and public affairs (Grunig, 1992). While the term public relations have been described as "the oddest concept used to describe the communication activities of organizations," alternative terms such as business communication and public affairs are also employed for these functions. Many communication practitioners view communication as a broader concept than public relations, defining it as the management of organizational functions, with public relations being a narrower subset focusing on tasks such as publicity, promotion, media relations, and marketing support (Grunig, 1992, p. 4).

Public relations have become a fundamental strategy for advancing the hotel industry. Scholars and professionals agree that public relations must evolve from merely technical tasks to playing a significant role in strategic management. According to Hon and Grunig (2009), public relations operate within a dynamic environment where various issues arise, particularly for international hotels facing global challenges. Ogunyemi (2022) emphasized that public relations are a critical tool for gaining public awareness and influencing opinions to shape behavior. With the rise of social media, public relations practitioners increasingly collaborate with bloggers and other digital influencers to enhance organizational visibility. These efforts aim to improve an organization's image and foster stronger relationships with stakeholders.

Ahmad and Benazirabad (2018) described public relations practices as focused on building enduring relationships through positive, persuasive communication. Edwards and Pieczka (2018) noted that public relations professionals must exhibit creativity and emotional intelligence to foster favorable responses from their target audience. Oparaek (2012) identified public relations as a key management function designed to achieve organizational objectives, define philosophies, and facilitate change. By implementing mass

communication strategies, public relations aim to balance organizational and societal interests, fostering long-term relationships.

Grunig (2001) outlined common public relations practices, including media management, press releases, speech writing, event planning, and preparing annual reports. These activities position public relations as a technical support function rather than a strategic role. In addition, Emeti and Oyadongha (2019) highlighted ten principles guiding effective public relations practices:

1. Public relations should be grounded in reality, with integrity as its foundation.
2. It prioritizes public interest over personal or organizational gain.
3. Practitioners must actively seek public support for organizational programs.
4. Programs should align with public interest to ensure legitimacy.
5. Public relations leverages mass media responsibly to convey messages.
6. Practitioners act as intermediaries, facilitating understanding between organizations and their public.
7. Two-way communication is essential for understanding public opinions and needs.
8. Public relations incorporate insights from social sciences, including psychology, sociology, and communication studies.
9. Practitioners should proactively address issues before they escalate into crises.
10. Ethical performance is the ultimate measure of success.

It can be stated that these principles underscore the importance of strategic, ethical, and multidisciplinary approaches in public relations practices.

The importance of PR has long been recognized by scholars and industry practitioners as an essential component of organizational success. In the hospitality sector, particularly in hotels, PR assumes a vital role in shaping stakeholder perceptions, building brand loyalty, and managing reputational risks (Abdelaal and Elshaer, 2020). This dynamic sector relies heavily on customer relationships, making the principles and practices of PR especially critical. Effective PR aligns a hotel's identity with its public image, mitigating risks and fostering trust (Wilcox et al., 2015).

PR roles in hotels are shaped by organizational objectives, societal attitudes, and industry-specific demands. Abebe et al. (2022) observed that PR roles can vary significantly across organizations, with their effectiveness closely tied to their adaptability to these factors. In hotels, these roles are pivotal in managing communication strategies and ensuring consistent guest satisfaction. For example, PR efforts in a hotel setting often extend beyond traditional media engagement to include direct interactions with guests, such as resolving complaints, hosting events, and creating personalized experiences (Elshaer and Marzouk, 2024).

A key aspect of PR excellence in hotels, as noted by Grunig (2006), is whether the lead PR professional functions as a manager or a technician. Managerial PR roles in hotels include overseeing strategic initiatives, such as crisis management plans, community engagement, and long-term brand positioning. Conversely, technical roles focus on executing specific tasks, such as drafting press releases, managing social media accounts, or coordinating with event planners. Both roles are indispensable, but a balance between the two ensures a hotel's PR efforts are both strategic and actionable.

In addition, guest relationships are at the heart of PR activities in hotels. Noffytasari (2010) detailed actions PR professionals can take to strengthen these relationships, such as promptly addressing guest concerns, organizing exclusive events for loyal customers, and empowering employees to resolve issues effectively. These activities contribute to higher levels of guest satisfaction and foster long-term loyalty. For instance, hosting a gala dinner

for returning guests or sending personalized thank-you notes after a stay can leave lasting impressions, enhancing the hotel's reputation.

Tanwar and Ashfaq (2023) identified several key responsibilities of PR professionals that are particularly relevant in the hotel industry:

- **Building Stakeholder Relationships:**
PR professionals in hotels foster trust and mutual understanding with various stakeholders, including guests, employees, investors, and the local community. Personalized guest services, employee engagement initiatives, and partnerships with local businesses exemplify this effort.
- **Reputation Management:**
Hotels must consistently manage their reputation, addressing public opinion and mitigating potential crises. For example, responding promptly and transparently to negative reviews on platforms like Trip Advisor or Google Reviews can prevent reputational damage and demonstrate a commitment to guest satisfaction.
- **Media Relations:**
Establishing strong relationships with media outlets is critical. Hotel PR teams often arrange press tours, release updates about new offerings or renovations, and coordinate interviews with executives to ensure positive media coverage.
- **Corporate Social Responsibility (CSR):**
Implementing CSR initiatives helps hotels demonstrate their commitment to societal and environmental well-being. Examples include adopting sustainable practices like eliminating single-use plastics, supporting local artisans by sourcing products locally, or sponsoring community events. These initiatives enhance brand image while resonating with socially conscious travelers.

2.2 Sustainability

Sustainability focuses on reducing environmental impact, optimizing resource use to minimize waste, and curbing unnecessary consumption. As key players in the global economy, businesses are instrumental in promoting sustainability and conveying its significance (Epstein, 2018).

When applied to services, particularly in the context of tourism and the hospitality industry, sustainability involves eco-services—intangible components that partially or entirely replace tangible elements, benefiting the environment. According to the UNWTO, sustainable tourism accounts for the present and future economic, social, and environmental impacts of tourism. It considers the needs of visitors, industry stakeholders, the environment, host communities, and their socio-cultural integrity to ensure long-term socioeconomic advantages for all (Jauhari, 2014).

The hotel industry contributes significantly to the economy in many countries, especially with globalization enabling travelers to explore diverse destinations. This has led to increased tourist activity, intensifying the industry's impact on sustainability. Sustainability in hotels can manifest in various forms, from optimizing work schedules to sourcing eco-friendly products and constructing environmentally conscious buildings. These actions often have long-term implications, either positively influencing future outcomes or avoiding negative repercussions for future generations (Peng et al., 2018). Olya et al. (2020) defined sustainability as a forward-looking approach that integrates ethical principles with actions aimed at achieving environmental, societal, and economic goals. The environmental dimension emphasizes minimizing negative impacts through measures like eco-friendly designs and processes. The social dimension focuses on employee well-being, fair trade, and community partnerships. Economically, sustainability ensures profitability while

minimizing environmental and social harm, creating a balanced approach that considers present and future generations' needs. Meanwhile, sustainability practices in hotels impact cost efficiency, brand image, guest experience, economic incentives, and regulatory compliance. For instance, cost efficiency reduces resource expenditure, freeing funds for investments like marketing or community donations. Enhanced guest experiences not only increase customer retention but also encourage recommendations, improving revenue and brand reputation (Klemi-Stojanov, 2020).

Font and McCabe (2017) stressed that achieving true sustainability requires businesses to address long-term profitability while safeguarding stakeholders' social welfare and environmental health. However, the motivations behind adopting sustainable practices have been debated. Some initiatives are driven by financial benefits like cost reduction or enhanced corporate image rather than genuine environmental concerns. Nonetheless, the increasing awareness of sustainability among consumers has led many hotels to embrace eco-friendly practices.

In a similar vein, Peng et al. (2018) noted that sustainability in the hotel industry spans environmental, social, and economic dimensions. Environmental sustainability focuses on reducing carbon footprints, optimizing water use, and adopting renewable energy. Social sustainability involves empowering communities and employees while promoting cultural preservation. Economic sustainability aligns profitability with sustainable practices, creating win-win scenarios for businesses and the environment.

From another perspective, Aznar et al. (2016) highlighted the critical role of management, owners, and stakeholders in driving sustainability efforts. Their commitment often determines the success of structural changes required for sustainability. Similarly, Shen et al. (2020) discussed the growing interest in sustainable development within hospitality, as environmental concerns push hotels to adopt eco-friendly policies.

Sustainability in tourism extends beyond environmental concerns. During destination development, it is essential to address various factors to maintain the destination's viability, benefit local communities, drive economic growth, and preserve resources (Jauhari, 2014). The Triple Bottom Line (TBL) framework captures the economic, social, and environmental dimensions businesses must consider to mitigate harm and generate positive value (Elkington, 1997). Businesses have found that the TBL—incorporating social equity, ecological integrity, and financial profitability—not only supports sustainable practices but also enhances consumer decision-making and serves as a marketing tool to distinguish products and services (see Figure 1) (Buckley, 2002).

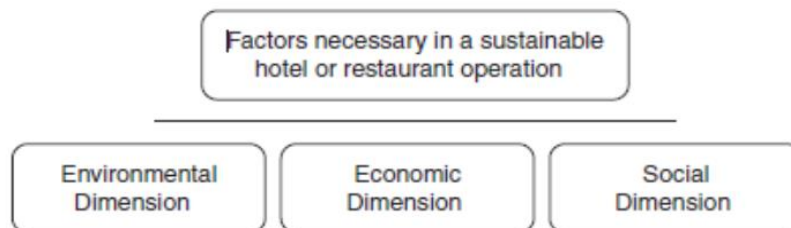


Figure 1. Triple Bottom Line of sustainability in the hospitality industry (Buckley, 2002, p. 45)

While sustainability in hospitality encompasses environmental, social, and economic dimensions, the environmental pillar has traditionally been the focal point of industry efforts (Sloan et al., 2009). This emphasis intensified following the 1992 Earth Summit, which raised global environmental awareness (Shanti, 2016).

2.1 Economic Sustainability

Economic sustainability is defined as the ability to meet present consumption levels without compromising the capacity of future generations to fulfill their needs. Key elements of this pillar include energy consumption per capita, productivity, efficiency, the role of energy in various economic sectors, and the trade (import/export) of energy resources, along with market strategies (Lucia et al., 2022). As outlined by Barbier (1987), economic sustainability initially used a systems approach to define sustainability, suggesting that it can be achieved by balancing social, economic, and environmental objectives.

According to the Business Dictionary (2018), economic sustainability refers to the practice of utilizing available resources efficiently to achieve a responsible and beneficial balance over the long term. In a business context, it involves optimizing company assets to ensure profitability over time without depleting resources. Meanwhile, Friedman (1970) argued that the primary social responsibility of businesses is to use their resources effectively to increase profits, as long as they comply with the rules of fair competition, avoiding deception or fraud.

The concept of economic sustainability, as noted by Sustainability (2018), involves practices that promote long-term economic growth while safeguarding social, environmental, and cultural aspects of the community. In addition, Font and McCabe (2017) explained that economic sustainability involves generating profits and expanding market share while minimizing negative impacts on society and the environment. This approach is a balanced and holistic one, considering the rights of all stakeholders and recognizing the shared responsibility of present and future generations to use resources responsibly.

According to McDonagh and Prothero (2014), sustainability has become an urgent goal, leading to increased legislative pressure from governments and a growing call for responsible corporate actions. True sustainability necessitates companies ensuring long-term profitability while promoting social welfare and reducing environmental harm. Haryanti (2022) emphasized that economic progress will increasingly depend on environmental conservation, as any environmental damage will hinder the achievement of economic goals.

Similarly, Öläh et al. (2019) described economic sustainability as maximizing profits while ensuring a positive return for stakeholders by optimizing resource use. The goal is not only short-term profit but also ensuring long-term customer satisfaction and value for money. Aghbashlo and Rosen (2018) pointed out that a sustainable economy requires providing good living standards, necessary services, and job opportunities. A sustainable society emphasizes long-term economic development, not just growth in terms of GDP, as the latter depends on finite resources. For sustainability to be achieved, the global economy must eventually stabilize, shifting away from continual growth towards a steady-state economy. However, economic sustainability strategies may differ by country.

Notably, Rosen (2018) observed that wealthy nations need to focus on development rather than merely expanding their economies to conserve resources and ensure their waste-assimilation capacities remain intact. In contrast, economically disadvantaged countries may benefit more from economic growth. Accordingly, economic sustainability arguments are often classified into two perspectives:

- **Strong Sustainability:** This view asserts that natural capital (e.g., air, water, soil, and biodiversity) cannot be substituted by human capital (e.g., knowledge, skills, creativity, and labor). Environmentalists typically support this viewpoint, believing that natural resources and human capital are complementary but not interchangeable.
- **Weak Sustainability:** This approach allows human capital to replace natural capital, arguing that economic growth can offset natural resource depletion if it is accompanied by human capital growth (e.g., knowledge and technological advancements). Economists often favor this view, which permits resource decline as long as it is balanced by human capital growth (Daly, 1990).

Husgafvel et al. (2017) defined economic sustainability as ensuring long-term competitiveness, profitability, and shareholder satisfaction. Financially, this requires an economic unit capable of meeting shareholders' demands over time while maintaining competitiveness and profitability. However, this approach may vary when applied at the macro level, where societal demands often take precedence over pure economic considerations. Moreover, Seguin and Germain (2000) argued that economic sustainability is essential for social sustainability, which requires adequate financial resources to meet societal needs. The economic dimension of sustainability encompasses all types of capital, including human, natural, man-made, and social.

Moreover, Morelli (2011) highlighted the interconnectedness of societal, ecological, and economic sustainability, emphasizing that economic sustainability should focus on minimizing social costs related to environmental preservation while considering the long-term goals of society as a whole. In addition, Bolt (2023) described economic sustainability as the practice of preserving natural and financial resources to ensure long-term financial stability. By reducing global resource consumption and relying more on alternative energy sources, organizations can contribute to minimizing pollution and global emissions. Rosen (2018) stated that traditional economic indicators such as GDP, inflation, and government debt are inadequate measures of sustainability. More comprehensive indicators must assess how efficiently resources, including labor and natural assets, are utilized. Some proposed economic sustainability indicators include waste production, energy consumption, water usage, transportation metrics, and education and employment statistics.

In this sense, Ibrahim (2022) presented several successful examples of small businesses contributing to sustainability:

- **South African Business-Economic Balance (BEE):** This initiative encourages small businesses to adopt sustainable practices by offering training and financial resources to improve resource efficiency and reduce waste.
- **Creative Recycling Project (Brazil):** This project supports small businesses in recycling efforts, with training and financial assistance to develop innovative recycled products.
- **Renewable Energy Project (India):** This project promotes small businesses in renewable energy sectors like solar and wind, providing financial aid and training to help achieve environmental and economic sustainability.
- **U.S. Urban Farming Project:** Small businesses in urban farming are supported to provide sustainable food to local communities, with training in vertical gardens and smart farming systems.

Based on the above-mentioned literature, this study proposes the following hypothesis:

H1: There is a significant impact of public relations on hotels' economic activities

3.Methodology

The population of this study is the public relations and marketing employees working at the Greater Cairo five-star hotels. composed of employees of the marketing department in five-star hotels in Greater Cairo which almost employees of public relations working in the marketing department in hotels. this study depends on five-star hotels in Greater Cairo to distribute the sample, because it is as they are known as Supporting supporters and implementing to sustainability principles. The survey distributed in a convenience sample of (23-238 employees) representing 23) five-star hotels (Four Seasons Hotel Cairo at Nile Plaza, The Nile Ritz-Carlton, Cairo, Sofitel Cairo Nile El Gezirah, InterContinental Cairo Semiramis,) was considered to collect the needed data. As mentioned previously, the main objective of this study is to measure the impact of public relations on sustainability. To achieve this goal, a questionnaire was developed and directed to explore the relationships between public relations and environmental sustainability. A sample of 300 distribution,

return 238, representing 79% of the total employees in the Marketing department in the investigated hotels. Data collection lasted almost two months to be completed (August–September 2024).

Data were analyzed by using the Statistical Packages for Social Sciences SPSS V.22 and Smart PLS 4 for Windows. Descriptive statistics (frequencies and percentage) were used to examine the respondents' individual demographic data.

4. Results and Discussion

4.1. Demographic Profile

Table 1. Demographic and Work-related Information

Demographic Characteristics	Statement	Freq.	%
Gender	Male	139	58.4%
	Female	99	41.6%
Age	18- less than 25 years	48	20.2%
	25- less than 35 years	112	47.1%
	35- less than 45 years	68	28.6%
	45- less than 55	10	4.2%
Education	High school	40	16.8%
	Bachelor's degree	179	75.2%
	Master's degree	7	2.9%
	Doctorate	3	1.3%
Years of work experience in hotels	Others studies	49	20.6%
	Less than 1 year	86	36.1%
	1-3 years	49	20.6%
	4-7 years	39	16.4%
	8-10 years	37	15.5%
Position	more than 10 years	27	11.3%
	Manager	14	5.9%
	Supervisor	39	16.4%
	Employee	185	77.7%
Total		238	100%

- **Gender:**

The data reveal that the majority of respondents are male, accounting for 58.4% of the total sample (139 individuals), while females make up 41.6% (99 individuals). This distribution suggests a slight male dominance in the hotel sample.

- **Age:**

The largest age group falls between 25 and less than 35 years, representing 47.1% of the sample (112 individuals), followed by those aged between 35 and less than 45 years, who make up 28.6% (68 individuals). Younger participants, aged between 18 and less than 25 years, account for 20.2% (48 individuals), while the smallest age group consists of those aged between 45 and less than 55 years, making up only 4.2% (10 individuals). This indicates that the hotel workforce is predominantly young, with most employees under the age of 35.

- **Education:**

A significant portion of respondents holds a bachelor's degree, accounting for 75.2% of the total sample (179 individuals), indicating a highly educated workforce. Additionally, 16.8% (40 individuals) have completed high school, showing that some of employees enter the hotel industry with secondary education. Notably, 37.3% of respondents are pursuing postgraduate studies. Meanwhile, those with a master's degree (2.9%, 7 individuals) and doctorate (1.3%, 3 individuals) represent a smaller percentage of the workforce.

- **Years of Work Experience in Hotels:**

The majority of respondents (36.1%, 86 individuals) have less than one year of experience working in hotels, indicating that many employees are fresh in the hotel industry. About

20.6% (49 individuals) have 1 to 3 years of experience, while 16.4% (39 individuals) have between 4 and 7 years. A smaller portion has 8 to 10 years of experience (15.5%, 37 individuals), and only 11.3% (27 individuals) have more than 10 years of experience. This distribution reflects a mix of newcomers and experienced professionals in the industry.

▪ **Position:**

Most of respondents (77.7%, 185 individuals) hold employee positions, highlighting the operational nature of the hotel industry. Supervisors account for 16.4% (39 individuals), while managers represent only 5.9% (14 individuals), illustrating a typical hierarchical structure where a few individuals hold managerial roles overseeing a larger number of employees.

4.2 Validity and Reliability

The measurement model presented in Table (2) aims to evaluate the reliability and validity of the constructs being measured, specifically public relations activities in hotels and environmental dimension. The analysis uses key metrics such as factor loadings, Cronbach’s alpha, Composite Reliability (CR), Average Variance Extracted (AVE), and Full Collinearity Variance Inflation Factor (VIF).

Table 2. Measurement Model

<i>Items</i>	<i>Loading</i>	<i>Cronbach's alpha</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>	<i>Full collinearity VIF</i>
<i>Public Relations Activities in Hotels</i>		<i>0.847</i>	<i>0.912</i>	<i>0.710</i>	<i>1.00</i>
Public relations enhance the hotel's image in the market.	0.720				
Public relations efforts foster trust between the hotel and its guests.	0.758				
Our hotel's public relations promote transparency and communication.	0.772				
Public relations focus on building positive relationships with the community.	0.721				
Public relations activities help the hotel manage crises effectively.	0.748				
Public relations play a role in promoting the hotel’s sustainability initiatives .	0.738				
Public relations help build loyalty and repeat visits from customers .	0.789				
Public relations support the hotel in engaging with stakeholders on sustainability issues.	0.716				
Public relations encourage collaboration with local businesses and organizations.	0.784				
Public relations strategies are crucial in enhancing the hotel's corporate social responsibility.	0.720				
The public relations department promotes the hotel’s efforts in supporting the local economy.	0.782				
Public relations ensure open communication with employees about sustainability efforts.	0.754				
Public relations strategies help improve employee satisfaction and engagement.	0.750				
Public relations help enhance the hotel’s visibility in sustainable tourism networks.	0.794				

<i>Items</i>	<i>Loading</i>	<i>Cronbach's alpha</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>	<i>Full collinearity VIF</i>
Public relations play a role in maintaining a positive reputation for the hotel in the global market .	0.789				
Economic Dimension		0.924	0.929	0.750	1.00
The hotel actively contributes to the local economy by sourcing products and services locally.	0.834				
The hotel supports local community development initiatives that enhance economic growth.	0.785				
The hotel ensures a fair and competitive pricing strategy for customers.	0.760				
The hotel engages in sustainable procurement to reduce costs	0.819				
The hotel reinvests part of its profits in community development.	0.826				
The hotel supports small and medium-sized enterprises (SMEs) through its supply chain.	0.776				
The hotel contributes to local employment through direct and indirect job creation.	0.815				
The hotel works to ensure long-term economic viability in its operations.	0.798				
The hotel collaborates with other businesses to enhance economic sustainability in the region.	0.776				

Factor Loadings

According to Hair et al. (2011), factor loadings greater than 0.5 are considered acceptable. In this table, all items for the public relations and economic dimensions exceed this threshold, with loadings ranging from 0.720 to 0.834. This indicates that the individual items are well-correlated with their respective constructs.

- **Economic Dimensions:** This dimension shows high loadings, with values ranging from 0.760 to 0.834, indicating excellent construct representation.

Cronbach’s Alpha and Composite Reliability (CR)

Cronbach’s alpha values range from 0.847 to 0.924, which exceeds the recommended minimum of 0.70 (Kock, 2024). This suggests strong internal consistency across the items for each construct. Likewise, the Composite Reliability (CR) values range from 0.912 to 0.927, well above the recommended threshold of 0.70 (Manley et al., 2021), confirming the constructs' reliability.

- **Economic Dimension:** this dimension shows similarly high reliability, with CR values of 0.929 respectively. This reinforces that the items are consistent and valid for measuring their respective constructs.

Average Variance Extracted (AVE)

The AVE values range from 0.503 to 0.722, exceeding the minimum criterion of 0.50, which is necessary for convergent validity (Hair et al., 2020). This indicates that more than 50% of the variance in the items is explained by the latent constructs.

- **Economic Dimension:** These constructs have AVE values of 0.622, indicating strong convergent validity.

Full Collinearity Variance Inflation Factor (VIF)

The Full Collinearity VIF values are all 1.00, which is far below the threshold of 3.3, indicating the absence of multicollinearity or common method bias (Kock, 2022). This ensures that each construct is distinct and free from redundancy, further supporting discriminant validity.

4.3 Discriminant Validity

The study's discriminant validity was assessed using the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio. According to Fornell and Larcker (1981), discriminant validity is confirmed when the square root of the Average Variance Extracted (AVE) for each variable is greater than its correlations with other variables. Additionally, the HTMT ratio, as recommended by Henseler, Ringle, and Sarstedt (2020), should be below the conservative threshold of 0.85 to ensure adequate discriminant validity between constructs. The following tables present the results for these two tests, supporting the establishment of discriminant validity.

Table 3 shows that the square root of AVE (diagonal values) for each construct exceeds its correlations with other constructs (off-diagonal values), confirming adequate discriminant validity between Public Relations and Economic factor.

Table 3. Fornell-Larcker criterion

	PUBLIC RELATIONS	ECONOMIC
PUBLIC RELATIONS	0.710	
ECONOMIC	0.580	0.750

Table 4 shows that HTMT values are all below the 0.85 threshold, except for a few cases nearing this limit, which indicates satisfactory discriminant validity across the constructs.

Table 4. Heterotrait-monotrait ratio (HTMT) - Matrix

	PUBLIC RELATIONS	ECONOMIC
PUBLIC RELATIONS		
ECONOMIC	0.835	

Cross loading

Table 5 presents the cross-loadings of the measurement items on their respective latent variables. Cross-loading analysis is used to assess discriminant validity by ensuring that each item loads more highly on its intended construct than on any other construct. This helps in verifying that the items are distinctively associated with their corresponding factors, confirming the model's discriminant validity. The public relations construct shows good discriminant validity.

Table 5. Cross-Loading

	PUBLIC RELATIONS	ECONOMIC
PUBLIC 1	0.834	0.690
PUBLIC 2	0.785	0.648
PUBLIC 3	0.760	0.601
PUBLIC 4	0.819	0.624
PUBLIC 5	0.826	0.687
PUBLIC 6	0.776	0.601
PUBLIC 7	0.815	0.740

PUBLIC 8	0.798	0.757
PUBLIC 9	0.676	0.503
PUBLIC 10	0.707	0.905
PUBLIC 11	0.743	0.693
PUBLIC 12	0.756	0.852
PUBLIC 13	0.763	0.799
PUBLIC 14	0.807	0.773
ECONOMIC 1	0.665	0.789
ECONOMIC 2	0.557	0.716
ECONOMIC 3	0.166	0.384
ECONOMIC 4	0.114	0.320
ECONOMIC 5	0.606	0.782
ECONOMIC 6	0.484	0.654
ECONOMIC 7	0.583	0.750
ECONOMIC 8	0.665	0.794
ECONOMIC 9	0.426	0.489

Sustainability in Five Stars Hotels

Sustainability is a crucial aspect of operations in five-star hotels in Greater Cairo, as highlighted by the analysis of data obtained using a five-point Likert scale. The findings illustrate the hotels' commitment to social, economic, and environmental sustainability with a total mean (3.89) and standard deviation (.691).

Economic Dimension

Table (6) presents descriptive statistics for the economic dimension of sustainability in hotel operations, focusing on the hotel’s contributions to the local economy, support for community development, and overall economic viability. The data is based on a five-point Likert scale, with higher mean scores indicating stronger agreement with each statement.

Table 6. Descriptive statistics for the Economic Dimension

Statements	Mean	SD	Rank
1 The hotel actively contributes to the local economy by sourcing products and services locally.	4.13	.745	2
2 The hotel supports local community development initiatives that enhance economic growth.	4.00	.745	5
3 The hotel ensures a fair and competitive pricing strategy for customers.	3.96	.824	6
4 The hotel engages in sustainable procurement to reduce costs	4.12	.767	3
5 The hotel reinvests part of its profits in community development.	3.11	.745	9
6 The hotel supports small and medium-sized enterprises (SMEs) through its supply chain.	4.04	.794	4
7 The hotel contributes to local employment through direct and indirect job creation.	4.20	.718	1
8 The hotel works to ensure long-term economic viability in its operations.	3.67	.721	7
9 The hotel collaborates with other businesses to enhance economic sustainability in the region.	3.37	.768	8
the Economic Dimension	3.84	0.831	

The statement "The hotel contributes to local employment through direct and indirect job creation" ranks highest, with a mean score of 4.20. This suggests that respondents strongly recognize the hotel's role in fostering employment opportunities in the community, highlighting the significant impact hotels can have on local economic growth.

Following closely in second place, the statement "The hotel actively contributes to the local economy by sourcing products and services locally" has a mean of 4.13. This reflects a strong commitment to supporting local suppliers, which not only boosts the local economy but also enhances the sustainability of the hotel's operations by reducing transportation-related emissions.

The third-ranked statement is "The hotel engages in sustainable procurement to reduce costs," with a mean score of 4.12. This indicates that the hotel employs procurement strategies that emphasize sustainability while also considering cost-effectiveness, demonstrating an understanding of the balance between economic efficiency and environmental responsibility.

In fourth place, the statement "The hotel supports small and medium-sized enterprises (SMEs) through its supply chain" has a mean of 4.04. This finding shows that the hotel actively promotes local entrepreneurship and economic diversification by sourcing from SMEs, which is crucial for fostering a resilient local economy.

The statement "The hotel supports local community development initiatives that enhance economic growth" ranks fifth, with a mean score of 4.00. This suggests that the hotel is involved in community development projects that contribute to economic growth, reinforcing its role as a responsible corporate citizen.

In sixth place, "The hotel ensures a fair and competitive pricing strategy for customers" has a mean of 3.96. This indicates that the hotel is perceived to maintain fair pricing, which is essential for attracting and retaining customers while also ensuring profitability.

The seventh-ranked statement, "The hotel works to ensure long-term economic viability in its operations," has a mean score of 3.67. This suggests that while respondents acknowledge the hotel's focus on sustainability, there may be concerns about its long-term economic strategies.

In eighth place, "The hotel collaborates with other businesses to enhance economic sustainability in the region" ranks lower, with a mean of 3.37. This score indicates that there is potential for improvement in fostering partnerships with other businesses to create a more sustainable economic environment.

Finally, the lowest-ranked statement is "The hotel reinvests part of its profits in community development," with a mean score of 3.11. This lower mean indicates that respondents feel there is significant room for the hotel to enhance its community reinvestment efforts, which is critical for building stronger local economies.

In conclusion, the table highlights that the economic dimension of the hotel's sustainability efforts is viewed positively, particularly in areas such as job creation, local sourcing, and support for SMEs. However, there are key areas—such as profit reinvestment in community development and collaboration with other businesses—that could benefit from greater focus and improvement. Overall, the mean score of 3.84 suggests that while the hotel is making strides in economic sustainability, there are opportunities for further enhancement to maximize its positive impact on the local economy.

4.4 Testing the Study Hypotheses

In this section, the results of the hypotheses formulated for the study are summarized, aiming to explore the relationship between public relations and hotel sustainability across three dimensions: social, economic, and environmental activities.

Table 7. Testing the Study Hypotheses

N.	Hypothese	Sig.	Result
H1	There is a significant impact of Public Relations on a hotel's economic activities.	.017	Accepted

The results presented in Table (7) provide a comprehensive analysis of the study's hypothesis regarding the relationship between Public Relations (PR) and hotel economic sustainability.

For Hypothesis H1, PR's impact on economic activities is also significant ($p = .017$). These results indicate that PR plays a vital role in supporting sustainability efforts across multiple facets of hotel operations, reinforcing the importance of communication strategies in promoting sustainability initiatives in economic. Based on the study's findings, several opportunities emerge to strengthen the role of public relations in advancing sustainability.

Enhance Community Reinvestment and Economic Impact: Hotels should reinvest a portion of their profits into local community development projects. This can include forming partnerships with local businesses, sponsoring social initiatives, and investing in infrastructure. By engaging in corporate social responsibility (CSR) activities, hotels can solidify their role as economic contributors to the local community while boosting stakeholder trust and loyalty.

Support Small and Medium-Sized Enterprises (SMEs): Procurement teams should prioritize sourcing locally to support SMEs, which can strengthen the regional economy and build community relationships. By sourcing 60% of products locally and forming partnerships with regional suppliers, hotels can reinforce their role as responsible corporate citizens.

5. Recommendation

Based on the study's findings, several opportunities emerge to strengthen the role of public relations in advancing economic sustainability. This section offers practical recommendations aimed at enhancing performance across economic sustainability dimension, with a focus on addressing identified gaps and ensuring alignment with global sustainability standards.

Enhance Community Reinvestment: Allocate revenues into local development initiatives (e.g., education, infrastructure) to fortify economic sustainability and community connections.

Engage with SMEs: Collaborate with local enterprises for collective efforts, fostering regional economic development.

Enhance Local Procurement: Emphasise and augment the utilisation of regional suppliers to bolster the economy and appeal to environmentally concerned consumers.

Educate PR Teams on Sustainability: Prepare PR teams to proficiently convey sustainability initiatives and their economic implications.

Establish Enduring Local Alliances: Partner with governmental entities, non-governmental organisations, and community leaders to synchronise with regional development objectives.

5.1 Limitations and Future Research

The study offers substantial insights; however, it has limits. The emphasis on five-star hotels in Greater Cairo may restrict the applicability of the findings to other areas or categories of hotels. Future studies may investigate the influence of public relations on economic sustainability within various hotel classifications and geographic regions. Furthermore, examining guest perceptions of sustainability and the effects of public relations messaging on consumer behaviour would yield a more profound comprehension of how these initiatives affect customer loyalty and satisfaction.

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تأثير ممارسات العلاقات العامة على تحقيق الاستدامة الاقتصادية في الفنادق

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المخلص

في ضوء الاهتمام العالمي المتزايد بالعلاقات العامة في صناعة الضيافة، تم إجراء هذا البحث بهدف دراسة دور العلاقات العامة في دعم وتطوير الاستدامة في الفنادق. ولهذا الغرض تم إجراء دراسة ميدانية على عينة من أقسام التسويق والتي تشمل (العلاقات العامة) بالفنادق ذات التصنيف خمس نجوم بالقاهرة الكبرى للتعرف على تأثير العلاقات العامة في الفنادق على الجانب الاقتصادي. كما قامت الدراسة بتقييم ممارسات العلاقات العامة والجانب الاقتصادي في الفنادق. طبقت هذه الدراسة استمارات استبيان تم توزيعها على عينة الدراسة لجمع معلومات دقيقة عن دور العلاقات العامة في دعم وتطوير الاستدامة في الفنادق ولفهم كيفية تأثير العلاقات العامة على الجانب الاقتصادي للفنادق.

الكلمات الدالة : العلاقات العامة، الاستدامة، الجانب الاقتصادي للاستدامة، صناعة الفنادق