The Impact of Sustainability Practices on the Social Performance of Restaurants in Jordan

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Keywords

Abstract

The goal of the study is to investigate how sustainable practices affect Jordanian restaurants' social performance. Additionally, it investigates the connection between restaurants' social performance and sustainable policies. Restaurants are incorporating a number of environmentally and socially conscious measures into their operations as sustainability gains traction in the foodservice sector. This study looks at how a restaurant's social performance which is determined by how it affects its staff, patrons, and the community at large is impacted by these practices, which include waste reduction, sustainable sourcing, and community involvement. To achieve this objective questionnaire forms were distributed to a convenience random sample of 123 owners and managers working in Jordanian restaurants., this study used a descriptive and analytical methodology. The research illustrates how sustainable programs boost social responsibility, increase employee happiness, cultivate consumer loyalty, and fortify community links via surveys and case studies. The results indicate that implementing sustainable practices is crucial for improving restaurants' social performance and establishing them as ethical and appealing businesses in a cutthroat industry, in addition to helping to achieve economic and environmental objectives. The study ends with suggestions for restaurant managers and owners on how to include sustainability into their operating plans.

1. Introduction

A key component of the food sector is sustainability in restaurants, which aims to lessen its environmental effect via a variety of strategies including encouraging sustainable farming, cutting down on food waste, and lowering carbon footprints (Wang et al., 2013; Sushchenko et al. ,2024). Since the Club of Rome initially proposed the idea of sustainability in 1972, it has become a major issue for a variety of businesses, including the food and beverage industry (Springett and Redclift, 2015). It entails doing business in a manner that safeguards, conserves, or restores the environment, advances social justice, improves the lives of individuals and communities, and helps shareholders and stakeholders flourish financially (Springett and Redclift ,2015, Xing ,2024). According to (Madanaguli et al.,2022; Yıldırım et al.,2025), restaurants are embracing more environmentally friendly practices, like composting, using sustainable packaging, lowering carbon emissions from deliveries, minimizing food waste, introducing healthy menu options, purchasing energy-efficient equipment, and more. Businesses have stepped up their environmental sustainability efforts as environmental concerns have grown in popularity (Lozano ,2020). According to Mbasera et al. (2016), these habits include buying environmentally friendly meals, preserving energy and water, recycling and reusing, and cutting down on trash. Customers have become aware of the environmental problems that restaurants face, which include pollution and food waste (Kanwal et al. ,2024; Yıldırım et al. ,2025). Purchase choices are significantly impacted by restaurant sustainability measures, such as the use of recyclable or biodegradable food packaging (Castro et al.,2024). Numerous people throughout the globe rely on the restaurant business for employment, entertainment, and sustenance, making it an essential component of our global economy and culture (Mamchenko et al. ,2024). From energy and water use to food waste and packaging, it also has a major effect on the environment and natural resources (Adeniyi ,2022).

Restaurant companies must embrace and develop a more sustainable business model as customers become increasingly conscious of these concerns and seek for more environmentally friendly solutions (Mamchenko et al. ,2024; DiPietro, et al.,2013). Green restaurants, which were started by the restaurant sector, provide food in an environmentally responsible manner and take part in certain environmental protection projects (Bhalla ,2024; Shokri, 2014). Restaurant owners and investors are become more aware of the environmental and social impacts of restaurant operations and expansion (Walker ,2021, Camilleri 2025). As one of the most important subjects to talk about in the service industry in general and the foodservice industry in particular, adopting sustainable practices has gained significance lately (Hauschildt and Schulze-Ehlers ,2014; Camilleri ,2025; Walker ,2021). Using recyclable cutlery, consuming organic food, conserving water, cutting down on food waste, and establishing an eco-friendly atmosphere are just a few of the sustainable practices that some restaurants have lately begun to adopt (Aljaffal ,2017; Yıldırım et al. ,2025). Businesses now have a competitive edge because to these green measures, which also lessen adverse environmental effects (Kuo et al.,2022). Numerous viewpoints, such as marketing literature, green supply chain management, sustainability management, and local cuisine, have been used to study sustainability in restaurants. But according to recent evaluations, environmental activities are the primary focus of the literature on sustainable restaurants. Given that restaurants are often smaller, have less resources, and are less interested in communication than hotels, it is important to examine them apart from other hospitality organizations.

With 10.9 million people, Jordan is an upper middle-income nation with limited agricultural land, no oil resources, and a restricted water supply (World Bank, 2023). It is also a

food-deficit nation. Its susceptibility to climate change is increasing, affecting cities, businesses, social structures, agriculture, and food security. In Jordan, the restaurant industry is tasked with implementing sustainable practices since it is seen as one of the most resource-intensive and wasteful industries. Research on sustainable business practices in Jordan's hospitality sector is scarce. Studies have looked at how much Jordanian hotels use sustainability techniques, how hotel attributes affect sustainability levels, and how sustainability practices affect financial leakage in the hotel sector. (Alzboun et al. ,2016). Other research looks at how tourists behave when it comes to sustainable green tourism and how that affects the achievement of a green environment. (Jawabreh and Al Fahmawee ,2023).

Sustainability practices in Jordan have gained increasing attention across multiple sectors due to the country's severe resource constraints and environmental challenges. Research has examined the effects of these practices on environmental performance, social well-being, and economic resilience. Several studies highlight that environmental sustainability efforts—such as water conservation, waste management, and energy efficiency—are particularly critical in Jordan, one of the most water-scarce countries globally (Al-Karablieh et al., 2012; Hadadin et al., 2010). These practices have proven beneficial in mitigating the negative impacts of climate change, particularly in agriculture and urban development (MOENV, 2014).

In the hospitality and restaurant sector, sustainability practices are increasingly seen as essential. Qasim et al. (2025) found that restaurants in Jordan adopting green practices—like local sourcing, waste reduction, and resource efficiency-contribute not only to environmental protection but also to improved social performance, including enhanced community relations and employee engagement. From an economic perspective, integrating sustainability into business models has shown to improve operational efficiency and brand reputation (Abu-Rumman, 2020). However, researchers note persistent barriers such as limited awareness, financial constraints, lack of technical expertise, and insufficient regulatory support (Al-Khattab et al., 2015).

In conclusion, more studies on sustainable methods in the restaurant business is necessary, especially in Jordan, where the industry is regarded as one of the most resource-intensive and wasteful. The process by which businesses incorporate ethical, human rights, environmental, social, and consumer concerns into their operations is known as corporate social responsibility, or CSR. (Abbas et al. ,2023). By encouraging sustainable economic growth, it seeks to improve the standard of living for families, employees, the community, and society as a whole (Halkos and Nomikos ,2021). All stakeholders, including shareholders, investors, and non-owners, are important, according to CSR (Rendtorff ,2025). According to Negrão et al. (2018), businesses may benefit from CSR activities by enhancing customer-corporate identification and cultivating enduring relationships with customers via cause-related activity.

1.1. Study problem

The environmental and social effects of restaurant operations have come to light more and more in recent years. Due to changing investor expectations about environmental stewardship as well as the drive to lower operating expenses, restaurant owners and investors are becoming more and more influenced by this understanding. Because foodservice is one of the most resource-intensive businesses, sustainable practices have therefore taken center stage in debates within the service sector. The restaurant industry's sustainability has been studied from a variety of scholarly angles. Researchers have examined consumer attitudes and behaviors about green eating alternatives in marketing literature, demonstrating how sustainability affects consumer loyalty and preferences. Supply chain management, the use of sustainability measures, and the operational systems that support sustainable practices have all been the subject of other research.

Furthermore, using local food sources has become a prominent subfield, indicating a larger interest in ecologically sustainable and community-based food systems.

Jordan is an upper middle-income country, a resource-poor and water-scarce country, faces growing climate change challenges affecting its agriculture, cities, and economy. The restaurant sector, a major consumer and waster of natural resources, plays a crucial role in promoting sustainability. While efforts toward sustainable practices are increasing, significant barriers remain to achieving broader impact. There is a rarity in research who studied sustainability practices in hospitality industry in Jordan, for example Alzboun et al. (2016) ,who studied the effect of sustainability practices on financial leakage in the hotel industry in Jordan, meanwhile (Ibrahim and AlZboun ,2021) studied the extent to which Jordanian hotels apply sustainability practices, and the effect of hotel characteristics on sustainability levels, and the study of (Al Fahmawee and Jawabreh ,2023) which investigate the behavior of travelers toward green tourism sustainability and its impact on the accomplishment of a green environment, as well (Abdelrazaq et al.,2021) who studied the business sustainability through environmental and operational management in five-star hotels in Jordan. This scarcity of research on sustainable restaurant practices in Jordan underscores the need for more targeted studies. As restaurants differ significantly from hotels in size, resources, and operation style, understanding how sustainability can be integrated into smaller hospitality businesses is essential. Further research will help uncover the potential benefits of these practices, address existing challenges, and support the creation of tailored policies and strategies that promote environmental responsibility and business resilience in Jordan's foodservice sector.

1.2. Research aim and objectives

The overarching aim of this study is to explore and advance the understanding of how the Sustainable Practices could affect in social restaurants performance, and also topic is not explored in the context of the Jordanian restaurant industry. Therefore, this study came to determine the status of restaurants in Jordan with regard to environmental sustainability practices in order to answer many questions, which are as follows:

1. What is the reality for Jordanian restaurants regarding environmental sustainability practices?

2. What is the impact of environmental sustainability practices on restaurants performance in Jordan from the point of view of restaurant managers?

3. What is the significance of such practices for the social performance of restaurants in Jordan?

4. What are the most significance motives for applying environmental sustainability practices in restaurants?

2. Literature Review
2.1. Concept of Sustainability

The ability to satisfy current demands without endangering the capacity of future generations to satisfy their own wants is known as sustainability. It entails striking a balance between social justice, economic growth, and environmental preservation—often referred to as the three pillars of sustainability. In order to solve global issues like climate change, biodiversity loss, and social injustice, the idea has expanded to include not only resource conservation but also long-term resilience, ethical governance, and systems thinking. In order to maintain long-term human well-being and the health of the world, sustainability is increasingly seen as a dynamic process that incorporates environmental, social, and economic components (Sachs et

al., 2022). The process by which the food sector reduces its environmental effect, including lowering its carbon footprint, encouraging sustainable farming, decreasing food waste, packaging, water and energy consumption, recycling, and other practices, is known as sustainability in restaurants. (Beard, Thomas, 2022).

The importance of sustainability in contemporary society is more apparent; the restaurant industry is among those looking for ways to reduce their environmental impact and create more sustainable business models (Batat ,2021). The term "sustainable development" was first used in the World Commission on Environment and Development's final report, "Our Common Future," published in 1987 (Jarvie, 2016). The restaurant industry contributes significantly to our global economy and culture by providing food, entertainment, and employment to countless people worldwide. The company also has a significant impact on the environment and natural resources, from energy and water use to food waste and packaging. As consumers become increasingly conscious of these issues and look for more sustainable solutions, restaurant businesses need to adjust and create a more sustainable business model (Cantele and Cassia, 2020; Salim, et al., 2025).

Depending on the field and the researcher's perspective, there is disagreement over how to define the term "sustainability." However, most researchers, such as Freeman (2011), Tencati and Zsolnai (2012), Saruchera (2025), and Allam and Cheshmehzangi (2024), define sustainability as a multifaceted concept that includes three components: social justice, economic development, and the conservation of natural resources. The most popular definition of sustainability, known as the "triple bottom line," was developed by Sethia and Srinivas (2011) and highlights the three Ps: profit, people, and the planet.

When describing their results, most writers who have written on sustainability in the foodservice industry use terms like "green" restaurants (DiPietro, 2017; Chen et al., 2015) or "eco-friendly" restaurants (Campbell et al., 2015). Although (Jacobs and Klosse ;2016) highlight how little attention has been placed on sustainability in restaurants and how these studies are frequently not based on solid research, (Jang et al., 2017) define sustainable restaurants as those that practice sustainable food practices, such as providing organic and local food menus, as well as environmentally friendly and responsible behaviors (such as decreasing waste, using water and energy wisely, and recycling). This claim is consistent with a study by Casey and Sieber (2016) that advocated for further research on sustainability in the foodservice industry from a variety of perspectives and in a range of contexts.

2.2. Restaurant Sustainability Practices

As companies address environmental issues and customer demands for moral business practices, sustainability standards have grown in significance in the restaurant sector. Using ecologically friendly packaging materials, minimizing food waste via better inventory management and donation programs, and procuring products locally and seasonally are all important aspects of sustainable operations (Filimonau et al., 2021). In order to reduce resource use, a lot of restaurants are also using water-saving technology and energy-efficient equipment (Lee et al., 2020). Increasingly popular are plant-based menu alternatives, which help to lower the carbon footprint of food production (Sexton et al., 2022). Sustainability is a strategic focus for the foodservice industry because of these measures, which not only promote environmental preservation but also improve brand image, customer loyalty, and long-term cost savings.

After the Green Restaurant Association launched the "Green Restaurant" campaign in 1990 to raise awareness of the problem in the foodservice industry and encourage establishments

to green their practices, the concept of "sustainable" or "green" restaurants began to gain traction with both restaurant owners and patrons (Kim and Han ,2010). According to Madanaguli et al. (2022), green restaurants are designed or run in an environmentally friendly manner to lessen the impact of their operations on the environment. Running a restaurant contains environmental sustainability concerns linked to food as well as those that are not, according to the literature that is presently accessible. Food safety, quality, and healthiness; inadequate sanitation during food preparation and serving; and waste of energy and water are a few examples. Since sustainability has become one of the most important concerns facing the service business sector, especially the foodservice industry, the idea has gained greater popularity (Herrero et al. ,2020; Moise, et al. ,2021).

According to the literature on foodservice, sustainable activities are measures taken by a restaurant to implement eco-friendly practices in order to achieve the goal of becoming a "green restaurant" (Xu and Jeong ,2019; Park et al. ,2020). Due to the functioning of restaurant services, restaurants use a significant amount of water and energy in their daily operations, which negatively impacts the environment (Chen et al. ,2015). To attract and satisfy customers who are highly concerned about environmental issues, many restaurants have implemented a variety of environmentally sound practices, such as food safety, green certification, eco-friendly settings, food quality, and healthiness (Jones et al. ,2014; Sánchez and Cabeza, ,2025; Yıldırım and Rajamanickam ,2025). The amount of knowledge regarding sustainable practices in the foodservice business is continuously growing, and customers are typically beginning to exhibit signals that restaurants are becoming more ecologically conscious and practical (Lang et al. ;2020). Customers favor restaurants that implement green policies and practices, according a recent survey (DiPietro et al. ,2013; Park et al. ,2020).

Along with being one of the top consumers of resources including water, electricity, and other resources, the foodservice sector is the third-largest producer of food waste (Hu et al. ,2010; Beretta et al. ,2013; Stancu and Ene ,2024, Crocker ,2025). The expansion of the global foodservice industry is anticipated to worsen the issues of excessive use of limited resources and food waste (Chaturvedi et al. ;2022; Boccia, et al. ,2021). As a result, businesses in this sector must adopt sustainable practices (Di Vaio et al. ,2022). The restaurant industry's rapid development has resulted in significant environmental problems due to excessive energy and water use, high levels of non-recyclable waste production, and high levels of food waste creation (Huang and Hall 2023).

The Green Restaurant Association has attempted to enhance restaurants' environmental sustainability performance by offering environmental guidelines with seven indicators, such as energy, water, waste, disposables, chemical and pollution reduction, sustainable food, and sustainable furnishings and building materials (Green Restaurant Association ,2018). Several studies have also raised issues that restaurant companies should pay attention to in order to achieve environmental sustainability (Dutta et al. ,2008; Hu et al. ,2010; Park et al. ,2020). Choi and Parsa (2007) for example, suggested three types of sustainable practices for the restaurant business: selling locally grown or organic food, acting in an environmentally conscious manner, and contributing money and in-kind to the community.

2.3. The Social Performance Concept

The term "social performance" describes how well a company handles its interactions with its constituents, such as its workers, clients, communities, and the general public. It includes actions pertaining to community involvement, diversity and inclusion, employee well-being,

labor rights, and moral conduct. Long-term organizational sustainability, improved company reputation, and higher employee happiness are all often linked to high social performance. Companies are being held more and more responsible for their social effect as well as their financial results as society expectations rise (Wood, 2010). A company's capacity to connect its operations with wider social ideals and make a positive contribution to societal progress is reflected in its effective social performance.

Companies may incorporate ethical, human rights, environmental, social, and consumer issues into their operations by implementing corporate social responsibility (CSR) (Etikan ,2024). It aims to improve the quality of life for workers, families, the community, and society at large by promoting sustainable economic development (Fatima and Elbanna ,2023; Wirba ,2024). Corporate social responsibility highlights the significance of all stakeholders, including investors, shareholders, and non-owners (Etikan ,2024). Businesses may benefit from CSR operations by enhancing customer-corporate identification and creating enduring relationships with customers via cause-related activities (Wirba, 2024). Esteves (2024) defines social performance as the successful execution of an organization's goal in conformity with recognized social standards; this includes prioritizing local communities, ensuring equitable opportunity, and upholding human rights. Benitez et al. (2025) define social sustainability as the way companies engage with their workers and the broader community, emphasizing their welfare and enhancing social circumstances. Organizational care is crucial for all parties involved. This include assisting local causes, addressing homelessness, promoting diversity among employees, and doing away with workplace prejudice (Dwivedi et al., 2025).

Corporate sustainability practices in the hotel industry are influenced by a number of factors, including public concern, regulatory pressure, senior management commitment, and gaining a competitive advantage (Moosa and He ,2023; Goffi et al., 2022). Among the stakeholders who are worried about the environment in the restaurant industry are patrons, staff members, suppliers, and legislators. By passing green legislation and collaborating with environmentally conscious businesses, leaders have reacted to this pressure (Perrigot et al., 2021). Research studies examining the effects of sustainability measures on the restaurant sector are another outcome of this industry-wide environmental sustainability movement. Research on sustainable practices in the restaurant industry focuses on customer behavior rather than environmental issues pertaining to employees or operations (Chowdhury et al., 2025). Restaurant proprietors must deal with customer demand, environmental restrictions, and societal issues. Many businesses are adopting green practices and training corporate executives to encourage sustainable construction, energy efficiency, buying practices, waste reduction, and water efficiency (Nwaogbe et al., 2025).

2.4 The Impact of Sustainability Practices on Restaurants Social Performance

By strengthening corporate accountability and cultivating good connections with stakeholders, sustainability methods in the restaurant business have a big influence on social performance. Restaurants that place an emphasis on social and environmental sustainability are seen as more moral and community-minded, which improves their standing and builds stakeholder confidence (Filimonau et al., 2021). In this context, "social performance" refers to a restaurant's capacity to oversee its social obligations, which include customer happiness, community participation, and staff welfare (Wood, 2010). Restaurants improve their total social

performance by incorporating sustainability into their everyday operations, which benefits both internal and external stakeholders. The involvement and contentment of employees is a crucial area where sustainability enhances social performance. Employee motivation and job satisfaction are often better in restaurants that use fair labor practices, provide safe working conditions, and uphold environmentally sensitive principles (Lee et al., 2020). These results improve internal social cohesiveness by lowering turnover rates and promoting a more diverse and egalitarian workplace. Another crucial aspect of social performance that is impacted by sustainability is community engagement. Local economies and communities immediately benefit from restaurants that support food donation programs, source locally, or take part in environmental activities. These actions enhance the restaurant's reputation and foster goodwill (Jones et al., 2017). Due to customers' growing preference for companies that share their ethical and environmental values, this local involvement also increases customer loyalty (Sexton et al., 2022). Additionally, a restaurant's social validity is directly related to how customers see sustainability. Customers are more likely to choose eateries that show concern for the environment and society as they become more environmentally conscious. In addition to increasing client happiness and loyalty, this favorable view gives the business a competitive edge (Namkung & Jang, 2017). Sustainability practices therefore turn into a tactical instrument to enhance corporate resilience and social performance.

In conclusion, by promoting customer pleasure, community ties, and staff welfare, sustainable policies greatly improve social performance in restaurants. Restaurants that incorporate sustainability into their core beliefs are better positioned to prosper socially and commercially as environmental and social responsibility continue to gain traction.

2.5 Research hypothesis and theoretical framework

In representative dimensions, a sustainable restaurant includes sustainable employment practices, encourages interconnected entrepreneurship in the community, and builds entrepreneurial alliances to improve environmental conditions. A sustainable restaurant supports life both internally and externally by responsibly using economic and natural resources (Fallah Shayan et al. 2022). In today's world, consumer marketplaces that are both sensible and moral are crucial to business viability. In order to promote sustainable markets, small and medium-sized businesses are essential (Carfora et al., 2021). The hotel industry facilitates the spread of sustainability-related messaging to customers, staff, suppliers, and other industry stakeholders in addition to providing jobs. Customers who care about social issues contribute to the restaurant industry's long-term prosperity. According to research, restaurants are more profitable when small and medium-sized businesses work with government agencies and consumer advocacy groups to create long-term customer bases (Iraldo et al., 2017; Hubbard ,2018).

To ascertain the effect of their business actions, restaurants must evaluate their performance. Restaurants may evaluate their success using a variety of factors. Several financial indicators, including as return on equity, return on investment, return on assets, profit margin, cost management ratio, and sales enhancement ratio, are often used by restaurants to assess their success. Metrics including return on investment, return on capital, return on assets, return on sales, and economic performance were used by a different team of researchers. Financial measurements have been the subject of many previous research on restaurant performance, but their inconsistent results fall short of capturing the whole picture of restaurant success (Golicic and Smith 2013; Hua et al., 2013; Kukanja et al., 2023). These researchers concluded that a thorough validation of the sustainability connection hypothesis requires the

inclusion of new performance indicators that take into consideration both social and economic results.

The primary objective of this study is to analyze Jordanian restaurants' usage of environmental sustainability techniques and the impact these practices have on social restaurant performance. The operational measures that Jordanian restaurants have made to manage the impact of their environmental practices on their social performances will be included in the data that will be examined. As illustrated in Figure 1, the study fills in the gaps in previous research by proposing a model that includes direct relationships that require additional empirical investigations. The independent variables in the model have been approved as factors that affect restaurant performance, citing numerous studies like (Al-Aomar and Hussain ;2017; Alonso-Almeida et al. 2018; Alshehhi et al., 2018, Jang et al. ;2015; Ma and Ghiselli ,2016, Abu-Bakar et al. ,2021, Zhang et al., 2009); the dependent variables have also been confirmed in numerous studies, such as (Kozmal and El-Monem ,2018; Legrand et al. 2010; Gupta ,2012, Perramon et al.; 2014, Băltescu et al., 2022), and the study develops hypotheses to achieve the research objectives.
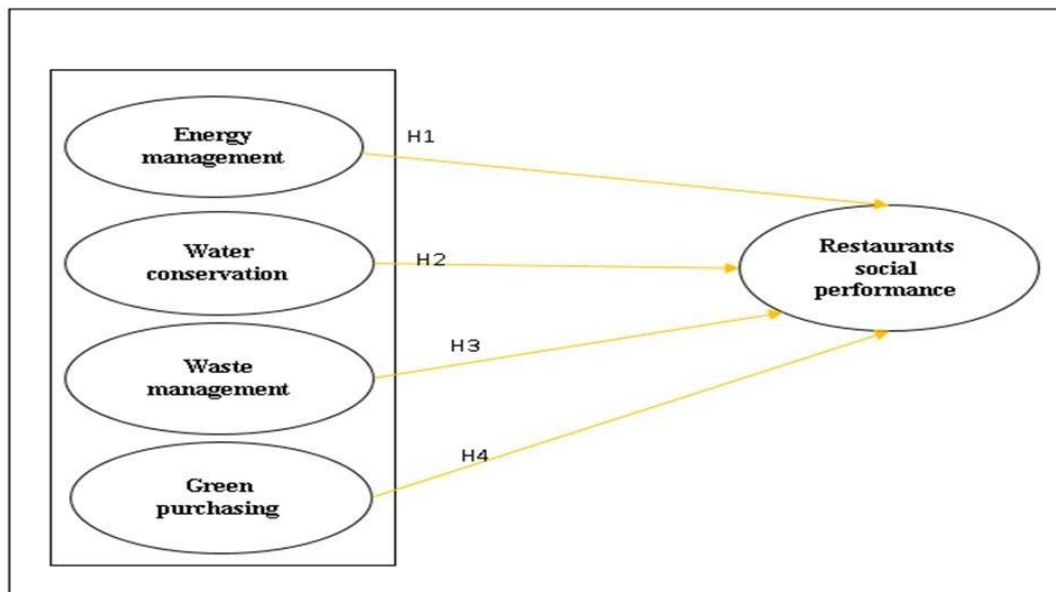
(Fig. 1) Model of Sustainability Practices Impact on Restaurant Social Performance. Source:The researchers

2.6 Hypotheses.

H1. Energy management has a positive and significant impact on restaurants' social performance.

H2. Water conservation has a positive and significant impact on restaurants' social performance.

H3. Waste management has a positive and significant impact on restaurants' social performance.

H4. Green purchasing has a positive and significant impact on restaurants' social performance.

3. Methodology
3.1 Sampling and Data Collection Procedures

3.1.1 sampling

In order to collect information, assess hypotheses, and respond to research questions on the current state of the studied subject, this study used a descriptive and analytical technique. The target population was examined using the analytical descriptive technique, with a focus on factors such as attitudes, perspectives, demographic data, situations, and procedures. Jordan has 1,269 restaurants that are classed as tourist eateries according to the Jordanian Ministry of Tourism and Antiquities (MOTA) in 2024. The current study only looked at three main towns in Jordan—Amman, Irbid, and Aqaba. This is because the sample can accomplish the study's goals by identifying and examining the performance of restaurants that utilize sustainable practices. In Jordan's restaurant industry, this collection attempts to represent a range of geographical areas and management demographics. According to the Jordanian Ministry of Tourism and Antiquities (MOTA), there will be 1,074 classified tourist restaurants in the study's target areas in 2024. The distribution of these restaurants breaks down as follows: There are 933 restaurants located in Amman, 82 in Aqaba, and 64 in Irbid. These governorates were chosen because they have a high concentration of restaurants, with these restaurants accounting for over 90% of all restaurants in Jordan. The number of categorized tourist restaurants in Jordan is shown in table 1.

Table (1) Number of the classified tourist restaurants by Location,2024 *Source: Ministry of Tourism & Antiquities (MOTA),2024*

Location	Tourist Restaurants
Amman	933
Aqaba	82
Petra	10
Irbid	64
Dead Sea	12
Madaba	33
Mafraq and Zarqa	46
Al Azraq and Karak	9
Ajlun and Jarash	23
Balqa	24
Fuhais	33
Total	1,269

3.1.2 Data Collection Procedures

This study employed a survey method to collect data from participants. A structured questionnaire was developed based on the research objectives and a review of relevant literature. The questionnaire included 5Likert-scale questions to quantify participant responses. It was designed to be clear, concise, and user-friendly. The purpose of the questionnaire was to gather pertinent data on a range of topics influencing the Jordanian restaurant business, including social performance, and sustainable practices. The researcher carefully analyzed the literature and the study's goals to ensure the inclusion of all relevant factors. Before the main survey, a pilot study was carried out to determine the sample size, test the survey instrument, and verify the validity and reliability of the trial findings (Teijlingen and Hundley, 2002). Because the respondents were Arabic restaurant owners or managers, the instrument was created in Arabic. Therefore, the we conducted a pilot study at the management level in the restaurant business. The sample size for the managers' population in the restaurant business is limited and might have an impact on the

actual research sample size. Additionally, we conducted it to avoid any potential interference with the results (Baker ,1994; Teijlingen and Hundley, 2002). Therefore, the goal of the pilot study was to ascertain respondents' comprehension of the survey's structure and terminology before conducting the main survey. During the two-week pilot research in Amman and Aqaba, we personally contacted the majority of the respondents. Twenty-five answers were gathered, and Most of the problems found in the pilot research were linked to spelling mistakes and the instrument's structure. To guarantee the survey's relevance, the modifications were made appropriately. We implemented the study concept by creating an online survey questionnaire. The researchers created the online survey form using Google Forms. Before sending the link to the online survey, we contacted the restaurants and asked the management for their email address or WhatsApp number. The email was sent along with the link to the online survey platform as soon as it was received. More than 250 restaurants received the link by email or through the restaurants' WhatsApp. Ethical criteria were adhered to throughout the data-gathering procedure, guaranteeing voluntary participation and anonymity. Participants were briefed about the goal of the study, their involvement in the research, and their freedom to withdraw at any time without facing any repercussions before the questionnaires being distributed. The four-month data-collecting period ran from April 1st, 2024, to July 1st, 2024. To boost response rates and promote participation, follow-up reminders were sent out. Once the researcher cleaned and tagged the data for analysis, we included only legitimate and comprehensive replies in the final dataset. The study's conclusions were guaranteed to be trustworthy and applicable to Jordan's larger restaurant industry because of the methodical technique used to collect data The online questionnaires were used to get 123 responses in total, the quantity of valid replies that were obtained for analysis, which was judged adequate according to the previously performed sample size calculation.

3.2 Questionnaire Structure and Design

The purpose of the study's questionnaire is to gather information on restaurants' social performance as well as their use of technical sustainability techniques. The three primary sections of the questionnaire are: Social Restaurant Performance, Technical Sustainability Practices, and Demographic Profile. This study employed the Likert scale to assess the topic of interest. Likert (1932) said that 5-point Likert scales were suitable for gauging respondents' attitudes and viewpoints about a particular subject. Thus, the current research measured the intention to implement sustainable practices in Jordanian restaurants using 5-point Likert scales. Table 2 explains the questionnaire's format.

Table (2) The structure of the questionnaire   *source: The researchers*

Part 1	Measurement	Scale
Part 1	Demographic Profile	Nominal scale ―Tick‖ Choose One or fill space.
Part 2	Implementing technical Sustainability practices related to energy, water, waste, and green purchasing practices.	5-point Likert Scale ―1‖ Never – ―5‖ Always.
Part 3	Social Restaurant Performance	5-point Likert Scale ―1‖ Never – ―5‖ Always.

3.3 Data Analysis Procedures

The researchers used three distinct software programs to analyze the data. Initially, IBM SPSS version 22 was used to evaluate common method variance and analyze the respondents' demographic data. The proper sample size for the suggested model was then assessed using G*Power version 3.1.9.2. Finally, PLS-SEM was used with Smart-PLS version 3 to check the outer model (which includes assessing how well the model fits and testing the hypotheses) and the inner model (focusing on its validity and reliability).

4. Results
4.1. Demographic Characteristics of Respondents

The descriptive data of the 123 respondents are shown in Table 3, which provides a summary of many factors pertaining to restaurant ownership, age, location, and type. This study uses statistical power analysis, based on Cohen's (1992) method, to determine an appropriate sample size for multiple OLS regression. The analysis was conducted using G*Power 3 software, factoring in four independent variables, two dependent variables, a 1% significance level, and 80% power. Required sample sizes were 699 (small effect), 98 (medium), and 45 (large). Although the ideal size varies by effect, the researcher selected a final sample size of 123, balancing statistical rigor with practical constraints like time and resources. The majority of restaurants (49.6%) are independently operated, with chain-run eateries coming in second (28.5%). Only 3.3% of the sample are chain-independent businesses, whereas 18.7% of the sample are franchises. With respect to the restaurants' ages, 43.1% have been open for more than ten years, 40.7% have been open for six to ten years, and 16.3% are comparatively young, having opened for one to five years. Geographically, the majority of the respondents—41.5% of the sample—are in Aqaba and Amman, with a lesser proportion (17.1%) in Irbid. Regarding restaurant types, the sample is equally distributed between fine dining places (49.6%) and fast food (50.4%), suggesting that a variety of eating experiences are well represented.

Table (3) Descriptive statistics of the Respondents

	Frequency	Percent
Restaurant ownership		
Franchise	23	18.7
Chain	35	28.5
Mixed ownership	4	3.3
independent	61	49.6
Years of experience		
1 to 5 years	20	16.3
6 to 10 years	50	40.7
More than 10 years	53	43.1
Restaurant location		
Irbid	21	17.1

Aqaba	51	41.5
Amman	51	41.5
Restaurant type		
fast food	62	50.4
fine dining	61	49.6
Total	123	100.0

4.2. Measurement Model

In order to assess the model's validity and reliability as well as its structural elements, this research used the Partial Least Squares (PLS) model for result analysis. It did this in two steps (Chin, 1998; Henseler et al., 2009). Verifying the measuring items' validity and reliability was the primary objective. Using PLS-SEM software, Confirmatory Factor Analysis (CFA) was performed to verify the model and investigate the connections between the constructs and their indicators (Ringle et al.,2005). There are two categories of constructs in the research model: first-order and second-order. While the second-order construct deals with the link between those dimensions and the general underlying structure, the first-order construct concentrates on the relationship between individual items and their respective dimensions (Ringle et al., 2012). The research model is shown in the accompanying image, which provides a thorough rundown of the study's structure and measurement parameters by showing the loadings for each indicator as well as the beta values.

4.3. Assessment of the measurement model

Taking into account the interrelated and interchangeable features of the indicators, the reflective measurement model was used to thoroughly assess and record the items' validity and reliability. The research used a variety of techniques to evaluate the measurement model in order to guarantee validity and reliability. Reliability was evaluated using composite reliability, while validity was assessed using discriminant validity (e.g., cross-loadings and the Fornell-Larcker criteria) and convergent validity (e.g., average variance extracted). Following validity and reliability checks, the study proceeded to look at the connections within the structural model.

4.4. Composite Reliability

The constructions' internal consistency reliability is assessed using composite reliability (CR). The loadings of the reflective structural elements exceeded the Hair, et al. (2014) suggested minimum criterion of 0.6. With values ranging from 0.812 to 0.952, Table 4 shows that all items satisfy the recommended loading criterion and that more than half of the variation is explained by the observed variables. Additionally, as shown in Table 4, components with loadings less than 0.7 were methodically eliminated to guarantee the structure met the requirements for internal consistency. As long as sufficient internal consistency is preserved, eliminating items from a reflective scale does not affect the structure's conceptual integrity. As a result, the items, which stand in for the outcomes, are reached via the causal route from the concept. Because they were all impacted by the same underlying structure, the items showed substantial correlations (Hair et al. 2021; MacKenzie et al.,2005). The results of the research show that, after removing a few items from the scale, the internal consistency of all constructs was within the acceptable range of 0.923 to 0.965. Items from a variety of constructions that were eliminated because of inadequate factor loadings are included in Table 4. Five items (EM10, EM11, EM7, EM8, EM9) had negative loadings for the Energy Management construct that ranged from -0.181 to -0.430, suggesting that they had no link with the construct. Likewise, low loadings ranging from -0.274 to -0.458 were observed for four Environmental Performance

items (EP5, EP6, EP7, and EP8). Five items (SP10, SP6, SP7, SP8, and SP9) in Social Performance had loadings less than 0.3, with SP10 having a loading of -0.074. Finally, loadings ranging from -0.034 to -0.190 also led to the deletion of three Waste Management items (WTM6, WTM7, and WTM8). Eliminating these items guarantees a more precise assessment of the underlying theoretical framework and improves the validity of the constructs.

Table (4) Deleted Items with Factor Loadings

Construct	Items	Factor Loading < 0.6
Energy Management	EM10	**-0.430**
	EM11	**-0.334**
	EM7	**-0.352**
	EM8	**-0.340**
	EM9	**-0.181**
Social Performance	SP10	**-0.074**
	SP6	**-0.301**
	SP7	**-0.166**
	SP8	**-0.088**
	SP9	**0.009**
Waste Management	WTM 6	**-0.190**
	WTM 7	**-0.034**
	WTM 8	**-0.163**

4.5. Convergent validity

The average variance extracted (AVE) was calculated in order to find convergent validity. As each load reached a load larger than 0.50, the loading factor supported convergent validity for the three constructs, according to the data. The factor loading that was used varied from 0.812 to 0.952. Furthermore, as shown by the multivariate condition from earlier research, items with loadings greater than 0.50 were deemed acceptable and fulfilling the level of the satisfying stage (Hair et al., 2010). With reference to the findings in Table 5, this is a significant point in the large number of factor loadings that support the measure's convergent validity. The loadings, Cronbach's alpha (CA), composite reliability (CR), and average variance extracted (AVE) values are shown in Table 5. The researchers evaluated the final item's internal consistency using Cronbach's alpha to show the propensity for correlation. A coefficient known as the CA shows

how effectively a group of indicators captures the hidden component. Thus, researchers employed CA to measure the reliability of the questionnaire's questions (Neely et al. ,2000).

A block manifest variable that is unidimensional has a strong correlation, which increases the likelihood of a high average inter-variable correlation (Sanchez ,2013). According to Nunnally (1978), a Cronbach's alpha of 0.7 or above is considered appropriate. It has been shown that a scale's internal consistency may be determined if an increase in correlations between its items equals an increase in Cronbach's alpha. On the other hand, Table 5 displayed the Cronbach's alpha data for every scale on a variable. It demonstrated that the research variables' alpha value was higher than 0.7. As a result, it has been shown that every variable in this field is adequate. AVE was also examined for evidence of convergent validity. The average values of six constructions may be referred to as the AVE (Fornell and Larcker ,1981). Variance extracted (VE) evaluation is used to bolster the discriminant validity of construction. In order to identify mistakes, it represents an AVE among damaged things. The rate must be at least 0.5 in order to be considered a reasonable level assessment of the AVE's attributes. It may be said that the elements satisfy the measurement construct sufficiently if the rate value is higher than 0.5 (Barclay and Smith ,1995). AVE was scored between 0.812 to 0.874, which was more than 0.5 and, according to the data in Table 5, suggested that construct validity was at an acceptable level of measurement (Barclay and Smith, 1995).

Table (5) Results of Measurement Model Assessment

Construct	Items	Factor Loading > 0.6	Cronbach's Alpha >0.7	CR (> 0.6)	Average Variance Extracted (AVE) (> 0.5)	Item(S) Deleted Due To Low Loadings
Energy Management			0.960	0.967	0.832	
	EM1	0.896				
	EM2	0.916				**EM10, EM11, EM7, EM8, EM9**
	EM3	0.909				
	EM4	0.882				
	EM5	0.930				
	EM6	0.940				
Green Purchasing			0.965	0.972	0.853	
	GR1	0.812				
	GR2	0.935				
	GR3	0.949				
	GR4	0.937				
	GR5	0.948				
	GR6	0.952				
Social Performance			0.947	0.959	0.825	
	SP1	0.924				**SP10, SP6, SP7, SP8, SP9**
	SP2	0.852				

	SP3	0.888				
	SP4	0.931				
	SP5	0.943				
Water Management			0.964	0.972	0.874	
	WRM1	0.929				
	WRM2	0.856				
	WRM3	0.913				
	WRM4	0.931				
	WRM5	0.920				
Waste Management			0.948	0.960	0.829	
	WTM1	0.936				
	WTM2	0.926				**WTM6, WTM7, WTM8**
	WTM3	0.947				
	WTM4	0.931				
	WTM5	0.935				

Showing the components' uniqueness and their relationships inside the matrix was the aim of this investigation. All AVE values have been square rooted, as seen in Table 6, where the values along the diagonal were higher than other correlation values among the latent components. All things considered, the measuring model shows strong discriminant validity between the constructs.

Table (6) Fornell-Larcker criterion

	Energy Management	Green Purchasing	Social Performance	Waste Management	Water Management
Energy Management	0.912				
Green Purchasing	0.716	0.923			
Social Performance	0.791	0.896	0.908		
Waste Management	0.532	0.521	0.591	0.935	
Water Management	0.760	0.744	0.735	0.605	0.910

4.6. Hypothesis Testing

The model must be evaluated based on two criteria: the significance of the routes and the path coefficient values, in order to evaluate all of the research's hypotheses. PLS-SEM 3.0 is used to bootstrap the PLS algorithm and get the path coefficient values (P) and their significance (p-value). In order to get the t-values, bootstrapping was carried out by creating 5000 bootstrap samples, which was more than the actual sample size recommended by Hair et al. (2013).

4.7. Evaluation of Hypotheses.

The results of testing the direct hypotheses are shown in Table 7. These expectations are supported by the strong effects of energy management on social and environmental performance, as shown by path coefficients of 0.636 and 0.631, respectively, and strong t-values of 2.699 and 3.631, both of which indicate p-values of 0.000 and 0.007. However, low t-values of 0.905 and 1.129 and p-values of 0.366 and 0.259 demonstrate that green purchasing has no effect on environmental or social performance, leading to the rejection of both hypotheses. A path coefficient of 0.289 and a t-value of 2.228 (p = 0.026) indicate that waste management significantly affects social performance, while its impact on environmental performance is not statistically significant (t = 1.286, p = 0.198). Ultimately, low t-values (0.570 and 1.111) and p-values (0.568 and 0.267) indicate that water management has minimal effect on environmental and social performance, which leads to the rejection of both hypotheses.

Table (7) The Test Result of Direct Hypotheses

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Decision
Energy Management ->Social Performance	0.631	0.655	0.234	2.699	**0.007**	**support**
Green Purchasing -> Social Performance	0.288	0.227	0.255	1.129	**0.259**	**reject**
Waste Management -> Social Performance	0.289	0.271	0.130	2.228	**0.026**	**support**
Water Management -> Social Performance	-0.232	-0.167	0.209	1.111	**0.267**	**reject**

5. Discussion and conclusion

The research investigates how Jordanian restaurants' social performance is affected by sustainable practices. The findings indicate that water conservation measures and green buying do not have a good impact on social performance in Jordanian restaurants, waste management and energy management do. These results are consistent with studies conducted by Serrano and Zaveri (2020), Kaur et al. (2022), and Alcorn (2014). Energy management lowers operating costs and shows a commitment to social responsibility, both of which have a favorable effect on social performance. Additionally, it assists eateries in adhering to regional and global environmental standards. Programs that provide incentives for energy efficiency are essential for encouraging businesses and households to adopt energy-saving practices and equipment. For a smooth

transition to a low-emission energy framework, Serrano and Zaveri (2020) stress the need of a multi-criteria framework that incorporates technological, economic, environmental, and social considerations. Social performance is not much impacted by water conservation since consumers may not understand its significance. This can be because eateries are concentrating more on other aspects like the quality of the cuisine and the service. Cultural values, economic considerations, and environmental concerns all have an impact on the intricate relationship between water conservation practices and social performance. Gaining insight into consumer behavior when it comes to water-saving gadget promotion may encourage social performance and community participation in conservation efforts.

In summary, cultural values, economic considerations, and personal behavior all influence water conservation practices, which are closely related to social performance. In order to create sustainable habits that are in line with community values and improve societal well-being, effective water conservation projects must combine social, environmental, and economic considerations in an interdisciplinary manner. Social performance is significantly impacted by waste management, especially in locally owned firms. A dedication to waste management builds community participation in conservation efforts and increases consumer confidence. Waste management, however, could not have a big impact on environmental performance since restaurants can have trouble putting good practices into place. Understanding consumer behavior may help promote water-saving technology, and public participation is crucial to increasing the effectiveness of waste management systems. Because it reflects sustainability and quality of life, public policy is essential to trash management. Governments need to create all-encompassing regulations that deal with waste management and shield citizens from environmental dangers. (Towolioe ,2018) highlights how waste management improves social performance and advocates for integrated approaches that include the unorganized sector. Social performance is unaffected by green buying because consumers could not be aware of its significance or pay enough attention to other aspects like cost and quality. Yusoff et al., (2023) methodical study emphasizes the value of empirical research in comprehending green purchasing trends and their implications for environmental sustainability.

Additionally, there is a complex interplay between social performance, environmental concern, and consumer behavior in green shopping. Customized marketing strategies are required due to demographic variations, particularly gender inequality, in environmental concerns. Consumer choices are heavily influenced by price and product features, with cost-effectiveness being a key factor. Finding suppliers who provide green buying choices, which lessen their environmental effect, may be challenging for restaurants. Menus and other materials should be utilized to enlighten staff and customers about the advantages of using sustainable goods, and sustainable suppliers should be sought out. Consistent quality and environmental performance should be guaranteed by the creation of standardized standards for sustainable activities. The development of sustainable products may be further aided in the future by emerging technologies like biodegradable materials, 3D printing, renewable energy, and artificial intelligence in supply chain optimization. The influence of suppliers on social performance and their involvement in supplying sustainable goods are examined by Fan et al. (2025). It draws attention to the significance of innovation, regulatory compliance, quality award implementation difficulties, organizational cooperation, and barriers to sustainable supply chain management. The results highlight the need of a link between strategic goals and sustainable supply chains, as

well as the importance of partner collaboration, long-term planning, and a dedication to producing sustainable products.

According to research, the link between social performance and sustainable practices is unaffected by restaurant features. Similar sustainable methods may be used by all kinds of restaurants, which would lessen the variance in effects. Engaging in community activities that tackle sustainability concerns may strengthen ties with the neighborhood and enhance one's reputation. By encouraging customers to develop relationships with the business and the cause, community-focused marketing strategies may promote growth and subtly address societal issues. It's possible that uniform industry standards transcend restaurant peculiarities, resulting in comparable impacts across all kinds. In order to better their future plans, restaurants should periodically undertake research to examine how their sustainable policies affect social performance.

Research on social performance, the utilization of these kinds of performance for strategic business goals, the development of various performance-improvement techniques, and the creation of various models for impacted sectors are all aided by this study. When determining whether or not to include sustainability into strategic business planning, it also emphasizes the need of taking the institutional context and firm characteristics into account. In order to determine how these interactions, affect how these findings are interpreted, future research may additionally include moderating variables or evaluations of the link between sustainability performance and financial success.

6. Theoretical Contribution

Because of its substantial influence on resource consumption and waste creation, sustainability has emerged as a crucial component of business strategy across sectors, particularly in the restaurant industry. This research explores the theoretical underpinnings that relate enhanced performance in Jordanian restaurants to sustainable measures, especially technology advancements. By investigating how various restaurant attributes impact the connection between these sustainable policies and overall performance, it seeks to close current gaps. Research on sustainability's effects in the restaurant business is still scarce and underrepresented in academic literature, despite the fact that it has been extensively examined in other fields.

By experimentally investigating the effects of specific technical practice components on restaurant performance, this research significantly advances the field. This study provides a more complex and thorough approach than other studies that depend on aggregated sustainability measures. The research assists restaurant operators in implementing more strategic and economical methods that improve performance while appeasing stakeholders by breaking down sustainable measures into discrete but connected components. The study highlights the potential for restaurants to play a significant role in social growth and long-term value creation, especially in difficult economic conditions, by focusing on the good elements of sustainability rather than its drawbacks.

Practically speaking, the study emphasizes how implementing sustainability efforts may increase employee behavior alignment with ownership values and cultivate a feeling of responsibility among restaurant employees. Additionally, it highlights how crucial stakeholder responsibility and involvement are to promoting sustainable corporate practices. The results back up an inclusive and proactive sustainability plan that strengthens the restaurant's social

impact while simultaneously increasing operational effectiveness. In the end, the research encourages wider sector engagement in sustainability initiatives by providing a fresh and useful viewpoint on how sustainability strategies affect restaurant performance.

7. Practical Implications

The study presents thorough examination of sustainability practices in the restaurant sector, highlighting the need of methodical and planned approaches to green projects. It highlights important suggestions for evaluating and disclosing sustainability initiatives, such keeping an eye on the number and caliber of related activities and making sure that reporting procedures are clear and easy to use. According to the study, providing employees with the necessary information and training on sustainability may greatly enhance the restaurant's social performance, highlighting the significance of green employee-related behaviors. A more proactive and cohesive team may also be achieved by giving staff members access to a comprehensive list of successful green activities. The study also promotes acknowledging the wider advantages of voluntary sustainability programs, which not only help achieve environmental objectives but also improve stakeholder relations, boost the restaurant's reputation, and draw in investment. Instead than only responding to the state of affairs, management is urged to consider sustainability and long-term changes while developing strategic plans.

The study also looks at organizational and operational aspects that affect how well sustainability initiatives work. The findings indicate that while sustainable practices tend to improve restaurant performance, factors like restaurant size and ownership type (e.g., independent vs chain) might sometimes reduce the perceived advantages of sustainability. The difficulty of balancing green measures with consumer expectations is shown by the possibility that regular patrons of bigger restaurants may be less happy despite their sustainability initiatives. The research confirms the notion that green practices may propel corporate success by showing a positive correlation between sustainable operations and consumer loyalty and eating frequency. It also highlights a gap in the literature, particularly when it comes to developing nations like Jordan, where there hasn't been enough research done on the connection between sustainability and corporate performance. By providing conceptual frameworks and statistically significant insights for assessing sustainability in service businesses, this study helps close that gap.

Finally, the results indicate a growing worldwide trend in which sustainability is turning into a competitive need in the restaurant industry and the larger hospitality industries. Demand for sustainable goods and services is rising as a result of consumers' increasing awareness of ecological deterioration and climate change. According to the research, strategic investments in employee training and community involvement, better coordination between employees, suppliers, and consumers, and the establishment of organized and effective sustainability reporting systems are all recommended. Additionally, it emphasizes how crucial resource efficiency, energy management, and ethical sourcing are to a sustainable restaurant business. By adopting these strategies, eateries may enhance operational efficiency, conform to global sustainability norms, draw in ethical customers, and secure sustained prosperity. Notwithstanding several drawbacks, such its dependence on cross-sectional data, the research offers useful information to investors, legislators, and restaurant managers who want to adopt or improve sustainable practices in a cutthroat and eco-aware industry.

8. Limitations and Further Research
8.1. Limitations

It is important to recognize a number of limitations that could have affected the study findings and should be taken into account when evaluating the findings. One significant drawback is the data gathering process. The research only used one technique for gathering data, which naturally adds biases and mistakes. The validity and reliability of the findings are called into question when data is gathered from a single source, particularly when the same respondents offer information on both dependent outcomes and independent variables (predictors). Common method bias may arise from this, producing shaky or even deceptive connections. Furthermore, the depth and complexity of the analysis are limited when just one data gathering method is used, since this reduces the possibility of triangulating data or approaching the study subject from many angles. The small sample size-only 123 questionnaires were completed and examined-is another significant limitation. Although the modest number of participants may limit the results' generalizability, these replies offered preliminary insights into sustainable practices in Jordanian eateries. To make more representative and complex inferences, a larger sample size would be necessary. Additionally, only one variables were used in the research to evaluate adoption of sustainable behaviors, and these traits were shown to have unfavorable significance, suggesting that they served more as obstacles than as facilitators. Given that sustainable practices are still in their infancy in Jordan and may be influenced by a wide variety of context-specific factors, it is suggested that the model should be enhanced by adding more variables to capture a wider range of impacts on sustainability adoption. Finally, the study's survey tools were 5-point Likert scales, a choice that has drawbacks of its own. According to earlier studies, restricting respondents to a five-point rating system may result in less than ideal outcomes, especially when opinions or attitudes are overwhelmingly favorable. It's possible that increasing the scale would have increased response variability, improving the quantitative data's sensitivity and interpretative depth.

8.2. Future Research Suggestions

In the context of Jordanian restaurants, this study has shed light on the crucial topic of sustainability, but it also emphasizes the need for further study and development in this field. Future research need to take into account a wider range of elements that affect restaurant performance, including particular restaurant characteristics, patron demographics, and the complex relationships that exist between patrons and restaurants. More accurate insights may be obtained by taking these factors into account before evaluating sustainability activities. Furthermore, carrying out comprehensive surveys may aid in better capturing consumer viewpoints, enabling more in-depth comparisons of their views, expectations, and readiness to pay extra for sustainable practices. To put into place efficient rules that not only improve sustainability but also encourage stakeholder loyalty and productivity, restaurants must also assess a balanced mix of economic, social, and environmental factors. Since sustainability essentially entails the steady provision of value over time, longitudinal studies with Jordanian visitors are advised in order to evaluate the long-term viability of suggested sustainability frameworks.

Additionally, rather than depending on a single strategy, future research should use a variety of data gathering techniques to overcome present restrictions. A deeper comprehension of the connections within the study issue might result from this methodological diversity, which can also improve the results' overall validity, correctness, and depth. Understanding the current constraints emphasizes the need for a more careful, comprehensive approach in further studies,

where combining many approaches may improve the accuracy of the findings and significantly add to the body of knowledge on sustainability. Furthermore, learning about the experiences of Jordanian eateries that have implemented sustainable practices-especially the challenges they have faced and possible advancements in the future-can provide priceless ideas. Setting up focus groups with restaurant employees and owners might aid in ongoing evaluation and improvement of sustainable operations. In order to better capture the complexity of sustainability in the restaurant industry, future research should focus on methodological improvements, such as the use of mixed methods, larger and more diverse samples, expanded variable sets, and more sophisticated measurement tools. Lastly, doing comparable studies in other nations may reveal regional or cultural differences, allowing researchers to reach more general, internationally applicable findings, through moderating factors or more in-depth examinations of the link between sustainability performance and financial results, such comparative research would improve our knowledge of how restaurant qualities affect the relationship between performance and sustainability metrics.

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أثر ممارسات الاستدامة على الأداء الاجتماعي للمطاعم في الأردن

المستخلص

تهدف هذه الدراسة إلى استكشاف تأثير الممارسات المستدامة على الأداء الاجتماعي للمطاعم في الأردن، بالإضافة إلى تحليل العلاقة بين الأداء الاجتماعي لهذه المطاعم وسياسات الاستدامة المتبعة. ومع تزايد الاهتمام بالاستدامة في قطاع خدمات الطعام، بدأت المطاعم في دمج مجموعة من التدابير البيئية والاجتماعية ضمن عملياتها. بحيث تركز هذه الدراسة على كيفية تأثير هذه الممارسات، مثل تقليل النفايات، والتوريد المستدام، والمشاركة المجتمعية، على الأداء الاجتماعي للمطاعم، والذي يتجلى في تأثيره على الموظفين، الزبائن، والمجتمع بشكل عام. ولتحقيق هذا الهدف، تم توزيع استبيانات على عينة عشوائية مكونة من 123 مالكًا ومديرًا يعملون في المطاعم الأردنية المصنفة سياحيا. اعتمدت الدراسة المنهجية الوصفية والتحليلية. بحيث توضح الدراسة كيف تعزز برامج الاستدامة المسؤولية الاجتماعية، وتزيد من رضا الموظفين، وتعزز ولاء العملاء، وتقوي الروابط المجتمعية، ومن خلال تحليل نتائج الاستبيانات أشارت النتائج إلى أن تطبيق ممارسات الاستدامة يعد أمرًا حيويًا لتحسين الأداء الاجتماعي للمطاعم، مما يسهم في ترسيخ مكانتها كمؤسسات أخلاقية وجذابة في بيئة تنافسية، بالإضافة إلى دعم تحقيق الأهداف المستدامة. وختمت هذه الدراسة باقتراحات لمديري المطاعم وأصحابها حول كيفية إدراج الاستدامة في خططهم التشغيلية.

الكلمات الدالة: المسؤولية الاجتماعية، ممارسات الاستدامة، الأداء الاجتماعي، المطاعم في الأردن