

Ingraining Eco-Efficiency as a Core Value in Hotel Employees Through the Management Style of Their Leaders

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Abstract

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This dissertation concerns the issue of the lack of eco-efficient responsibility adopted by hotels in Malta and abroad. The **aim** is to reveal how hotel managers can use their influence and style of management to instil the values of eco-efficiency within their subordinates.

The **scope** is to move away from unspecific and overlooked policies that have been proven to be ineffective and to take up a functionalist approach that promotes the threading of eco-efficiency goals and innovations through the foundations of existing frameworks. The dissertation seeks to find the leadership styles adopted by hotel managers to reach these goals, adding value to the human resources, the business, and the natural environment.

Semi-structured interviews, questionnaires and desk research are the **research methods** used to answer the research question from a multi-disciplinary approach. The research covers an international audience allowing the findings to be relevant beyond borders.

The **general findings** are that the transformational leadership style is ideal for ingraining core values in employees and that continuous training and ESD efforts are necessary to keep employees motivated. Additionally, innovative tools such as a leadership agenda of eco-efficiency and environmental programs have been devised to aid in reaching the eco-efficiency goals.

Keywords: "hotel management" "corporate social responsibility" "human resources" "eco-efficiency" "management styles" "transformational leadership"

**To the agents of change,
for having a faith greater than fear.**

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Scruffy, none of this would have been possible without your emotional support.

Declaration of Authenticity

Institute of Tourism Studies



DECLARATION OF AUTHENTICITY

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I hereby declare that I am the legitimate author of this Dissertation and that it is my original work.

No portion of this work has been submitted in support of an application for another qualification of this or any other higher education institution.

I hold the Institute of Tourism Studies (Malta) harmless against any third party claims with regard to copyright violation, breach of confidentiality, defamation and any other third party right infringement.

A handwritten signature in black ink, appearing to read 'Ema-Sinéad', is written over a horizontal line. Below the line, the name 'Ema-Sinéad Zammit' is printed in a bold, sans-serif font.

Ema-Sinéad Zammit

Date: 15/08/21

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*There can be no nobler purpose, nor any greater source of inner satisfaction,
than to redirect management and enterprise to the cause of ensuring
a sustainable future.*

(Gladwin et al., 1995)

1 Introduction

1.1 Background & Research Problem

It is a commonly known fact that hotels have a direct negative impact on the environment by enhancing environmental hazards. Hotels bring about the displacement of natural inhabitants, waste generation, water wastage and every type of pollution. They put pressure on fossil fuels, sewage systems and other aspects of infrastructure, not to mention that they take up a substantial amount of space, among countless other issues (Hossan, 2014). Especially in the Mediterranean, tourism infrastructures and activities often have irreversible effects on natural areas rich in biodiversity. These effects result in habitat deterioration for both terrestrial and aquatic plant and animal communities, as reported by the European Environment Agency in 2015 and again in 2020.

Annually in the United States alone, hotels contribute to over 60 million tons of CO₂ emissions, use 219 billion gallons of water, and produce 1.9 billion pounds of waste while taking up more than 5 billion square feet of land (U.S Green Building Council, American Hotel & Lodging Association, NFL, U.S Energy Information Association, Energy Star, Environmental Protection Agency, Siemens, Forbes.com, 2012). Being the most common demographic of tourists, Europeans in particular are responsible for raising the demands and supply of accommodation services. Compared to the average Maltese resident, statistics show that each tourist consumes three or four times more water daily and produce double the municipal solid waste (European Environmental Agency, 2015). Undoubtedly, these disturbing statistics should act as a global wake-up call to leaders within the hospitality industry, as this phenomenon is of international concern.

A neglectful attitude towards environmental preservation and eco-efficiency is a major challenge within all industries, communities, and nations worldwide. However, this dissertation concerns the lack of eco-efficient responsibility in the hotel sector as a place of work.

Eco-efficiency is a management concept that measures and has the potential to control the environmental aspects that are present throughout the lifetime of a business's product or service offered (Srinivas, 2015). The topic of choice was inspired by a need recognized at the author's previous workplaces – different types of hotels located on the island of Malta – where disregard for eco-efficient practices were observed. The research is composed of primary and secondary research elements with both local and foreign studies concerning the need and means for integrating the value of eco-efficiency within hotel staff through their leaders' work ethic and management styles.

Since sustainability is a vast and complex issue, the focus of this dissertation is particularly constrained to the addition of eco-efficiency as a value to a hotel's human resources. Therefore, no further references are made on the impact of hospitality on the environment, on employee training involving other goals and aspects besides eco-efficiency, or on sustainability measures and policies that are practised by consumers of the hospitality industry. Moreover, reference is solely made to hotels, foregoing any reference to other sectors of tourism. Hence, this study is restricted to considering business establishments that provide lodging facilities, food and beverage, and sometimes recreational facilities to an individual who is in a fit state to be received and is in the financial position to pay for the stay.

1.2 Research Question & Objectives

The aim of this dissertation is to elaborate on ways of how the human resources of a hotel may be developed by management to reach the eco-efficiency goals of the hotel. It involves a review on the style of management adopted by managers and team leaders within a hotel and the actions that they can take to instil a positive and active attitude towards eco-efficiency in their subordinates. Additionally, a reflection on the effect of positive eco-efficient management on the employees' identity beyond their professional lives is considered based on how internalised, or habitual, such practices become.

Therefore, through this dissertation, the researcher aims to answer and shed light on the following research question:

How can hotel managers use their influence and style of management to instil the values of eco-efficiency within their subordinates?

By answering this research question, the researcher intends to bridge the gap in research and practice by directly addressing concerns about the ambiguity in communication surrounding the manager-employee transfer of knowledge and practice. In addition to the principal research question, sub-questions are devised and answered through the empirical research so as to build a detailed and complete picture of the background of the research topic. This format allows the researcher to tackle the main research question from a multidisciplinary approach while addressing any biases and vulnerabilities which might jeopardise the credibility of the dissertation.

1.3 Delimitation

The first three chapters of this dissertation are conceptual, meaning that the theoretical insights are obtained from previous literature conducted by scholars on relevant subject matter. The authenticity and credibility of the literary resources analysed are necessarily assumed to maintain the integrity of this study.

1.4 Research Methodology & Research Ethics

Methodological pluralism is used to answer the research question meaning that the study involves executing qualitative and quantitative primary research as well as gathering secondary research. Using both primary and secondary research methods makes it possible to ensure that the dissertation aims are reached and that the methods are counterchecked for errors to limit the possibility of research bias.

The dissertation is divided into two parts; two chapters in the first part and three in the second. The first part is based on secondary sources and considers the theories of eco-efficiency within the hospitality industry, education for sustainable development, and the relationship between the management and the employees in this context. The second part involves the researcher's empirical research consisting of two interviews, a questionnaire, and the analysis of all the research used in the dissertation.

1.4.1 Literature Review

Secondary sources used in this dissertation are critically analysed to review both the content and the underlying ideological biases of writers and journalists. Hence, the researcher adopts two analytic approaches: formal content analysis, which emphasises objectivity and reliability; and thematic analysis which sheds light on writers' biases.

1.4.2 Research Method 1 – Interview

The style of interview used in this dissertation falls somewhere between a structured and unstructured interview. Two interviews are carried out: one with a representative of the Maltese hospitality industry and an identical one with a representative from the Finnish hospitality industry. The reason for this is to gain a broader perspective of the importance given to eco-efficiency in the hospitality industry from two very different nations. The interview is used to obtain knowledge from specialised persons and allows the interviewer to explore issues in greater depth and generate theories and hypotheses which the researcher might not have thought of. Additionally, interviews are more flexible than any other research method as they can be used to extract simple factual information which otherwise could not be observed. The limitation of the interview is that the responses may not reflect actual behaviour, making them inaccurate.

1.4.3 Research Method 2 – Questionnaire

The topic of the dissertation readily lends itself to the use of quantitative techniques, making a questionnaire a viable and reliable research method. This method produces standardised, statistical data that allows for repeatability and error-checking within the study since using the same method on the same material produces the same results. The questionnaire is distributed to 105 hotel employees, irrespective of the hotel type, their designation, department etc. Prior to executing the final questionnaire, a pilot questionnaire is produced and distributed to eight individuals to test the questionnaire for clarity, comprehensibility and ease of navigation. The questionnaire is limited, like other quantitative methods of research, in its lack of measurement validity. A questionnaire administered by the researcher may cause participants to respond biasedly due to the

presence of the researcher. An honest analysis is maintained by keeping the participants' identities anonymous, while respecting the privacy of the respondents. Open-ended questions are used to allow the respondents to compose answers and in their own words; however, since it is difficult to classify and quantify such responses, closed questions are also used.

1.5 Denomination of Chapters

This introduction of the dissertation is the first chapter. *Chapter two* introduces the literature review. It provides definitions of terminology and illustrates the link between eco-efficiency and business administration, focusing mainly on how leadership and management influence the approach to eco-efficiency. In this chapter, the reader gets an insight into the recommendations found in literature on how to ingrain eco-efficiency as a core value within employees and what management style/s best compliment such methods. *Chapter three* is the final chapter of the literature review and focuses on the concept of Education for Sustainable Development (ESD), learning through emotional intelligence, and their relevant application to hotels. As the first chapter of part two of the dissertation, *Chapter four* concerns the research methodology. This chapter thoroughly presents the research plan, process and each of the research methods used, in accompaniment with their advantages and limitations. *Chapter five* is the final chapter of the empirical part of the dissertation. It is sub-divided in two parts: the interviews with the Finnish and Maltese representatives and the respective analysis; and finally, the questionnaire findings and analysis. *Chapter six* – the sixth and final chapter – is the evaluation and conclusion of the dissertation; it includes recommendations and ideas for further research.

Part One: Literature Review

2 Literature Review

By the end of this chapter, the reader should have a better understanding of the key terms and concepts that make up this dissertation. A link between eco-efficiency and the business world is made, by delving deeper into how leadership and management can affect the perception and value attributed to eco-efficiency in the workplace. The chapter highlights the recommendations found in the literature on how to ingrain eco-efficiency as a core value in employees and what management style/s best compliment such methods.

2.1 Introduction

The recognition that human activity may deplete the surrounding natural environment is described in literature some 2450 years ago by Plato in *Critias*, one of his later philosophical dialogues. He describes agricultural progression as the root of soil erosion and deforestation on the small Mediterranean island of Attica, which, as a consequence, became “like the skeleton of a sick man”. Nowadays, Plato’s observation may easily be applied to all of Earth, as it increasingly struggles to supply the needs of almost eight billion individuals.

The year 1972 brought a milestone to environmental thinking as --the landmark study *Limits to Growth* by the Club of Rome shed light on civilisation’s exhaustion of the natural resources its existence depends on. Following this, the United Nations held the first conference that put environmental issues on the forefront and particularly highlighted the importance of the efficient management of natural resources (United Nations, 2021). Fifteen years later, the World Commission on Environment and Development met and focused on the reality that natural resources are being used up at an alarming rate and

concluded that a paradigm change is necessary to resolve this issue. That meeting produced what is now commonly referred to as *The Brundtland Report*, which introduced the term *sustainable development*.

2.2 Definitions of Key Concepts

2.2.1 Sustainable Development

The verb *to sustain* means to keep something (in this case, resources) at a constant by – having a balanced inflow and outflow. Sustainability may be achieved through the use of renewable resources which are easily replenished and thus largely reduce or even halt the use of finite resources.

Development is frequently equated with manufacturing and material consumption for economic growth, it is rarely related with environmental preservation or sustainability. As many have observed, the two terms have somewhat contradictory meanings, and the response to this has been to avoid defining it and instead to represent it through goals. The elusive attitude has repelled ‘green orthodox’ ideologists who set themselves against modernity (Giddens, 2009). The key is to adapt to the times and allow for progress while being frugal with the resources used and generous with our communities.

Harris and Leiper (1995) comment that sustainability is capable of reconciling economic progress by preserving the Earth’s physical environment and its life support processes – air, soil, water and biodiversity. Therefore, there are two facets to sustainable development. It is a counter to overdevelopment within a society by encouraging economic progress without selfish depletion of resources. It is also cognisant of the stable and uncompromised supply of resources required to meet the needs of this and future

generations. Sustainable development implies looking for lasting, long-term solutions that stretch over timescales rather than short-term quick fixes. Economists view this as a method of managing economic growth within the context of sound environmental stewardship. After the Earth Summit of 1992, which set out the 27 principles of sustainable development, and the Treaty of Amsterdam, which declared sustainable development as a centrepiece of the European Union's visions, sustainable development became an ideal solution and focal point for policies and management practices.

A final observation made from literature is that, when a community engages in sustainable development, it improves in the quality of life through, socio-environmental enhancements and far-sighted empathy with future generations (Van Ginkel, 2005; Giddens, 2009). However, it was only in recent works that within the picture of sustainable development, elements of social involvement and consideration to the indigenous communities and minorities in society began to appear. For instance, according to Gladwin and Krause (1995), an organisation or entity becomes sustainable only when it is 'socially equitable and biospherically compatible' meaning that improvements in the quality of life may not be attained with partial fulfilment or absence of one characteristic or another. Eco-efficiency, and economic development are necessary but without society are insufficient to reach the goals of sustainable development. Elements of socio-economic sustainability such as poverty alleviation, population stabilisation, female and minority empowerment, job creation, human rights observance, and opportunity redistribution are equally important. Sustainable development is therefore linked to three interconnected 'pillars' – the economy, society and the environment, this is also referred to as the triple bottom line (Elkington, 1997; Frangos, 2016).

Unfortunately, the roots of unsustainability are myriad and systematically integrated into our institution and ideologies. Bridging the gap between the sustainable and unsustainable uses of resources takes more than some tinkering around the edges of the socio-politico-economic systems, or the dissemination of leaflets and reports and a few training days for select employees. It involves paradigm shifts at the foundational level, driven by industry and politicians alike (Harris & Leiper, 1995; Mello, 2015). There is a need for transformation from current practices and policies towards new ones (Wheeler, 2004). Functionalist sociologists suggest that this change can be done without contesting our institutions in the name of environmental preservation; instead, a common thread of sustainable development goals and innovations should run through the foundations' existing frameworks (Giddens, 2009). This approach is taken up by the author and viewed as ideal because a shift to sustainability in the business world implies a radical redefinition of the social contracts that a business maintains with the ecosystem and global community it forms part of. The road to sustainable development forces us individually and collectively into difficult choices about our ways of life, making it an ethical and moral challenge. However, with the help, empathy and influence of our leaders, managers and role models, the choice to contribute to the common good may be facilitated.

2.2.2 Eco-efficiency

Along with socio-economic development, eco-efficiency is a part of the prerequisites for sustainable development. Although social development promotes socially equitable improvements in the quality of life by developing and protecting our communities, eco-efficient approaches prevent the destruction of the global ecosystem which social development is dependent on. The main objective of eco-efficient approaches is to improve

living conditions to meet our increasingly complex human needs without impacting the balanced global ecosystem (Gladwin, et al., 1995; Organisation for Economic Co-Operation & Development, 1998). In the same year of Gladwin and his colleagues' findings, participants of a workshop organised by the Organisation for Economic Co-operation and Development (OECD) concluded that eco-efficiency is a flexible and suitable tool for translating theory to practice in industries and organisations.

The following are three prerequisites of eco-efficiency that have frequently reappeared in literature:

- The rate of using non-renewable resources must be slower than the rate of using renewable substitutes.
- The rate of using renewable resources must be slower than the rate of replenishment.
- The rate of releasing pollutants in the biosphere must be slower than the rate needed for the biosphere to process them and render them harmless.

Altruistic motives aside, businesses would derive various tangible and intangible benefits from adopting eco-efficient practices. The conventional idea of practising sustainability in the workplace revolves around the notion that it brings an escalation of significant additional costs that may erode efficiency, profits and competitiveness. However, evidence shows that implementing environmental thinking and focusing on eco-efficiency can improve financial performance (Hossan, 2014). Scholars have also shown that an organisation's contribution to the natural environment positively affects the stakeholders, especially those who work within the organisation. Such effects include job satisfaction,

motivation and high levels of commitment and loyalty (Dyllick & Hockerts, 2002; Farid, et al., 2019).

2.2.3 Corporate Social Responsibility

Corporate Social Responsibility (CSR) is widely defined as the voluntary practices that stem from social and environmental concerns and link an organisation with its community, societal stakeholders and the natural environment (Dobers, 2009; Farid, et al., 2019). According to the 'World Business Council for Sustainable Development', CSR is '*contributing to sustainable development by working to improve quality of life with employees, their families, the local community, and stakeholders up and down the supply chain*' (2015). CSR looks at how an organisation's operations interface affects the larger society and world, allowing companies to have a macro-focused approach and insight into their actions. Furthermore, it highlights the responsibilities businesses have in the evolving social and economic context; thus, as a mechanism of corporate control, CSR aids in producing an agenda for business leaders and managers.



Figure 1 - A representation of the effectiveness and relevance of CSR and organisational change over individual action.

2.3 The Leadership Agenda of Eco-Efficiency

As previously mentioned, a paradigm shift within the organisation's infrastructure must be implemented in order to reach the set pro-environmental efficiency outcomes. The resulting truth is that an urgent need for tools that can translate requirements to actions through achievable working targets has been provoked. Innovative methods of reaching these outcomes are encouraged and should be monitored by performance indicators. The results are to be analysed and modifications to the methods should be made accordingly. (OECD, 1998) One way of achieving organisational enrichment, renewal and contribution to the current socio-ecological challenges is through a new, easily adaptable and accessible agenda. In view of this, Frangos (2016) suggests a well-designed CSR plan that aligns the values of both the firm and eco-efficiency as a foundation and a fundamental element of corporate strategy. This strategy may be implemented through leadership and management styles that suit the context, organisation, employees and company goals.

Leadership involves influencing and enabling subordinates to understand, co-operate and apply themselves in the actions to be taken within and across the boundaries of an organisation. The leader should aim to diminish barriers with their employees, create bonds to engage the employee emotionally, and make the team work more cohesive. Once the employee feels valued in their team, their work ethic will improve significantly (Rahman, 2016). Scholars have developed situational or contingency theories that imply that leadership effectiveness depends on the situation and may be adapted accordingly.

Leaders can be transformational or transactional. A transformational leader is charismatic, a visionary and an agent of change. According to Burns (1978), they organise their efforts to reform organisation in part by raising the followers' consciousness beyond personal

interests to align with the organisational goals and vision. They promote intellectual stimulation among their followers, inspire motivation and consider each individual's needs. These leaders embrace or even initiate change through a flexible and open mindset. Gladwin et al. (1995), concluded that transformational leadership is the catalyst to redirecting and reaching sustainability standards in business.

On the other hand, transactional leaders approach followers intending to exchange one thing for another, e.g. exchanging work on a project for a raise in compensation. They are often more autocratic and follow a traditional way of leading an organisation.

One way of adapting the leadership style is by considering the compatibility of the leader's preferred style and the degree to which the leader can control the situation (Robbins et al., 2016). Hence, based on the findings in literature, a list of responsibilities and suggestions has been compiled for corporate leaders when making the transition in their workforce towards eco-efficiency (Gladwin et al., 1995; Harris & Leiper, 1995; Gabelnick, 1997; OECD, 1998; Sinkin et al., 2008; Frangos, 2016).

THE LEADERSHIP AGENDA FOR ECO-EFFICIENCY

1. Inspiring a shared vision of the organisation as a sustainable one, both socially and environmentally.
2. Making use of multiple intelligences to be more influential on the workforce. For example, being emotionally intelligent helps engage employees with company values while being socially intelligent allows a leader to understand others and be a manager.
3. Creating an organisational culture that inspires and supports sustainable behaviour.
4. Using PESTLE analysis to adjust the quality of sustainable practices to the external environment.
5. Encouraging effective learning about the demands and opportunities of the organisation.
6. Persuading stakeholders of the organisation to support corporate social responsibility.
7. Training and developing the workforce for the organisation to perform sustainably. Employees should be empowered to initiate sustainable behaviour within and beyond the workplace; and those who do should be rewarded.
8. Member codes of environmental practice should be established through a compilation of information on eco-efficient practices.
9. Transform public policies and market mechanisms to reward sustainable development and sustainable commercial success respectively.
10. Participation on government committees relating to environmental matters.
11. Commissioning, or direct undertaking of, research on the environmental impacts of tourism.

Figure 2 - The Leadership Agenda for Eco-Efficiency

A recent case study about FRHI Hotels & Resorts and the company's efforts to maintaining eco-efficient standards may be viewed as a model for the hospitality industry on a global level. The company launched the 'Environment Pillar' project which involved benchmarking, monitoring and enforcing the incorporation of the eco-efficiency goals in all department operations by setting targets, training and necessary materials to stakeholders. Similarly, Accor uses a scorecard to monitor employee engagement with eco-efficiency values throughout their properties dotted around the globe. It encourages such engagement through the motto, 'one employee can make a difference'. Additionally, the international brand has published documents aimed at hotel managers on how to train and educate their employees on environmental conservation along with a graphic novel on natural environment preservation.

2.4 Conclusion

This chapter has defined and clarified the key terms used within the dissertation. It presents a framework of an agenda that could prove useful to hotel managers in leading their team towards eco-efficiency. As Carnegie explains, *'when dealing with people, remember you are not dealing with creatures of logic, but creatures of emotion'* (2017) – literature emphasises the need to inspire, develop, and transform. In the next chapter, one will understand the potential of effective learning through knowledge, example and the emotional intelligence of a leader.

3 Literature Review

This chapter of the dissertation delves into the importance of education and training for an eco-efficient future. It includes the efforts that have been made by the United Nations Educational, Scientific and Cultural Organisation (UNESCO) regarding the topic and their effects on hospitality worldwide. The meaning and value of 'Education for Sustainable Development' is also explained to indicate how it can impact the attitudes and values of staff within the workplace.

3.1 Introduction

Eco-efficiency and sustainable development as a whole requires a system of life-long learning and education that transforms values and raises knowledge, allowing people to become members of society with a sense of human interdependence and understand how to live in harmony with nature.

Relative to implementing eco-efficiency practices, organisations are challenged with embedding the mindset, attitudes and values within its employees (Mello, 2015). It is the role of the education system to put forward the solutions to this challenge. Firstly, the organisation has to supply their staff with information and resources for them to be able to work according to the set strategies and goals. Social profits, like good education systems, cultural engagement and infrastructure, are also essential to achieve social sustainability. Thus, the mission of the managers is to strive for the stakeholders' comprehension of the organisations purpose and motive for them to follow suit.

3.2 UNESCO's 'Decade of Education for Sustainable Development'

In 2004, the United Nations General Assembly realised the need for an educational change aimed at making sustainable development a concrete reality for individuals, organisations, and governments alike. Thus, the 'Decade of Education for Sustainable Development' (DESD) was set up from 2005 to 2014 to act as a vehicle for educational change and a powerful tool for mobilising nations and businesses to a more sustainable future.

The goal of the DESD was to integrate sustainability values into the learning process to encourage a paradigm shift in attitudes and behaviours of present and future generations. This would allow for a more sustainable and mindful global society and a safer planet (Matsuura, 2005). The way to do this integration is through '*Education for Sustainable Development*' (ESD). ESD plays a key role and makes a central contribution in the development of human resource as it sustains economic growth by improving the quality and skills of the workforce. In fact, the need for education, public awareness and training was a path to the future that was unanimously adopted even during the 1992 Earth Summit in Rio de Janeiro. However, the people directly involved in education, such as teachers, university lecturers, and businesses' HR departments, were not sufficiently involved in the process due to a lack of joint efforts (Van Ginkel, 2005).

All in all, education and training are more than the transfer of knowledge and skills; they are powerful instruments for building human capital and social cohesion that will support decision-making and solve the problems that are threatening our future (Brito, 2005; Fien, 2005).

3.3 Learning within and outside the workplace

According to Gabelnick (1997), student retention is high in universities that give authority to learning communities. These 'communities' are interest groups that have the purpose of developing a multi-disciplinary approach to education. It was concluded that the students feel like they are active participants in their education when importance is being given to their education by their lecturers and mentors (Gabelnick, 1997). These conclusions can easily be translated into community efforts outside the university.

If leaders educate their followers, and employers train their employees about being socially responsible and eco-efficient, then it is likely that they would be willing to contribute to such activities because they feel a sense of belonging and of being active within their community, the workplace, and society as a whole. Furthermore, the adoption of values in the hospitality industry includes the decisions, attitudes and behaviour of all stakeholders involved. Including an active and joint effort to learn and contribute to environment-responsible actions from a committed citizenry will allow for a leap in progress (Frangos, 2016). After all, it is well-known that education and training emphasises a holistic approach to changes in values, behaviour and lifestyles. Ultimately, it is a change in the way managers set out policies and practices that is needed to empower employees to act appropriately as a step to redress the environmental problems and strains.

In reality, the outcome of having an eco-efficient, or 'green' business is possible without having management go through the trouble of training and developing staff for them to view the value and significance of eco-efficiency. However, without personally ingraining a sense of responsibility and respect towards our society and the natural environment we live in, the individual may be considered nothing more than a puppet for an opportunistic

employer who solely cares for the reputation of their business rather than for contributing to the co-existence of humans and the earth's ecosystems. This is because, the employee may only follow company policies blindly without understanding why they were designed and put into place and the good that can be achieved when followed through.

According to the psychological concept of association, it is likely, that if an employee of such a company is recruited by another employer later on, any motivation or will to act sustainably and responsibly within the new workplace would be diminished. This is because, mentally, such actions and decisions are connected to one business and are not viewed as an approach appreciated universally. This occurs when values are not consolidated within the person, further emphasising the importance of ingraining values through personal development and ESD.

3.4 Conclusion

By infusing ESD together with education for decision-making in the training of both operational staff and managers of the hospitality industry, professionals will be able to apply principles of sustainability in their work. Within the workplace, managers should be equipped with the knowledge to drive the ESD process and to forge and commit their subordinates to eco-efficiency.

Part Two: Empirical Research

4 Research Methodology

The methodology elaborates on the techniques used to carry out the empirical research. This chapter describes and justifies the choice of research methods, design and procedures; the means of accumulating data and the implementation; the modus operandi and means of analysis. This chapter does not include any data or findings from the empirical research, as can be found in chapter 5.

4.1 Research Process

As mentioned in the introduction of this dissertation, the research consists of three approaches – literature, qualitative interviews and a questionnaire. The first phase accounts for the literature review of the study, while the second consists of qualitative interviews with industry experts to gather insights and form a deeper understanding of the subject. The third phase involves a questionnaire directed to hotel employees used to visualise what the hotel industry workers think of the topic.

The research process for this dissertation is visualized as follows in Figure 3:

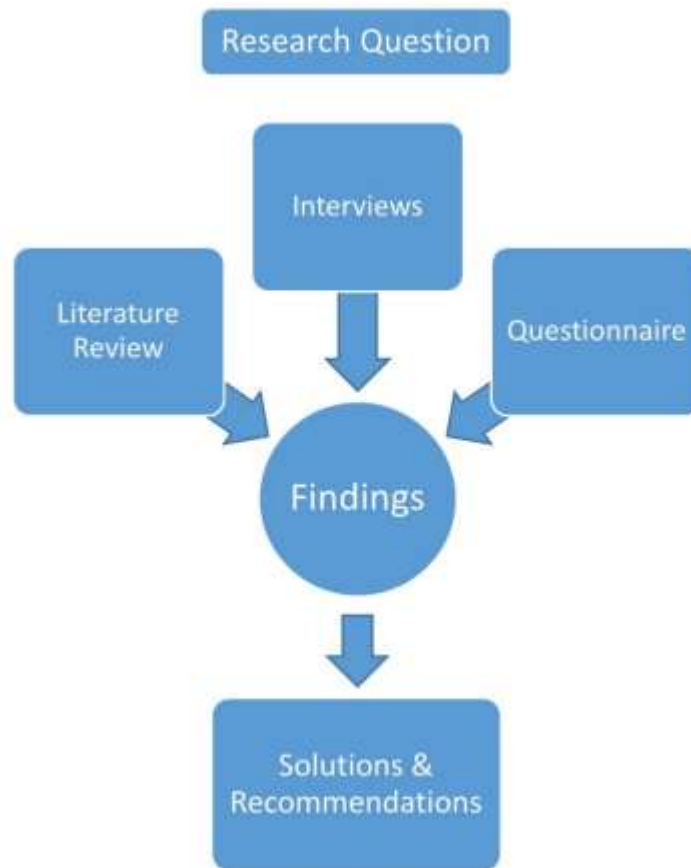


Figure 3 - Research Process

The data collected from each research methods is analysed in order to answer the proposed research question and tighten the gap in this field. In this way, the dissertation can offer beneficial information to hotel managers, organisations and other relevant and interested stakeholders. A vast gap on this topic has been observed, both in literature and also in the local scene.

The research question devised is:

How can hotel managers use their influence and style of management to instil the values of eco-efficiency within their subordinates?

The answer to this question is crucial to understanding the necessary steps that need to be taken by hospitality organisations to increase the level of eco-efficiency in terms of volume and longevity. For this to be possible, the answer to this question calls for long-term, strategic implications. The outcome demands one to tackle the topic from a multidisciplinary and holistic approach, to avoid vulnerabilities and inconsistencies that may result from partial or biased research. Therefore, to satisfy this requirement, three different research tools were used to answer the research question.

4.1.1 Literature Review

The literature review involves gathering constructed information (Hewson et. al, 2016). As explained earlier in the dissertation, eco-efficiency is not a new topic for governments and organisations within the private sector. However, little is found about the role of management in engaging their subordinates with the concept and values of eco-efficiency, especially beyond the realms of external and structural elements; like, policies, processes, and technology.

The researcher uses secondary research for conceptual-substantive, methodological, and economic reasons.

American sociologist, Herbert Hyman (1987) describes the literature review as having greater scope and depth than solely using empirical data, because it involves the gathering of a wide range of materials covering various areas and eras. The literature on the chosen topic allowed the researcher to understand the historical context, allowing insight into the change in ideology and its management. Therefore, the secondary data was used for comparative purposes to enlarge the scope of generalisation.

The methodological advantages the researcher finds in the secondary analysis are various. Firstly, reliable and accurate data allows for replication and appearance in new studies, which adds to the credibility of the works cited. Additionally, the availability of the data allows the researcher to follow up on studies conducted decades ago by locating similar or improved data collected more recently (Frankfort-Nachmias & Nachmias, 1996).

The economic motive behind secondary research usage is that it is considerably cheaper than collecting new data. Funding opportunities were limited for this dissertation, pushing the researcher to use various university and public libraries, peer-reviewed online journals, e-books, and newspaper articles.

4.1.2 Interviews

Qualitative interviews with two industry experts were chosen as a research method to countercheck, fill the gaps found in the literature review, and enrich the existing data. In this dissertation, the term 'expert' refers to individuals who engage with sustainability and education practices in hospitality. The experts were found through mutual contacts; an ex-lecturer based in Finland and a colleague at the researcher's previous place of work in Malta. The interview with the Finnish expert involved reaching out to over fifty companies and individuals through company contact forms, email, and LinkedIn, but this did not yield any results.

Using qualitative methods yields an opportunity for exploring social variables. Additionally, this study aims to understand 'how' to ingrain the value of eco-efficiency, thus lending itself readily to qualitative research methods. The reliability and validity of using qualitative research as the sole research method may be questionable; however, it seems successful when used as a supporting method for quantitative and secondary research (Seale, et al.

2004; Flick, 2007). To answer the main research question, other relevant sub-questions were posed to the interviewees. This helped the researcher build a complete and detailed picture of the foundations of the topic whilst addressing biases in the field research. The answers to the following sub-questions are found in the subsequent chapter:

1. Can sustainability standards be reached through the training of employees?

In other words, have performance improvements been reported and sustainability goals reached with the successful training of employees, or is employee training insufficient? This question challenges the reliability and efficiency of human resources managers' efforts to reach corporate sustainability goals.

2. How does management affect the learning, willingness to learn and compliancy of employees?

This question broaches experts to gain an insight into the effectiveness management has on employees. If hotel managers significantly impact their employees' learning curves, they may choose, diversify, and add value to the training content. This, in turn, may be an opportunity to ingrain the value of eco-efficiency.

3. What is the correlation between management style and the employee's ethical behaviour in the workplace?

This question draws attention to the particular style of management used and its potential to push the organisation in a more ethical direction.

The interview style was different for each interviews as the interviewees had a preferred way of sharing their knowledge and resources. However, the presentation of the semi-

structured interview questions remained consistent for both interviews. Additionally, the interviewer remained impassive during the interviewing process to avoid influencing the interviewee in any way (Vella, 2019). All questions were open-ended to obtain as much information as possible and so as not to force the interviewee to adapt to preconceived answers. Close-ended questions were also included with appropriate follow-up questions to avoid any shortcomings from 'yes' or 'no' questions. The challenge of open-ended questions is that they may be difficult to answer and more so to analyse, as certain details may be lost.

The interview with the Finnish representative of the hospitality industry was conducted via email, where– questions and answers were exchanged accordingly. The advantage of the mail interview is that it is ideal when the interviewee and interviewer are geographically dispersed. This type of interview is highly economical as it omits high travel costs and large investments of time. Additionally, the interviewee is not required to give an immediate answer and has time to consult documents and sources for a more detailed and accurate response, giving them the liberty to express their views as intended, unrushed (Frankfort-Nachmias & Nachmias, 1996). However, this interviewing style has its own disadvantages; for example, the interviewer has no opportunity to probe beyond the given answer for additional information or clarity. Also, the interviewer has no control over who answers the questions as they are not physically present when questions are answered.

The interview with the Maltese representative of the hospitality industry was conducted online via Skype for safety reasons due to the COVID-19 pandemic that shook the country. The advantages of this interviewing style include flexibility in the questioning process, and control over the interviewing situation. The most problematic disadvantage of this

interviewing style is interviewer's bias that causes an influence of an interviewee's response. Additionally, it is more time consuming than the mail interview, and time may be wasted if the parties experience internet difficulties during the interview.

4.1.3 Questionnaire

A questionnaire was the third research technique that the researcher used to fulfil the dissertation's aims. The aim of the questionnaire is to get a general insight on the dissertation topic from around a hundred individuals who work in the Maltese hospitality industry. A pilot questionnaire was devised and forwarded to eight individuals before distributing the final version to obtain criticism and feedback. The sample of participants was quite varied, as it ranged from top management to operational staff and interns. Additionally, it was not limited to a specific type of hotel or role within the organisation. The only two fixed factors common for all participants were that they were employed in Malta and in an establishment registered as a hotel at the time of surveying.

The devised questions are a mix of open-ended and closed-ended questions, to reap the benefits of both styles. This is essential to have an appropriate and strategically planned questionnaire that aims to attain useful information, avoid short, vague answers whilst keeping the participants alert and interested (Spens, 2020). The mix of question types was based on the following considerations that previous researchers suggested:

- Objectives of the research technique.
- The respondent's level of knowledge and experience regarding the topic.
- The extent to which respondent has reflected upon the topic.

- The respondent's motivation to communicate about the topic.

The questionnaire was distributed via various email distribution lists and social media (mainly Facebook and LinkedIn). One of the mailing lists used was that of the Institute of Tourism Studies, where most students and lecturers there also work in the local hospitality industry. The second mailing list consisted of hotel employees working in a chain of three luxury hotels based in Malta. An email was also sent to two ex-colleagues who worked as managers in different brands of local hotel accommodation, and who shared the questionnaire with their teams. Therefore, the questionnaire was sent to an approximate total of over two thousand individuals working in the hospitality industry. Although the initial aim was to receive around a hundred responses, the researcher had already considered the low response rate of online questionnaires owing to the surveyor's inability to be physically present in the process (Frankfort-Nachmias & Nachmias, 1996). In fact, only about 5-6% of individuals (105 persons) participated in the questionnaire.

One must also note the limitations of the channels used to distribute the questionnaire:

- Firstly, an individual may be part of more than one mailing list, therefore the number of individuals who received the questionnaire is not entirely accurate.
- Additionally, hotel employees who have work emails are usually managers, full-timers, or administrative employees. Therefore, many part-timers and operational staff below middle-management positions are excluded in the email system. For this reason, social media platforms were used alongside the distribution lists to reach workers without a work email.

- Another factor that may result in untrue figures is that some emails that are no longer being used may still form part of a distribution list. For instance, the questionnaire implementation process took place in the summer of 2020; at this time, many hotel employees suffered redundancy and lost their jobs without much notice. In such a distressful situation, little thought would go to closing their work email account.

4.2 Research Analysis

Understanding what instils and consolidates values within an individual and how an authoritative figure might catalyse this is the key to understanding how this can be done in a hotel –a hub of turnover and temporariness.

As presented in the research process, the findings of the literature review, interviews and questionnaires were compared and reanalysed. The researcher ensured thorough familiarisation by rereading the transcriptions and responses of the interviewees and respondents.

As mentioned previously, before the official distribution of the questionnaire, a pilot questionnaire was constructed and analysed to rate the comprehensibility, clarity and user-friendliness of the questionnaire. Therefore, the pilot questionnaire was also thoroughly analysed; however, the conclusions are not included in the final findings of the research. The automatic analysis feature of Microsoft Forms was useful in gaining a general overview of the results. This made it easier for the researcher to analyse the data and draw conclusions. The data was mainly represented in tables, plotted graphs and pie charts, especially for the answers to the closed-ended questions. Colour codes and sticky notes

helped to filter and categorise the information. Due to their unique and unquantifiable nature, the researcher presented the answers for the open-ended questions as comments using a manual deductive code scheme. On a smaller scale, similarities and differences were highlighted while rereading the transcriptions of the interviews.

4.3 Transparency

According to Lupia and Elman (2014), research transparency is an ethical obligation a researcher has to the public. Transparency has been approached from analytical, data, and production-related dimensions (Moravcsik, 2019). Since the raw data of the questionnaires and interviews are available, data transparency is practiced. Analytic transparency is possible through this chapter in which the research analytical process is made evident. Finally, product transparency is present through the dissertation's evaluation in the final chapter where the drawn research conclusions are found.

4.4 Ethical Considerations

The interviewees were kept anonymous to safeguard their identity. Both interviewees signed a consent form (in Appendix 1) allowing them to withdraw from the study at any point. Additionally, the interpretations of the interview answers were confirmed by the interviewees and where necessary, corrections were made. Thus, the study reflects a truly accurate version of the participants' perspectives. The respondents of the questionnaire also remained anonymous allowing for the unbiased answers found in the next chapter.

5 Empirical Research Findings & Analysis

This chapter presents the findings and analyses of the empirical research carried out. This includes, the interview questions and their justifications, the analysis of the interview responses, and the findings and analysis of the questionnaire. Throughout, one may find interpretations and discussions of the results drawn from both literature and empirical research.

5.1 Interviews

In this section, one may find an analysis of the interview questions and answers and the conclusions drawn from the two interviews. The responses of the interviewees may be found in Appendix 5.

5.1.1 Questions & Justifications

1. How can hotels be more sustainable?

Justification: To understand the ideology and depth of knowledge the interviewee has on the topic.

2. Can sustainability standards be reached through the training of employees?

Justification: To understand the approach the interviewee takes on employee training.

3. How does management affect the learning, willingness to learn and compliance of employees?

Justification: To get an expert's opinion on if and how managers are influential in employee learning.

4. Is it possible to make employees completely caring of the environment through effective management styles, even if it is not in their nature or interest to be ethical?

Justification: This question is the raw form and basis of the research question of the entire dissertation. It will be interesting to see if experts think that ingraining values, such as that of eco-efficiency, is possible in the first place before asking how it may be done. The question also sheds light on the topic of management styles and their effectiveness in moulding employees approaches to values.

5. What differentiates between an effective policy and a less effective one? Is the style of management a factor?

Justification: Policies are primitive but widely used tools in setting the tone for organisational culture and processes. Therefore they should play a role in the 'greening' of an organisation such as a hotel. This question aims to understand the effectiveness of policies with regards to ingraining the ethics and values within the employees of the business.

6. What is the correlation between management style and the employee's ethical behaviour in the workplace?

Justification: To get a clear picture of the link between management style and employee ethical behaviour, if any.

7. Is it possible for an employee to be more ethical through work training programs?

Justification: To get insight on whether training programs, such as those presented during the induction process of employment and workshops are influential on employee ethical behaviour.

8. In your opinion, are the standard training programs of today effective in the long-run? If not, how can they be improved?

Justification: This question is asked to get an expert's opinion on whether the current standard training programs are based on a strategy that remains relevant and effective for more than a year.

9. Have I missed something important that you would like to add/comment on?

Justification: This question allows the interviewee to add any comments that they feel would be relevant to the research.

5.1.2 Interview Introduction

As previously explained, this interview aims to gain insight into the perspective of eco-efficiency in running a hotel from a local source and from another EU member nation that has several differences from Malta.

Finland has been scoring remarkably on the Environmental Performance Index (EPI) for many consecutive years, landing a solid position in the top ten. The index compares the protection of ecosystems and human health in different countries. It measures these countries across 32 performance indicators, including climate change mitigation, air quality, waste treatment and environmental policies. In 2021, Finland landed 7th place with a score of 78.9, hitting a perfect score in water treatment and sanitation, marine and biome

protection and air quality (Wood, 2021). The Nordic country scored a total of 99.35 for environmental health. Finland has also set milestones involving strategic ecological policies, the fruits of which are evident throughout the country and act as an inspiration for other countries (Lyytimäki, 2014; Turunen, 2016). For example, in 2016, Finland aimed to be completely carbon neutral (by which nature's capacity is no longer exceeded) by 2050. In 2021, while still recovering from the economic damage caused by the COVID-19 pandemic, Finland created a feasibility timeline for this aim. It was found that by the rate of progression, Finland can reach complete carbon neutrality by 2035 (Bergman, 2021). Finns understand the importance of eco-efficiency and environmental conservation and thus, offer many opportunities for environmentally conscious travellers. Over 75% of all hotel rooms in Helsinki have been certified as eco-efficient, and the ones that have not received an official eco certificate have an environmental plan in place (Helsinki Marketing, 2018). In 2021, Malta ranked 23rd on the EPI. Malta scores close to perfectly on certain indicators, such as drinking water quality, control of sulfur dioxide and methane emissions and solid waste management. However, neglect in various other categories inhibits the nation from progressing to the top of the list. For example, Malta scores 42.5% on control of ground-level ozone pollution, 50.6% on environmental contamination from lead exposure and a troubling 12.2% on quality, health and sustainability of fisheries which are major contributors to the Mediterranean diet. Additionally, Malta ranks 134th of 180 countries on wastewater treatment and the number of protected areas. The most concerning score is that from the biodiversity habitat indicator, where Malta ranks penultimate, indicating near complete habitat loss. Finland ranks 12th place on this indicator.

5.1.3 Introducing the Interviewees

The representative of the Finnish hospitality industry has been lecturing Corporate Social Responsibility, Travel & Tourism, Geography and Environmental Management at the University of Haaga-Helia for almost twenty years. They are qualified with a Master's degree in Geography and an Executive Master's in Business Administration and Management (MBA) and have a history of working with sustainable development issues in the hospitality industry.

The representative of the Maltese hospitality industry has been working in the human resources department of a five-star luxury hotel for fourteen years, mainly specialising in training, learning and development. For the last four years, they have been practising the role of a learning and development manager for the hotel. Additionally, they are qualified with a Bachelor's degree in Tourism Studies.

It is trusted that both individuals' qualifications and work experience make them credible sources of information for the purpose of this dissertation.

5.1.4 Findings & Discussion

1. When asked how hotels can be more sustainable in their operation, the Finnish representative responded that there are various areas to consider like energy, chemical use, water consumption, waste management, purchasing, food & beverage management, transportation and logistics. Similar to the agenda described in the literature review (Figure 2 - The Leadership Agenda for Eco-Efficiency), clear objectives set for each area were emphasised to perform CSR and sustainability to minimise negative impacts and maximise positive impacts of the

hotel operation. The objectives must be monitored continuously; well-communicated for employees' understanding and partially for guests; and measurable, such as by key performance indicators (KPIs). These characteristics were also raised in the literature review (OECD, 1998; Frangos, 2016). The Maltese representative emphasised that sustainability involves more than environmental preservation and added that hotels should aim to preserve heritage while educating the students working at the hotel. It is essential that policies align with values. Here, the approach taken is in favour of ESD and policy amendments.

2. The Finnish representative believes that the quality of employee training regarding eco-efficiency is insufficient to form part of the daily hotel operation. It is recommended that the training applies environmental management to the hotel's functions. Furthermore, employees should be informed of the targets, progress and results of the eco-efficiency strategies being implemented as; this will motivate them to perform the necessary tasks required to reach the targets. However, for this to be possible, managers should encourage learning about eco-efficiency through knowledge and example. This is similar to what was mentioned in the literature review about the need for managers to be drivers of eco-efficiency and be equipped with the necessary knowledge and skills to do this. The Maltese representative commented that minor staff training efforts made to date have been successful, yet the process is time-consuming as certain characters tend to resist change. This challenge is also brought up in the questionnaire of the dissertation. The interviewee added that the effectiveness of such efforts is still uncertain. A shared example was that the departmental managers informed their teams of the harmful effects of plastic on the environment. A few days after this, the employees

refrained from using plastic cups in the workplace. It was clarified that the issue of plastic in the environment is a micro-step towards eco-efficiency; however, staff training has proven to be a success in delivering this message. It would be interesting to find out whether the staff members still deal with the issue of plastic strictly or passionately or whether they did so only immediately after the curve in their learning. Another factor that influences their approach to the issue could be the educators' physical presence, which could unknowingly force them to act as their best selves. Additionally, whether their manager is transformational or transactional would significantly influence how empowered the team member feels to perform such tasks as found in the literature review and the questionnaire findings.

3. Although training of employees is 'vital', the Finnish representative believes that change starts from the top management level and whatever commitment and resources they can give to the hotel staff. This is concluded from both literature and empirical findings. When referring to the resources the management can give, the interviewee refers to the time allocated to training of employees and the careful explanation that is given about the best practices everyone can adopt. It is explained that training should be approached through leadership and management knowledge and should be based on tangible facts and figures. Similarly, the Maltese representative commented that management influences staff and tends to lead by their behaviours and examples, similar to a theme outlined in Chapter 3. Therefore, it is important that the management is adaptable and relevant to the environmental needs and situations for their team to follow suit.

4. Both the Finnish and the Maltese representatives believe that unfortunately, there will always be people who do not carry a passion or sense of responsibility towards sustainability and who ignore the importance of environmental work that is being done. The Maltese representative added that personal demographics, such as social class and level of education are often a limiting factor. The only possibility to have employees work eco-efficiently is by having the sustainable practices be embedded deeply and subtly into operational processes and not allowing for an alternative way of working. This will force employees to work in an eco-efficient manner. Like the functionalist and author's approach, the goals must be threaded within the existing frameworks.
5. For the Finnish representative, an effective environmental policy is a public commitment that includes focus areas and general targets. However, 'environmental programs' are more elaborate and significant in reaching goals. These are detailed plans with standards of procedures on how hotel operations are executed. For instance, a program dedicated to improving waste management would include waste sorting, an achievable measure for the improvement (e.g. money to be saved through a particular cost-cutting effort or amount of waste avoided), and the individuals responsible for monitoring, reporting and communicating the waste situation. The tasks should be tangible and possible, while the goals should be measurable. For the Maltese representative, an effective policy is detailed, composed from the input of different people and well-communicated with all employees, as mentioned by the Finnish representative earlier in their interview. It is specified that all managers must be heavily trained on policies and

that feedback should be collected. The idea of an environmental program is not yet practised in Malta as many businesses still follow less precise, general policies.

6. The Finnish representative explains that the management style correlates through example to the employee's ethical behaviour in the workplace rather than formal educative methods; however, it was previously established that staff training is vital. The management should be the champions of environmental responsibility and lead their subordinates to reach the consentaneous goals, rather than simply demand from them. Management should use their leadership skills to ensure that staff are using the right means to reach their goals and that they are carried out in the daily operation of the hotel. The Maltese representative emphasised the positive effect formal workplace training has on employees. This may suggest that formal and traditional training is embedded in the Maltese industry but does not effectively instigate change, as shown in the lower EPI score. It was mentioned that during induction, the employees are shown a slideshow about the company to introduce the CSR efforts. One may criticise this as an act of brand advertisement rather than ESD or training. Additionally, induction only occurs a maximum of once per employer and is not compulsory nor promoted. Additional training is required to drive motivation and learning.
7. Both interviewees believe that knowledge brings awareness, thus employees can be more ethical through training programs delivered at the workplace. The Finnish representative also mentioned that people tend to be happier if they get a chance to make a difference and change for the better. Coming from 'the happiest country

in the world' for the fourth year in a row, this spoke volumes about the situation of Finnish human resource management (Finland Convention Bureau, 2021).

8. The Finnish representative believes that popular standard training programs used today are insufficient in bringing about long-term change towards a future of eco-efficiency. The way forward should be tailormade training programs that are shorter and delivered more frequently, like on a monthly basis. The Maltese representative commented that businesses should hire operational coaches and certified trainers to teach and develop their human resources. The need to have HRs and educators directly involved in learning ensures effective progress. This need was brought up in the literature and captures the idea that management should be equipped with the necessary skills and environmental knowledge.
9. The Finnish representative commented that nowadays, environmental responsibility is the norm and an integral part of the operation in Finland. It is demanded by the customers and prospective employees, especially the younger generations who tend to be more selective of employer image. A Finnish hotel widely communicates its environmental values – this transparency is the way forward. If the hotel has no values to show or appears to be greenwashing, the environmentally conscious younger generations are likely to consider working with or investing in another brand. This approach suggests employing readily motivated, eco-efficient employees rather than investing in staff training for employees who are not. In this scenario, it is speculated whether training and ESD would still be relevant. The Maltese representative reiterates an earlier statement to emphasise further that a lot of attention is given to eco-efficiency in contrast with social responsibility. This

might imply that eco-efficiency is becoming a cliché and handled with less seriousness on the Maltese islands. It was concluded that all community members should adopt the right mindset for sustainability to flourish so that future generations can appreciate the luxuries in life.

5.1.5 Reflections & Conclusions

As noted in the analysis of the interviews, the interviewees' responses were infrequently identical. However, they were mostly still aligned with what was deduced from the literature, adding value to the research found. Furthermore, one may note that formal training is still highly valued and embedded in the Maltese industry while the Finnish industry has turned to specific alternatives to traditional policies. Finally, both interviewees assert that management is responsible for influencing staff members through- knowledge, behaviour, commitment, resources, and tools they offer. The workers of the Maltese hotel industry are further analysed in the next chapter to consolidate or challenge the interview findings.

5.2 Questionnaire

The second research technique used is the questionnaire which aims to bridge the gap between environmentally conscious hotel employees and otherwise. In this section of the chapter, the insight of 105 persons working in the Maltese hospitality industry is compiled into bar and pie charts representing the data collected. The findings are thus interpreted and analysed accordingly.

5.2.1 Findings & Discussion

1. The first question is a multiple-choice question about the age of the respondents.

The aim is to make links between age and eco-efficient behaviour of hotel employees during the analysis of the responses.

Figure 3 presents the ages of the respondents of the questionnaire in a frequency table and bar chart. The most common age range amongst respondents is that between eighteen and twenty-five years, making up 37.14% of all respondents. The majority of respondents are younger than thirty-six years of age and make 58.09% of the total respondents of the questionnaire. Individuals over fifty years of age are in the minority, making up only 12.38% of all respondents.

The difference in ages is quite balanced; therefore, an accurate representation of the age demographical factor of various hotel employees is expected. However, the results for hotel employees aged between eighteen and thirty-five are assumed to be more accurate since they make up the majority.

2. The second question seeks to determine the gender of the questionnaire participants. The aim is to gain insight on which gender group is currently most environmentally conscious at the workplace.

As seen in Figure 4, the majority (57.14%) of respondents are male, while 41.9% are female and 0.95% classify as non-binary. Notably, the number of non-binary individuals is quite low compared to the male and female counterparts; however, since non-binary individuals still are a small minority in Malta, the questionnaire is somewhat proportionate to the Maltese population. Similarly, the ratio of male to female respondents is very close to that covering the entire Maltese population as of August 2020 which is also often reflected in hotels as a workplace.

1. Age

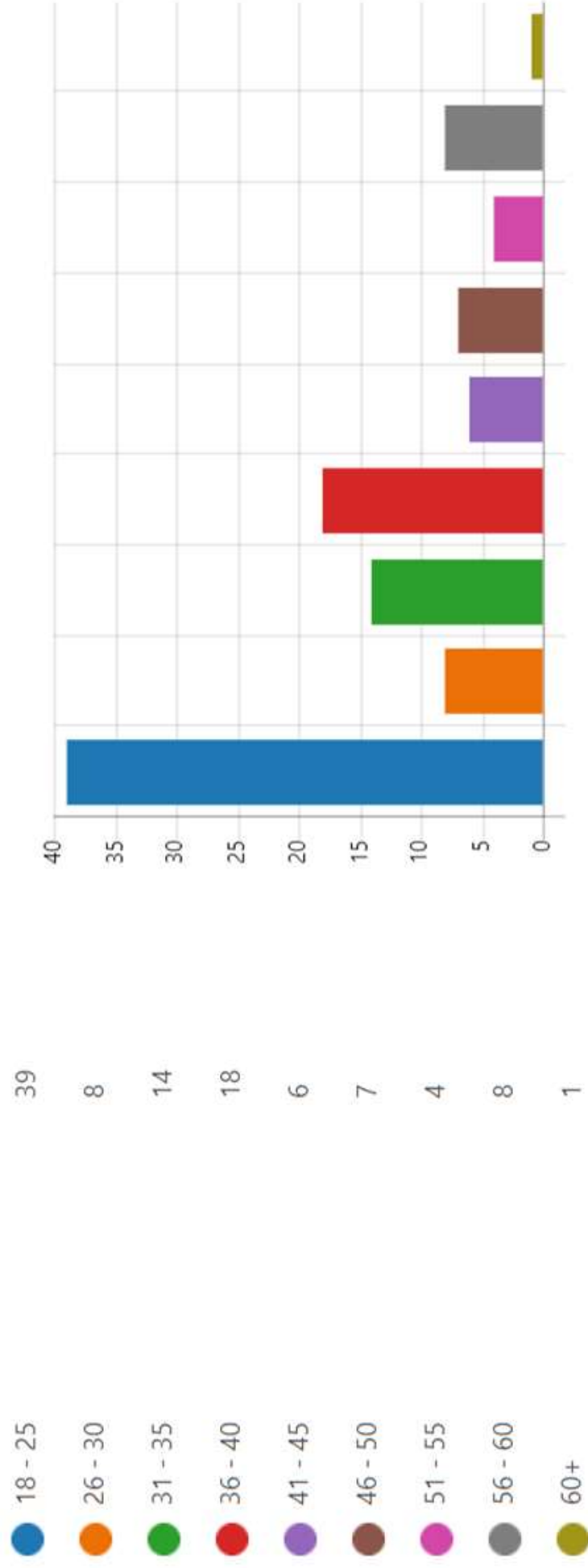


Figure 4 - Question 1

2. Gender

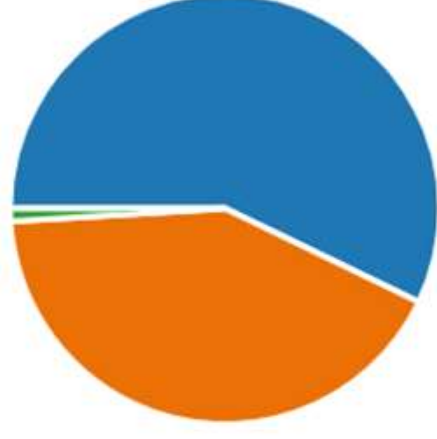


Figure 5 - Question 2

3. Through the third question, the interviewer seeks to gain insight into the correlation between nationality and eco-efficient behaviour and value at the workplace.

As represented in Table 1, the majority (78.1%) of respondents are Maltese while 10.48% are from other EU-member states and the remaining 11.43% are third-country nationals. Malta is becoming an increasingly diverse country, and hotels are a hub of this diversity. The limitation in this question is that Maltese people usually occupy managerial or administrative positions and thus, have access to a work email account whereas foreign employees often occupy operational roles in a hotel. For this reason, it is possible that the questionnaire only reached a small portion of foreigners since it was mainly shared through company distribution emails. Another limitation is that the questionnaire was also shared through social media accounts mainly 'followed' by Maltese people.

4. The fourth question asks the participants which type of hotel they work in. It is commonly assumed that employees of large hotel brands are not as mindful of the environment at the workplace since they might feel that their individual actions have minimal effect on the operation and the effect it leaves beyond the hotel's walls. The researcher, therefore, seeks to understand if there is a correlation between the size of a hotel and the behaviour of its employees concerning eco-efficiency. It would also be interesting to find out whether environmental impact influences managers' decision-making process in correspondence with the size of the hotel, as smaller hotels might have tighter financial constraints than larger hotels.

As illustrated in figure 6, most employees (64.76%) work in a five-star luxury hotel while 23.81% work in a four-star or less, 8.57% work in a boutique hotel and the remaining 9.52% work in hostels.

Nationality	Frequency
Brazilian	1
British	2
Bulgarian	1
Chinese	1
Croatian	1
Dutch	1
Hungarian	3
Indian	1
Italian	5
Latvian	1
Maltese	82
Polish	2
Romanian	1
Russian	2
Welsh	1

Table 1 – Question 3 Frequency Table of Respondents' Nationalities

4. Which type of hotel/s do you work at?



Figure 6 - Question 4

5. The fifth question requires the participant to share which hotel department/s they work in. This question sheds light on any correlations between a particular department and its ideologies of eco-efficiency in the workplace. A hypothesis would be that individuals working in the Human Resources department value ESD because it is one of their duties to educate and provide staff training. In comparison, staff members from other departments would be less acquainted with the educative part of eco-efficiency and more with particular areas of it. For example, a chef is more likely to practice food waste management as an effort of eco-efficiency, while a purchasing officer is likely to practice environmental responsibility before purchasing stationery, linen etc.

As illustrated in Figure 7, two of three respondents work in the operation of the hotel while one of three works in the administration of the hotel. This gives an accurate representation of a hotel's employees as the majority of employees are operational staff. The questionnaire mostly reached employees working in the 'Food & Beverage' sector (39.84%), particularly chefs and the 'Front Office' sector (17.89). This is probably because the questionnaire was shared through a distribution list at the Institute of Tourism Studies, where the majority of students are enrolled in a food preparation/service or rooms division course and thus work as chefs, service staff or front office attendants.

As for the respondents who are not students at the institute, it is noted that the questionnaire mostly reached individuals who are likely to have continuous access to emails. For instance, sales and marketing personnel (13.01%) and staff who take bookings of guest stays and events (26.83%). Ironically, no one from IT answered

the questionnaire. However, one must consider the size of a department when interpreting the findings; for instance, in one hotel where the questionnaire was distributed, the IT department consisted of only one person, while the sales department consisted of about twenty employees. Department sizes vary and have more so during the COVID-19 pandemic, due to the financial challenges hotels are facing. Many hotels downsized their human resources, but not all terminated the same number of employees in each department. On the other hand, many hotels continued to accept unpaid interns to work in certain departments, thus maintaining or increasing their number of team members.

5. Which department/s do you work in?

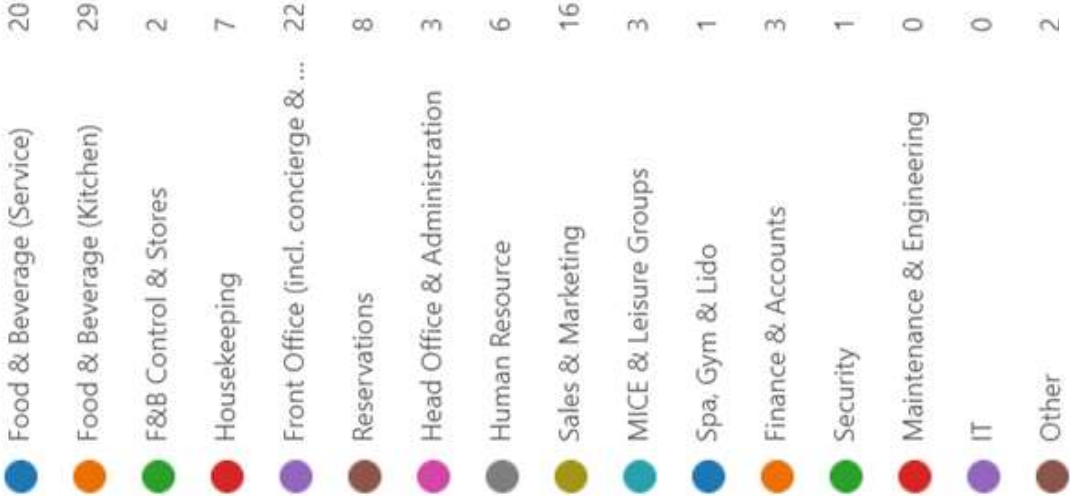


Figure 7 - Question 5

6. The sixth question asks the participant whether they are a manager in their department or not. This question aims to understand whether the management is driving change in the workplace through their attitude towards eco-efficiency. As concluded from the literature review and the interviews, it is imperative that the management use their words and actions to lead their subordinates towards company goals and values, even if they are not set in stone. For instance, a hotel may not have policies regarding eco-efficiency, but it is still the civic duty of each employee to respect and preserve the natural environment.

From Figure 8, the number of managers and non-managers is relatively balanced with 48.57% of participants forming part of a hotel management team and the remaining 51.43% being non-managers. This means that the opinions shared in the questionnaire come from a variety of positions within an organisation, thus eliminating a level of bias.

6. Are you a manager in your department?



Figure 8 - Question 6

7. The seventh question was only available for participants who mentioned that they are managers in the previous question. It asks what kind of management style they adopt in the workplace and gives a brief description of each option in case the participant is unaware of the name and to clear room for any misunderstandings. The participant must choose from the four management styles or else a mix of these styles.

As explained in the literature review, the way to a sustainable operation involves transformations and paradigm shifts at the foundational level because the hospitality industry's negative impact on the environment is myriad and completely systematic. Likewise, it is necessary that the people in power adopt management and leadership skills that are transformative. A transformational manager educates, empowers, and ensures that their team members reach their full-potential and are elevated from their "everyday selves to their better selves" (University of Pretoria, 2007). In this sense, in terms of Maslow's hierarchy of needs theory, managers activate higher-order needs in the subordinates. As described by Burns (1978), change occurs when managers and subordinates "raise one another to higher levels of morality and motivation". A transformational manager is an agent of change, making this management style ideal to drive the hotel operation to eco-efficiency in employee efforts.

As seen in Figure 9, the most frequently selected management style was 'transformational', with a total of 41.18% of all managers choosing this style. This indicates that, fortunately, an adequate percentage of hotel managers in Malta are adapting to the times and needs of the era. If they apply the value of eco-efficiency

to their management approach, they giving hope to future generations and ecosystems.

The second most popular selection (35.29%) was 'a mix' of the management styles mentioned. Unfortunately, the number and type of styles are not specified. This uncertainty could have been avoided if the question asked the participant to specify which styles are included in the mix of their management approach.

A total of 17.67% of all managers use a democratic style of management. This involves encouraging participation from subordinates in the decision-making process, but the manager makes the final decision. The employees are empowered by this approach and thus perform well with or without their manager being present. On the other hand, 5.88% of managers use a 'laissez-faire' style, giving employees the freedom to control their workflow and outcomes without supervision. Management is only present to delegate work and assist subordinates when required. None of the managers uses an autocratic style of management. This style is old-fashioned as it involves the manager making all the decisions without accepting input, delegates tasks to employees and supervising them closely. This often creates a hostile environment for the employees and restricts them from performing well in the absence of their manager.

7. How would you describe your management style?

● Autocratic/Authoritative (empl...	0
● Democratic (employees are en...	9
● Transformational (educating, e...	21
● Laissez-faire (staff are given th...	3
● A mix of these styles	18



Figure 9 - Question 7

In the questionnaire, a trend towards a participative style of management was noted from the answers of the participant managers. An element of contingency leadership was also noted as many managers opted to mix styles according to the situational variables. To better visualise the management styles mentioned, Figure 10 presents Tannenbaum & Schmidt's (1973) Continuum of Leadership. This is a visual tool of the leadership styles that a manager may identify with. It presents the level of freedom the manager gives to their subordinates and the authority used by the manager on a broad spectrum. The tool may be considered outdated as the two extremes are rarely selected by managers; despite this, it is still highly utilised nowadays. It may also be criticised for excluding the influence of leadership traits and contingency/situational factors.

Use of authority by manager				Area of freedom for subordinates		
Manager makes decision and announces it		Manager presents ideas and invites questions		Manager presents problem, gets suggestions, makes decision		Manager permits subordinates to function within defined limits

Autocratic Style				Participative Style		
1	2	3	4	5	6	7
Leader makes decision and announces it to followers individually or in a group without discussion (it could also be in writing).	Leader makes decisions and sells it to followers by explaining why it is a good idea (it could also be in writing)	Leader presents ideas and invites followers' questions.	Leader presents tentative decision subject to change.	Leader presents problem, invites suggested solutions and makes the decision.	Leader defines limits and asks the followers to make a decision	Leader permits followers to make ongoing decisions within defined limits

Figure 10 - Tannenbaum & Schmidt's Continuum of Leadership

8. The eighth question was also directed to managers and asked them whether they consider the environmental impact a decision might have before finalising it. Figure 11 illustrates that 60.78% of all fifty-one managers consider the environmental impact of the decision; the remaining 39.22% stated that they consider the impact sometimes. Nobody mentioned that they do not consider environmental impact during the decision-making process.

Although the majority mentioned that they consider their environmental impact before making a decision, it does not necessarily mean that they are ingraining eco-efficiency values within their employees like transformational leaders who are predisposed to do so. In fact, the managers who responded 'yes', do not have a singly common management style – 22.58% use a democratic style, 45.16% are transformational leaders, 3.23% use a laissez-faire style while 29.03% use a mix of management styles.

Furthermore, suppose a manager only considers their environmental impact on an occasional basis. In that case, they themselves do not value eco-efficiency enough, which means that, 39.22% of participant managers are incapable of ingraining this value within their subordinates. In fact, most managers (9 of 20) use a mix of management styles, which could include autocratic or laissez-faire styles. Two of these twenty managers manage in an exclusively laissez-faire style, meaning that they avoid influencing their staff, while another two use a democratic style which is another non-invasive style.

8. Before making the final decision, do you consider how much impact on the natural environment it might cause?



Figure 11 - Question 8

Passive employers and managers have no place in these times where new challenges are being faced so rapidly. Gone are the times when neutrality was seen as a characteristic of professionalism.

Kahlil Greene is a Yale University student with the mission to challenge the corporate world and ingrain the Generation Z's diversity and equity standards, the eldest of which has just infiltrated into the job market during the COVID-19 era. As Gen-Zers grew up into an epoch of social movements like #BlackLivesMatter, #MeToo and #Climate Emergency, they know the importance of taking a stand for social and climate justice values and strive to make an impact. Greene resigned from his internship after discovering that the employer promoted diversity simply for revenue growth rather than because they value it; similarly, his classmate resigned from his internship because his employer did not take a stand during the George Floyd protests (Greene, 2021). This perfectly displays that the younger generations want and expect that their managers take a stand for the better of our planet. Following up on the background of this dissertation, Greene mentions that making a positive impact should be built into the way work gets done and credited, it cannot simply be an optional 'add-on'.

The truth is that if you care about your employees, you care about what your employees care about.

9. Question 9 asks the participant whether they identify themselves as being mindful of the natural environment. As illustrated in Figure 12, a staggering 94.29% of all 105 participants said 'yes', while the remaining 5.71% selected 'no'. Interestingly, four participants of the six selected 'no' work in the food & beverage department

and do not occupy the role of a manager. This could be because waiters and chefs tend to be less committed and engaged with their workplace due to the hardship, challenging work conditions and low income given to hotel operational staff, especially in Malta. Therefore, it could be that they do not care about company values or anything beyond the limits of their job. Another factor could be that since they have less disposable income from their salary than a manager, they would be less likely to pursue a lifestyle of eco-efficiency due to the popular misconception that living eco is an expensive life.

Three of six find that working eco-efficiently is inconvenient but might consider taking up on-the-job training on the matter should the opportunity arise. This shows that one of the limiting factors is that these employees may not be thoroughly completely knowledgeable of the importance of eco-efficient behaviour and its outcomes.

The genders of these participants are 50% male and 50% female while the age range is mainly between the ages of 30 and 40 years. It was predicted in fact that the older generations, starting from millennials would be less mindful of the environment and the survey proved this hypothesis.

9. Would you consider yourself as someone who is mindful of the natural environment and someone who cares to preserve it?



Figure 12 - Question 9

10. Question 10 is an open-ended question asking the participants to define sustainability briefly. The raw data to the question may be found in Appendix 5, while the conclusions drawn are as follows:

- The majority of respondents suggest that sustainability involves protecting the natural environment, reducing our impact, and managing our waste. The concept of maintaining balance is popular among respondents. A few respondents viewed sustainability from a business perspective and mentioned balancing driving revenue in a business and preserving the natural environment.
- Many respondents also included that it means living comfortably without compromising the necessary resources from future generations. Two of all 105 respondents added that living sustainably still allows us to drive innovation and progress economically. Another respondent mentioned that it is vital for the going concern of a business.
- Some respondents mentioned ecological balance and living in harmony with other organisms.
- Only 8% of all respondents considered respect to the local community and incoming tourists as part of the characteristic of sustainability. This shows that many individuals still misunderstand sustainability, as to them, the concept is associated with preserving the natural environment while giving little or no attention to social responsibility.
- One respondent mentioned that sustainability involves taking care of and retaining staff and offering good working conditions. This is a very unique and practical way of viewing sustainability at the workplace.

11. The eleventh question asks the respondents whether they practice measures that aim to preserve the natural environment at the workplace. Figure 13 illustrates that 82.85% practice eco-friendly measures while the remaining 17.14% do not. This is interesting when compared to the results of Question 9, where 94.28% of the respondents mentioned that they are mindful of the natural environment and care to preserve it. It is possible that some of the 94.28% do not practice eco-friendliness at work because they find inhibitions or are not open to practising their values when at work.

12. In fact, when asked what their inhibitions are in Question 12 (presented through Figure 13), 8 of 18 respondents claimed that they are not knowledgeable enough on how to incorporate eco-efficiency at the workplace, while another 8 of 18 say that it is an inconvenience. The remaining two respondents mentioned that top management does not provide the facilities to practice eco-efficiency (e.g. different bins to separate waste, re-usable cups at the canteen, recycled paper for printing etc.) or the managers simply do not allow it.

Having managers who do not support, let alone promote eco-efficiency, keeps hotels from reaching sustainability goals and instilling values in the new generations of hotel workers. As mentioned previously, change should start at the top management level for results to be prominent and effective.

11. Do you practice sustainability (measures that aim to preserve the future of the natural environment) at the workplace?



Figure 13 - Question 11

12. What is inhibiting you from doing so?



Figure 14 - Question 12

13. Question 13 is a multiple-choice question which concerns the topic of eco-efficient practices at the workplace.

As illustrated in Figure 15, 20.96% of respondents engage in eco-efficient practices but do not promote them among their colleagues. The majority (72.72%) of these individuals are not managers and mainly work in the operational departments, including the of front office, housekeeping and food & beverage; however, the remaining (27.27%) are managers who have mentioned that they use a transformational style of management. Although a transformational manager influences, educates and empowers their team members, the scholars who constructed the models did not consider the presence of personal and leadership traits, or lack thereof, that a manager possesses. For instance, the managers who do not promote eco-efficiency practices among their team might be introverted or does not view the workplace as a place for eco-efficient practices. It could also be that the manager does not see eco-efficiency as one of the values that should be instilled within and practised by their employees.

It is also noted that 47.62% of respondents practice eco-efficient measures and promote them among their colleagues, most of which are transformational or democratic managers. However, only 41.9% of respondents mentioned that their colleagues practice eco-efficient measures, irrelevant of whether they promote them or not. Although one must consider that as an employee, one is not always present among their colleagues and thus, might not be completely aware of their colleagues' behaviours.

Only 12.38% of respondents, all of which are operational staff (thus are most in touch with the hotel's operational practices) with 5 of 8 being managers said that the hotel they work at does not operate according to any sustainability standards at all. The hotel type is either a four-star or five-star –the kind of hotel usually considered the wealthiest and most advanced in terms of trends, policies, marketing strategies, employee benefits and salaries. Clearly, this is not always the case. After all, although a five-star hotel sells accommodation at a higher rate, this does not reflect the revenue, profit, nor the liquidity of the business, let alone the investments, or lack thereof, it makes in its employees. One respondent mentioned that the hotel they work at has trying to ingrain sustainability practices in the hotel's operation but is finding difficulties in changing the mentalities and behaviours of staff. This issue was also raised in the interviews.

Of all the respondents, 23.81% mentioned that their department operates in an eco-efficient manner but do not think that this is consistent throughout the hotel. The departments of these respondents are mainly human resources and sales and marketing within a five-star hotel (which form part of the administration) and the front office department of a boutique hotel. It is interesting to note that very few operational staff within a five-star hotel believe that their department operates according to sustainability goals and standards. In fact, 18.1% of respondents, all of which are operational staff in five-star hotels, believe that, although the hotel they work at has sustainability policies on paper, they are not enforced. This means that more work needs to be done in terms of training and ingraining of values within these departments, especially since these usually witness the highest rate of staff turnover. It also follows up on the previous statement that five-star hotels are not

necessarily exemplary when it comes to adapting to the times as they might not be relevant to the current needs.

Of all 105 respondents, 23.81% claim that the hotel they work at operates according to sustainability standards and actively enforces them. The majority of these respondents are administrative staff working mostly in sales and marketing (who are responsible for marketing the hotel's CSR efforts to external stakeholders and thus are in touch with the efforts made) and human resources (who are most abreast of hotel policies, legal standards and training efforts). Unfortunately, the percentage is still quite low meaning that more effort needs to be carried out by the top management. Effort must also be made in communicating eco-efficiency practices with the operational staff, including the managers of these departments, as they themselves are still not versed with the importance of eco-efficiency.

13. Please tick the applicable answers: (You may choose more than one)

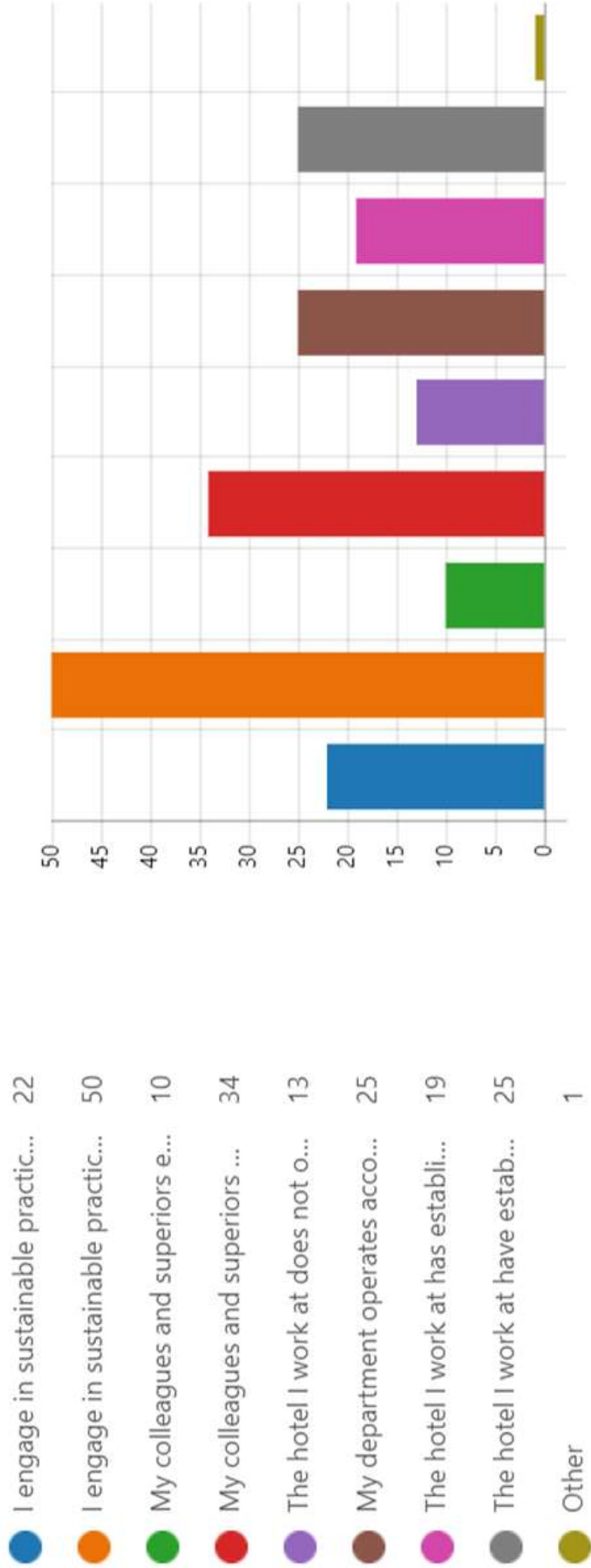


Figure 14 – Question 13

14. Question 14 asks the participants whether they think that sustainability standards of a hotel may be reached by training ESD. As illustrated in Figure 16, 84.76% of all participants believe that sustainability standards and goals may be achieved through employee training. All human resources personnel, are conscious of the capabilities training brings along, and therefore believe that training employees is the answer to reaching sustainability goals.

Only two respondents (1.9%) do not think staff training can drive the hotel to its sustainability goals. One believes that the answer lies in having top management lead by example, while the other respondent simply does not believe in the capability of staff training and ESD. These answers were collected from Question 15, which asks the respondents who said 'no' in Question 14, how they think employees can value sustainability more.

The remaining 13.33% of respondents think it might be a solution. Still, as illustrated in Figure 16, 14.29% of them would not be interested in getting trained on the matter should the opportunity arise. However, most respondents (80.95%) would be interested in receiving training and partaking in workshops about sustainable and eco-efficient practices at work, including almost all (48 of 51) of the managers who took part in the questionnaire. This is a positive indication as managers themselves need to know the concept and practices of eco-efficiency before using their management skills to influence their team members. Therefore, it is imperative that they are willing to learn and adapt. As found in the literature review, an organisation's contribution to the natural environment positively affect the employees in terms of job satisfaction, motivation, commitment, and loyalty.

Like Greene also mentioned, the younger generations want their employers to take a stand. Hence, having an environmentally and socially active employer will not only benefit financially but it will also benefit the external stakeholders and the human resources of the company; which are the most important asset of a whole organisation.

The remaining 17.14% of respondents would consider receiving training on sustainable practices at the workplace.

14. Do you think that the sustainability standards of a hotel may be reached by training employees?



Figure 16 - Question 14

16. If the opportunity arises, would you be interested in being given training and partaking in workshops by your employer about sustainable practices at work?



Figure 17 - Question 16

17. Question 17 asks the participants whether the hotel they work at has an individual or team delegated to monitor and improve standards related to sustainability. As presented in Figure 18, only 30.48% of respondents selected 'yes', while 38.1% selected 'no', and the remaining 31.43% said they do not know.

The majority (84.38%) of the respondents who selected 'yes' work in five-star or four-star hotels in administrative departments. This is predictable since these kinds of hotels do not lack in size or employees compared to three-star or less and boutique hotels. However, none of these respondents are human resources personnel –the members of staff who are most aligned with the hotel's organisational structure, including information about each staff member. Suppose the administrative staff who selected 'yes' worked in the same five-star hotel as the human resources personnel who selected 'no'. In that case, this could imply a lack of communication and knowledge about the organisation. Unfortunately, this might be the case since a lack of interdepartmental communication is common in larger hotels. Another factor could also be that this individual was operating within the hotel prior to COVID-19 but faced redundancy since the pandemic.

The respondents who said that they do not have an individual or team delegated to monitor and improve sustainability standards work in various departments in all types of hotels mentioned in the questionnaire (boutique, five-star luxury, four-star, three-star or less and hostels). This is a concerning matter as it means that having an individual/ team delegated to monitor and improve sustainability standards within a hotel is uncommon regardless of its size and financial position. However,

as explained previously, one must consider any inhibitions in communication that could have influenced the choice of answer.

What definitely raises the issue of lack of communication and unity between departments is the fact that almost a third of all respondents do not know if the hotel they work in has this individual or team responsible for sustainability matters. Unsurprisingly, the most (69.7%) of these individuals are operational staff, particularly chefs, waiters, and receptionists who are not managers in their departments. This is understandable as operational staff working in an establishment of hundreds of employees often lack interest in the endeavours of the organisation beyond the limits of their job, especially if they are part-time or casual workers. In fact, since the highest rate of staff turnover is within these departments, it is also likely that interns, students and summer-workers are among the respondents. These individuals usually lack interest and the knowledge gained from a wholesome induction since they work within the hotel for a brief period. However, this does not excuse the lack of internal communication necessary to keep all staff members in line with the hotel's activities.

17. The Environment & Resource Authority (ERA), regulates the environmental impact of hotels, among other enterprises. For this reason, various large entities have dedicated an individual/team to monitor the environmental impact of their establishment in order to reach the requirements and comply with the regulations. Does your hotel have an individual/team dedicated to monitoring and improving standards related to sustainability?



Figure 18 - Question 17

18. In Question 18, the participants who selected 'yes' in Question 17 were asked to rate the level of authority this individual/ team has on a scale from one (lowest level) to five (highest level). As seen in Table 2, 6.25% of 32 respondents rated their team a '2', 46.88% rated it '3', 37.5% rated it '4', while 9.38% rated it at level '5'.

The ones who rated the individual/team a level five work in four-star hotels, while the two respondents who rated their individual/ team a '2' on level of authority work in a five-star hotel and believe in wholesome staff training and ESD for the hotel to reach its eco-efficiency goals.

Level of Authority of Delegated Individual/Team	Number of Respondents
1 (lowest level)	0
2	2
3	15
4	12
5 (highest level)	3

Table 2 – Question 18

19. Question 19 asked all 105 participants to give some advice on how employees can value eco-efficiency. The raw data may be found in Appendix 5. Below are the conclusions drawn from the data collected.

- The majority (65%) of respondents agree that staff education and training is the prime way to tackle the issue of eco-efficiency in the hotel as a workplace. A few respondents emphasised that training should not be occasional or solely carried out upon induction but should be continuous and vary in form. For instance, cross-training and job shadowing offer the employee an alternative and broad perspective of what is being done in other departments, inspiring them to iterate ideas that could be implemented in their department. This method also allows the trainee to bring ideas to the table that the employees would not have thought of in their department due to because they might be stuck in the routine and familiarity.
- Some respondents emphasised that after training, the managers must ensure that the standards and goals are being met on daily as part of the daily departmental briefings, set SOPs, action plans or agendas with measurable goals. This solution was also previously suggested by the Finnish interviewee.
- One respondent suggested that managers should be imposed with KPIs to drive them and their team to reach eco-efficiency goals. Similarly, a reward system for each employee could be implemented to motivate staff to work eco-efficiently on a more personal level. This could ingrain the value of eco-efficiency beyond the association with the workplace as described in the literature review. Another suggestion is the act of teaching through example, especially modelled by a manager. The employees are more likely to contribute

to the environment once they see how easy it is to do and know that their actions safeguard a future for generations to come.

- Many respondents included practical solutions to this practical problem. Most of which are or should be embedded within the CSR efforts of a business. For example, many chefs encouraged the use of local and seasonal produce and effective cost-control. Some respondents suggested clean-ups and similar activities that benefit the immediate environment and community. Other suggestions included redesigning the hotel's internal wastage system to ensure proper waste separation and recycling, redirecting the water wasted from showers to toilet tanks for flushing, electric-saving appliances and generators of renewable energy.
- Only four respondents said that hotels should compose policies on eco-efficiency. This shows that the reliability and efficiency of traditional approaches are losing popularity and relevance in these changing times.
- Fourteen respondents commented that management should put money behind their efforts and assume higher costs for progression in the sustainability direction. Additionally, some respondents added that hotels should receive financial support from the institutions, which can be powerful agents of change and enforcements from the government. Hotels could be sanctioned positively or negatively depending on their impact and contribution to the environment. Sanctions could include monetary fines or prizes, retractions of licenses and attractive incentives.

20. Question 20 is an open-ended question asking the participants for any additional comments they would like to add. The following points were made:

- Recycling should be made mandatory. Currently, it is not required and often not practised at all. Some establishments use grey garbage bags when recyclable waste is collected without putting thought into the bag's contents. This may indicate that the waste collection system is inconvenient or that the management is simply disinterested in separating waste.
- Hotels should introduce the staff to the eco-efficiency mentality upon recruitment. This way, they will practice the values at work and home as part of their mentality.
- ESD should be part of the education system from childhood, and educational campaigns should be continuous and relevant for all.
- Food waste and overconsumption should be controlled while seasonal food should be enjoyed at its prime. After all, it tastes better and is more nutritious at this time.
- Owners should be conscious of the environmental crisis we are facing and should invest in solving these issues. Unfortunately, many companies are all talk and no action. Sanctions and incentives are a prerequisite for change.

6 Conclusion & Recommendations

In this chapter, the conclusions derived from the research methods are highlighted, and relevant recommendations are made. The research question is restated, and the extent to which it is answered is evaluated. Finally, suggestions for further research are listed.

6.1 Answering the Research Question

The research question devised is:

How can hotel managers use their influence and style of management to instil the values of eco-efficiency within their subordinates?

It was gathered that hotel managers should use innovative tools such as environmental programs and leadership agendas that directly tackle issues of eco-efficiency. Such tools should include measurable goals with detailed solutions and should be updated according to the needs and resources of the hotel and the environmental situation. For optimum effectiveness, the program should be used daily to ingrain the goals within employees. A professional development programme that provides the critical mass to translate awareness of sustainability issues into action can be a solution. Such a programme needs to be designed keeping in mind the need to increase knowledge and leadership skills relative to eco-efficiency among various 'multipliers' in society, such as NGO staff, community workers and company managers. The programme should feature content to clarify the theory of eco-efficiency and community outreach to provide practical learning situations for employees and services for the community.

It is believed that the research question has been thoroughly answered owing to the three research methods applied.

6.2 Conclusions and Respective Recommendations

Hereunder, one can find a summary of the additional conclusions that have been drawn from the study:

- The transformational leadership style is ideal for ingraining core values in employees, as both the literature and empirical research have confirmed this. The management style should accommodate the eco-efficiency goals of the business.
- Continuous training and ESD efforts are necessary to keep employees motivated. It is recommended that monthly formal training is executed by professional educators and environmental experts and should be delivered to employees and managers alike. For managers to be drivers of ESD, they must first be equipped with the knowledge of eco-efficiency and the soft skills required to communicate the efforts towards eco-efficiency. Hotel managers, human resource executives and sustainable development specialists must be called upon to infuse the task of educating and committing subordinates and reaching the business goals. Necessarily, the role of the human resource management must evolve from a passive administrative role to become a champion for the employee and a strategic change partner (Bharwani & Butt, 2012).
- Upon recruitment, managers must foster a strong awareness and sensitivity towards sustainability actions with all employees. We live in a democratic polity; keeping citizens informed is the obligation of the government since dissemination of

information is the foundation of the system. Apart from sharing knowledge, managers must equip their subordinates with the skills, values and motivation to engage them as 'part of the problem'. After all, the leadership skills we gain through our involvement in societal and environmental impact initiatives develop us into good leaders in the workplace and help raise the profiles of the businesses we represent in the community. Additionally, one must remember that hospitality revolves around the guest. By preserving the natural environment through eco-efficient work, the employees are preserving the touristic destination and thus, adding value to the guest experience.

6.3 Adapting to the Times: Open & Distance Learning

The recent outbreak of COVID-19 has brought to light the importance and capabilities of technology. It has allowed professionals to attend meetings and conferences, while working in the comfort and safety of their homes.

Working from home is not an option for all hospitality workers; however, ESD and formal training sessions can be executed virtually. Given that shift-workers rarely afford to take time off work to attend physical training sessions, technology-mediated open and distance education can be a handy tool. Without replacing the in-person training experience, it can be incorporated into the role and leading style of the managers and human resource personnel as a supplementary form of integrating values and ESD.

6.4 Ideas for Further Studies

A broad consensus has been reached among academic that, it is pointless to push forward efforts to reach eco-efficient goals without developing and protecting the community.

Otherwise, any accomplishments made are likely to disintegrate due to the socio-political instability that results from poverty (Gladwin, et al., 1995; Gusc & Heijes, 2018). Similarly, the Brundtland Report (1987) states that:

“Even the narrow notion of physical sustainability implies a concern for social equity between generation, a concern that must logically be extended to equity within each generation.”

Therefore, researching how the hospitality industry can preserve and significantly contribute to the local community would prove beneficial in reaching sustainability goals.

An idea that would add value to this dissertation could be the iteration and production of a template or prototype of the previously mentioned innovative tool, such as an environmental programme. This would allow hotels to further progress towards eco-efficiency. The prototype would be tested and perfected to respond to the needs of the hotel and the natural environment.

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8 Appendices

Appendix 1. Qualitative Interview Signed Consent Forms



Interview Consent Form

Name of Unit/Course: B.A International Hospitality Management - Dissertation

Name of Study: Immunising sustainability as a core value in hotel employees through the management style of their leaders.

I, Mia Tarhanen, voluntarily agree to participate in a research project/assignment/dissertation led by Ema-Sinéad Zammit from the Institute of Tourism Studies in Hal Luqa, Malta. The purpose of this document is to specify the terms of my participation in the project through being interviewed.

1. I agree to be interviewed for the purposes of the research project/assignment/dissertation named above.
2. The purpose and nature of the interview has been explained to me and is clear, and/or I have read the assignment and/or information sheet as provided by the student. I have been given sufficient information about this research project.
3. I agree that the interview may be electronically recorded by audio/video tape. I also allow the student to take written notes during the interview.
4. Any questions that I have asked about the purpose and nature of the interview and assignment have been answered to my satisfaction.
5. I have the right not to answer any of the questions. If I feel uncomfortable in any way during the interview session, I have the right to withdraw from the interview.
6. I have been given the explicit guarantees that, if I wish so, the student will not identify me by name or function in any reports using information obtained from this interview, and that my confidentiality as a participant in this study will remain secure. In all cases, subsequent uses of records and data will be subject to standard data use policies at the EUI (Data Protection Policy).
7. I have been given a copy of this consent form co-signed by the interviewer.

Participant's Signature: _____

Date: _____

I, Ema-Sinéad Zammit, have explained the project and the implications of being interviewed to the interviewee and I believe that the consent is informed and that s/he understands the implications of participation.

Interviewer's Signature: _____

Date: _____



INSTITUTE OF TOURISM STUDIES

Interview Consent Form

Name of Unit/Course: B.A International Hospitality Management - Dissertation

Name of Study: Improving sustainability as a core value in hotel employees through the management style of their leaders.

I, Lacey Mali, voluntarily agree to participate in a research project/assignment/dissertation led by Ema-Sinéad Zammit from the Institute of Tourism Studies in Mal Luqa, Malta. The purpose of this document is to specify the terms of my participation in the project through being interviewed.

1. I agree to be interviewed for the purposes of the research project/assignment/dissertation named above.
2. The purpose and nature of the interview has been explained to me and is clear, and/or I have read the assignment and/or information sheet as provided by the student. I have been given sufficient information about this research project.
3. I agree that the interview may be electronically recorded by audio/video tape. I also allow the student to take written notes during the interview.
4. Any questions that I have asked about the purpose and nature of the interview and assignment have been answered to my satisfaction.
5. I have the right not to answer any of the questions. If I feel uncomfortable in any way during the interview session, I have the right to withdraw from the interview.
6. I have been given the explicit guarantees that, if I wish so, the student will not identify me by name or function in any reports using information obtained from this interview, and that my confidentiality as a participant in this study will remain secure. In all cases, subsequent uses of records and data will be subject to standard data use policies at the EUI (Data Protection Policy).
7. I have been given a copy of this consent form co-signed by the interviewer.

Participant's Signature: Lacey Mali

Date: 18/08/2020

I, Ema-Sinéad Zammit, have explained the project and the implications of being interviewed to the interviewee and I believe that the consent is informed and that s/he understands the implications of participation.

Interviewer's Signature: Ema Sinéad

Date: 10/08/20

Appendix 2. Qualitative Interview Questions

Researcher: Ema-Sinead Zammit

Degree: B.A in International Hospitality Management

Date: August 2020

Interview Questions:

1. How can hotels be more sustainable?
2. Can sustainability standards be reached through training of employees?
3. How does management affect the learning, willingness to learn and comply of employees?
4. Is it possible to make employees completely caring of the environment through effective management styles, even if it is not in their nature or interest to be ethical?
5. What differentiates between an effective policy and a less effective one? Is style of management a factor?
6. What is the correlation between management style and the employee's ethical behaviour in the workplace?
7. Is it possible for an employee to be more ethical through work training programs?
8. In your opinion, are the standard training programs of today effective in the long-run? If not, how can they be improved?
9. Have I missed something important that you would like to add/comment on?

Appendix 3. Pilot Questionnaire

PILOT - Survey on the Value of Sustainability in Hotels for Hotel Employees in Malta

Good afternoon colleagues and fellow hotel employees,

My name is Ema-Sinéad Zammit and I am currently reading for a B.A in International Hospitality Management. Since I am in my final year, I am collecting data for my dissertation titled, 'Ingraining sustainability as a core value in hotel employees through the management style of their leaders.' For this, I would greatly appreciate your input in my questionnaire so that I will broaden my knowledge about the hotel employees' opinions and experiences about practicing sustainability in the workplace.

For legal reasons, all respondents must be 18 years or older to participate in this questionnaire and will remain anonymous throughout and after my course of study.

* Required

1. Age *

- ☐ 18 - 25
- ☐ 26 - 30
- ☐ 31 - 35
- ☐ 36 - 40
- ☐ 41 - 45
- ☐ 46 - 50
- ☐ 51 - 55
- ☐ 56 - 60
- ☐ 60+

2. Gender *

- ☐ Man
- ☐ Woman
- ☐ Non-binary

3. Nationality *

4. Which type of hotel/s do you work at? *

- ☐ Boutique
- ☐ Five-Star Luxury
- ☐ Four-Star
- ☐ Three-Star or less

☐

Other

5. Which department/s do you work in? *

- ☐ Food & Beverage (Service)
- ☐ Food & Beverage (Kitchen)
- ☐ F&B Control & Stores
- ☐ Housekeeping
- ☐ Front Office (incl. concierge & guest relations)
- ☐ Reservations
- ☐ Head Office & Administration
- ☐ Human Resource
- ☐ Sales & Marketing
- ☐ MICE & Leisure Groups
- ☐ Spa, Gym & Lido
- ☐ Finance & Accounts
- ☐ Security
- ☐ Maintenance & Engineering
- ☐ IT

☐

Other

7. How would you describe your management style? *

- ☐ Autocratic/Authoritative (employees are given tasks they must complete and are not given the chance to voice their opinions and ideas)
- ☐ Democratic (employees are encouraged to give input during the decision-making process, but you make the final decision)
- ☐ Transformational (educating, empowering and ensuring that your employees reach their full potential is part of your agenda, all while working in a democratic-style environment)
- ☐ Laissez-faire (staff are given the freedom to control their workflow and outcomes without supervision. Management is only present to delegate work and when staff require assistance)
- ☐ A mix of these styles

6. Are you a manager in your department? *

- ☐ Yes
- ☐ No

11. What is inhibiting you from doing so? *

- ☐ Not knowledgeable enough on how to be sustainable at work.
- ☐ It is inconvenient/you have to go out of your way to practice sustainability.
- ☐
- Other

8. Before making an important decision, do you consider how much impact on the natural environment it might have? *

- ☐ Yes
- ☐ No
- ☐ Sometimes

9. Would you consider yourself as someone who is mindful of the natural environment and someone who cares to preserve it? *

- ☐ Yes
- ☐ No

10. Do you practice sustainability (measures that do not impact the future of the natural environment) at the workplace? *

- ☐ Yes
- ☐ No

14. In your opinion, how can employees value sustainable practices and concepts more?

*

1

- ☐ I engage in sustainable practices but do not promote them among my colleagues.
- ☐ I engage in sustainable practices and promote them among my colleagues.
- ☐ My colleagues and superiors engage in sustainable practices but do not promote them.
- ☐ My colleagues and superiors personally encourage sustainable practices at work.
- ☐ The hotel I work at does not operate according to sustainability standards at all.
- ☐ My department operates according to sustainability standards and activities, but this is not consistent throughout the hotel.
- ☐ The hotel I work at has established policies regarding sustainability on paper, but do not actively enforce them.
- ☐ The hotel I work at have established policies regarding sustainability and actively enforce them.
- ☐
- Other

13. Do you think that the sustainability standards of a hotel may be reached by training employees? *

- ☐ Yes
- ☐ No
- ☐ Maybe

15. If the opportunity arises, would you be interested in being given training and partaking in workshops by your employer about sustainable practices at work? *

- ☐ Yes
- ☐ No
- ☐ Maybe

16. Does your hotel have a team dedicated to improving standards related to sustainability? *

- ☐ Yes
- ☐ No
- ☐ I don't know

17. How much authority in the organization would you say it has?

The scale starts at number 1 as the lowest amount of authority to 5 as the highest. *

- | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

18. If you could give some advice on ways of how companies can value sustainability to your organization, what would it be? (e.g. educating staff, engaging in corporate social responsibility etc.) *

19. Would you like to add any comments regarding the topic?

Appendix 4. Final Questionnaire

Survey on the Value of Sustainability in Hotels for Hotel Employees in Malta

Dear colleagues and fellow hotel employees,

My name is Ema-Sinéad Zammit and I am currently reading for a B.A in International Hospitality Management. Since I am in my final year, I am collecting data for my dissertation titled, 'Ingraining sustainability as a core value in hotel employees through the management style of their leaders.' For this, I would greatly appreciate your input in my questionnaire so that I will broaden my knowledge about the hotel employees' opinions and experiences about practicing sustainability in the workplace.

For legal reasons, all respondents must be 18 years or older to participate in this questionnaire and will remain anonymous throughout and after my course of study.

* Required

1. Age *

- ☐ 18 - 25
- ☐ 26 - 30
- ☐ 31 - 35
- ☐ 36 - 40
- ☐ 41 - 45
- ☐ 46 - 50
- ☐ 51 - 55
- ☐ 56 - 60
- ☐ 60+

2. Gender *

- ☐ Man
- ☐ Woman
- ☐ Non-binary

3. Nationality *

4. Which type of hotel/s do you work at? *

- ☐ Boutique
- ☐ Five-Star Luxury
- ☐ Four-Star
- ☐ Three-Star or less

☐

Other

5. Which department/s do you work in? *

- ☐ Food & Beverage (Service)
- ☐ Food & Beverage (Kitchen)
- ☐ F&B Control & Stores
- ☐ Housekeeping
- ☐ Front Office (incl. concierge & guest relations)
- ☐ Reservations
- ☐ Head Office & Administration
- ☐ Human Resource
- ☐ Sales & Marketing
- ☐ MICE & Leisure Groups
- ☐ Spa, Gym & Lido
- ☐ Finance & Accounts
- ☐ Security
- ☐ Maintenance & Engineering
- ☐ IT

☐

Other

6. Are you a manager in your department? *

- ☐ Yes
- ☐ No

7. How would you describe your management style? *

- ☐ Autocratic/Authoritative (employees are given tasks they must complete and are not given the chance to voice their opinions and ideas)
- ☐ Democratic (employees are encouraged to give input during the decision-making process, but you make the final decision)
- ☐ Transformational (educating, empowering and ensuring that your employees reach their full potential is part of your agenda, all while working in a democratic-style environment)
- ☐ Laissez-faire (staff are given the freedom to control their workflow and outcomes without supervision. Management is only present to delegate work and when staff require assistance)
- ☐ A mix of these styles

8. Before making the final decision, do you consider how much impact on the natural environment it might cause? *

- ☐ Yes
- ☐ No
- ☐ Sometimes

9. Would you consider yourself as someone who is mindful of the natural environment and someone who cares to preserve it? *

- ☐ Yes
- ☐ No

10. In a few words, how would you define sustainability? *

11. Do you practice sustainability (measures that aim to preserve the future of the natural environment) at the workplace? *

☐ Yes

☐ No

12. What is inhibiting you from doing so? *

☐ Not knowledgeable enough on how to be sustainable at work.

☐ It is inconvenient/you have to go out of your way to incorporate sustainability in your work-life.

☐

Other

13. Please tick the applicable answers:

(You may choose more than one) *

- ☐ I engage in sustainable practices but do not promote them among my colleagues.
 - ☐ I engage in sustainable practices and promote them among my colleagues.
 - ☐ My colleagues and superiors engage in sustainable practices but do not promote them.
 - ☐ My colleagues and superiors personally encourage sustainable practices at work.
 - ☐ The hotel I work at does not operate according to sustainability standards at all.
 - ☐ My department operates according to sustainability standards and activities, but this is not consistent throughout the hotel.
 - ☐ The hotel I work at has established policies regarding sustainability on paper, but do not actively enforce them.
 - ☐ The hotel I work at have established policies regarding sustainability and actively enforce them.
 - ☐
- Other

14. Do you think that the sustainability standards of a hotel may be reached by training employees? *

- ☐ Yes
- ☐ No
- ☐ Maybe

15. In your opinion, how can employees value sustainable practices and concepts more? *

16. If the opportunity arises, would you be interested in being given training and partaking in workshops by your employer about sustainable practices at work? *

- ☐ Yes
- ☐ No
- ☐ Maybe

17. The Environment & Resource Authority (ERA), regulates the environmental impact of hotels, among other enterprises. For this reason, various large entities have dedicated an individual/team to monitor the environmental impact of their establishment in order to reach the requirements and comply with the regulations.

Does your hotel have an individual/team dedicated to monitoring and improving standards related to sustainability? *

- ☐ Yes
- ☐ No
- ☐ I don't know

18. How much authority in the organization would you say it has?

The scale starts at number 1 as the lowest amount of authority to 5 as the highest. *

- 1 2 3 4 5
☐ ☐ ☐ ☐ ☐

19. If you could give some advice on ways of how companies can value sustainability to your organization, what would it be? (e.g. educating staff, engaging in corporate social responsibility etc.) *

20. Would you like to add any comments regarding the topic?

Appendix 5. Interviewees' Responses

Finnish Representative:

1. How can hotels be more sustainable?

There are several areas to focus:

Energy and electricity

Use of chemicals

Water consumption

Waste management

Purchasing

Food and beverages

Transportation and logistics

>>> in order to develop sustainability and carry corporate responsibility all these areas must have clearly set targets and objectives to minimize negative impact and maximize positive impact. Also, the objectives must have numeric targets and they must be monitored continuously and results communicated to personnel and partially even to guests.

2. Can sustainability standards be reached through training of employees?

Training must include wider perspective how environmental management is connected to all functions of the hotel and organized so that it will part of daily working process. Employees must also get background information about goals and objectives, get to know result how the work is going and they must be motivated several ways: We do it because: consumers require it, it is our way to reduce environmental burden, it is also resource wise action and leads to cost savings etc.

Training is the only way to reach environmental quality.

3. How does management affect the learning, willingness to learn and comply of employees?

Training of employees is vital, but the change starts from the top management level and their commitment and resources given to the work. Leadership knowledge is the most optimal way to approach training so, that training explains which are the most important focus areas based on facts & figures. What comes

to resources, enough of time must allocated for training. Shared training sessions are successful where best practices are introduced and their impact explained carefully.

4. Is it possible to make employees completely caring of the environment through effective management styles, even if it is not in their nature or interest to be ethical?

Unfortunately, not, only in the case where sustainable practices are carefully embedded into operational processes and there is no way to do work differently. Otherwise, we always have people who don't carry sustainability passion/interest and they ignore the importance of environmental work.

5. What differentiates between an effective policy and a less effective one? Is style of management a factor?

To me an environmental policy is a public commitment which includes focus areas and overall targets.

More important part is so called environmental program, which is the detailed plan how for instance waste management is organized from trash bins, sorting, housekeeping and to carrier providers and everything between (including persons responsible for monitoring, reporting and communication of certain areas.) This program should be done to each focus area and it is like a work plan where each action can be ticked: completed, work-in-process, not started, planned etc.

6. What is the correlation between management style and the employee's ethical behaviour in the workplace?

The biggest failure is: Management communicates all those golden objectives with big words, but there is no structure built to carry them in daily operations or it is just random action by few employees. Also, the managers must take leadership towards environmental responsibility as champions themselves > not only demand the effort from employees.

7. Is it possible for an employee to be more ethical through work training programs?

Yes, knowledge increase awareness! People are typically happy if they get a chance to make difference and change for good.

8. In your opinion, are the standard training programs of today effective in the long-run? If not, how can they be improved?

I believe in tailormade training programs. The accommodation business, for instance, has great variety what comes to size of units, service level, buildings etc > In brand new building energy systems are modern and less consuming, in 100 years old building the same thing can be a mess and very crucial fact from cost-effective business perspective >> so, now – it depends a lot where to focus in training!

Also, I recommend the training being rather shorter sessions more often, such as every other month. This also guarantees a change for updating knowledge and bring up new solution & best practice which are developed a lot all around the globe.

9. Have I missed something important that you would like to add/comment on?

In Finland environmental responsibility is nowadays the new normal in the hotel and lodging business. It is impossible to operate without sharing information about hotels environmental operations. And what I would like to point out here, is the fact that younger generation (20+) start to be very picky what comes to employer image >> the hotel must communicate about their ethical (including environmental) values. If they don't have anything to show or it sounds greenwashing, young people may choose another brand to work! So focusing on environmental responsibility the hotel may also lure motivated future employees better than just doing-business-as-usual.

Maltese Representative:

INTERVIEW W/ MALTESE REPRESENT.

From 2pm - 2:30pm 18/08/2020

① B-A in Tourism in 2007

↳ Corinthia 2007

↳ Worked w/ Head Office. → seeing how hotels
↳ HR worked

↳ LLD

↳ exposure to international

↳ 2017

② Championing the stroll

- Checking that policies are aligned.
- Protecting heritage.
- Institutions + helping students.

③ Yes

- Stopped using plastic wps. in restaurant.
- Way of reaching out → introduce to HOD, came up w/ solutions. Took time to adapt. Yes, very effective.

④ GM → Hotel Manager - HODs

Management have a lot of influence
Behaviours are copied.

⑤ Depends on the employees e.g.

well-educated, lower classes etc.

↳ Social background

↳ Policies → must be detailed

→ must have different people involved

→ must be communicated well

→ power training to duty managers.

→ collect feedback.

→ supervision.

• Training programs

↳ Orientation program

↳ Sustainability is part of induction

⑧ Operational SOPs

↳ Operation coaches to train others (for bigger volume)

↳ Certified trainer

↳ Launched 5 years ago.

↳ KPIs → Wpro, LQA

↓
guest
feedback

↳ mystery shoppers
x2 a year.

• Monthly Meetings → Improvement.

Yes, sustainability champion → they select people from various departments e.g. sales etc. Waiting for policy to be launched.

2 HODs, sales, purchasing,

Sustainability → not only environment

17 SDGs

- Investing in our future generations
- we should get that mindset
- future generations should also enjoy what we have.

Appendix 6. Questionnaire Raw Data

ID	Age	Gender	Nationality	Which type of hotel/s do you work at?
1	18 - 25	Woman	Maltese	Five-Star Luxury;
2	41 - 45	Woman	Maltese	Five-Star Luxury;
3	18 - 25	Woman	Malta	Five-Star Luxury;
4	18 - 25	Woman	Maltese	Three-Star or less;
5	18 - 25	Woman	Maltese	Five-Star Luxury;
6	18 - 25	Woman	Maltese	Five-Star Luxury;
7	18 - 25	Woman	Maltese	Four-Star;
8	18 - 25	Man	Italian	Five-Star Luxury;Four-Star;
9	41 - 45	Woman	Romanian	Four-Star;
10	36 - 40	Woman	Italian	Boutique;
11	26 - 30	Man	Maltese	Four-Star;
12	56 - 60	Man	maltese	Five-Star Luxury;
13	18 - 25	Woman	Maltese	Five-Star Luxury;
14	18 - 25	Man	Maltese	Five-Star Luxury;Four-Star;
15	18 - 25	Woman	Maltese	Four-Star;
16	26 - 30	Woman	Latvian	Hostel;
18	26 - 30	Woman	Maltese	Five-Star Luxury;
19	18 - 25	Man	Malthese	Four-Star;
20	46 - 50	Man	Malta	Boutique;
21	60+	Man	Maltese	Four-Star;
22	51 - 55	Man	Maltese	Used to work;Five-Star Luxury;
23	36 - 40	Woman	Russian	Four-Star;
24	36 - 40	Woman	Maltese	Five-Star Luxury;
25	26 - 30	Non-binary	Maltese	Five-Star Luxury;
26	18 - 25	Man	Maltese	Four-Star;
27	51 - 55	Woman	Brazilian	Five-Star Luxury;
28	56 - 60	Man	Maltese	Five-Star Luxury;
29	36 - 40	Man	Maltese	Four-Star;

30	18 - 25	Man	Maltese	Restaurant;
31	56 - 60	Man	Welsh	Five-Star Luxury;
32	18 - 25	Man	Polish	Three-Star or less;
33	18 - 25	Man	Maltese	outside catering;
34	31 - 35	Woman	Maltese	Boutique;
35	36 - 40	Man	Maltese	Five-Star Luxury;
36	46 - 50	Man	Maltese	Hotel school lecturer;
37	31 - 35	Woman	Maltese	Five-Star Luxury;
38	18 - 25	Man	Bulgarian	Five-Star Luxury;
39	56 - 60	Woman	Maltese	Five-Star Luxury;Four-Star;
41	51 - 55	Man	British	Five-Star Luxury;
42	31 - 35	Woman	Maltese	Boutique;Four-Star;
43	46 - 50	Woman	Maltese	Five-Star Luxury;
44	46 - 50	Man	Maltese	Five-Star Luxury;
45	36 - 40	Woman	Maltese	Five-Star Luxury;
46	18 - 25	Man	Maltese	Five-Star Luxury;
47	36 - 40	Man	Dutch	Five-Star Luxury;
48	26 - 30	Woman	Hungarian	Five-Star Luxury;
49	18 - 25	Woman	Maltese	Four-Star;
50	46 - 50	Man	Maltese	Five-Star Luxury;
51	36 - 40	Woman	maltese	Five-Star Luxury;
52	18 - 25	Woman	Maltese	Five-Star Luxury;
53	41 - 45	Man	Maltese	Five-Star Luxury;
54	18 - 25	Woman	Maltese	Five-Star Luxury;Four-Star;
55	18 - 25	Man	Maltese	Five-Star Luxury;
56	31 - 35	Man	Maltese	Five-Star Luxury;
57	41 - 45	Woman	Maltese	Currently Work in a government entity ;
58	26 - 30	Man	Maltese	Five-Star Luxury;
59	31 - 35	Woman	Italian	Four-Star;
60	36 - 40	Woman	polish	Five-Star Luxury;
61	56 - 60	Man	Maltese	Four-Star;
62	46 - 50	Man	Maltese	Five-Star Luxury;

63	31 - 35	Woman	Maltese	Five-Star Luxury;
64	36 - 40	Man	Maltese	Five-Star Luxury;
65	18 - 25	Man	Hungarian	Five-Star Luxury;
66	36 - 40	Man	Maltese	Five-Star Luxury;
67	31 - 35	Man	Maltese	Five-Star Luxury;
68	31 - 35	Woman	Croatian	Boutique;
69	31 - 35	Woman	Italian	Three-Star or less;
70	31 - 35	Man	HUN	Five-Star Luxury;
71	56 - 60	Woman	Maltese	Five-Star Luxury;
72	36 - 40	Man	Maltese	Five-Star Luxury;
74	41 - 45	Man	Maltese	Five-Star Luxury;
75	36 - 40	Man	Maltese	Four-Star;
78	36 - 40	Man	Maltese	Boutique;
79	56 - 60	Man	Maltese	Three-Star or less;
80	18 - 25	Man	Maltese	Five-Star Luxury;
81	18 - 25	Woman	Maltese	Five-Star Luxury;
83	18 - 25	Woman	Maltese	Five-Star Luxury;
84	18 - 25	Man	Maltese	Five-Star Luxury;
85	36 - 40	Man	Maltese	Five-Star Luxury;
86	18 - 25	Man	Maltese	Restaurant ;
87	18 - 25	Man	Chinese	restaurant;
88	51 - 55	Man	Maltese	Five-Star Luxury;
89	41 - 45	Man	Maltese	Five-Star Luxury;
90	18 - 25	Man	Maltese	Five-Star Luxury;
91	18 - 25	Man	Maltese	Five-Star Luxury;
92	18 - 25	Man	maltese	Five-Star Luxury;
93	18 - 25	Woman	Maltese	Four-Star;
94	36 - 40	Woman	Russian	Boutique;
95	18 - 25	Man	Maltese	Bistro;
96	26 - 30	Man	Maltese	Four-Star;
98	18 - 25	Man	Maltese	Boutique;
99	31 - 35	Man	Maltese	Five-Star Luxury;

101	56 - 60	Woman	British	Five-Star Luxury;
103	18 - 25	Woman	Maltese	Five-Star Luxury;
106	18 - 25	Man	Maltese	Five-Star Luxury;
109	46 - 50	Woman	maltese	Five-Star Luxury;
110	18 - 25	Man	maltese	Five-Star Luxury;
113	31 - 35	Woman	Italian	Five-Star Luxury;
114	36 - 40	Man	Maltese	Five-Star Luxury;
115	26 - 30	Man	Indian	Restaurant;Five-Star Luxury;
116	31 - 35	Man	Maltese	Five-Star Luxury;
118	18 - 25	Woman	Maltese	Five-Star Luxury;
119	31 - 35	Man	Maltese	Five-Star Luxury;
121	18 - 25	Woman	Maltese	Four-Star;
122	36 - 40	Man	maltese	Boutique;

ID Which department/s do you work in? Are you a manager in your department?

1	Food & Beverage (Service);	No
2	Front Office (incl. concierge & guest relations);Reservations;	Yes
3	Sales & Marketing;	No
4	Front Office (incl. concierge & guest relations);	No
5	Front Office (incl. concierge & guest relations);	No
6	Food & Beverage (Kitchen);	No
7	Front Office (incl. concierge & guest relations);Reservations;	No
8	Food & Beverage (Service);	No
9	Housekeeping;	Yes
10	Front Office (incl. concierge & guest relations);Reservations;	Yes
11	Food & Beverage (Service);Housekeeping;Front Office (incl. concierge & guest relations);Reservations;Human Resource;Sales & Marketing;	No
12	Sales & Marketing;	Yes
13	Front Office (incl. concierge & guest relations);	No
14	Reservations;	No
15	Food & Beverage (Service);	No

16	Housekeeping;Front Office (incl. concierge & guest relations);	No
18	Human Resource; Yes	
19	Housekeeping;Front Office (incl. concierge & guest relations);	No
20	Food & Beverage (Kitchen);	Yes
21	Food & Beverage (Service);	Yes
22	Food & Beverage (Kitchen);	Yes
23	Front Office (incl. concierge & guest relations);	Yes
24	Operations (Sales & MICE) ;	Yes
25	Sales & Marketing;	Yes
26	Sales & Marketing;	No
27	Food & Beverage (Service);Front Office (incl. concierge & guest relations);Reservations;	No
28	Food & Beverage (Kitchen);	Yes
29	Food & Beverage (Kitchen);	Yes
30	Food & Beverage (Kitchen);	No
31	MICE & Leisure Groups;	No
32	Sales & Marketing;MICE & Leisure Groups;	Yes
33	Food & Beverage (Service);	Yes
34	Sales & Marketing;	No
35	Food & Beverage (Service);	Yes
36	Food & Beverage (Service);	No
37	Spa, Gym & Lido;	Yes
38	Food & Beverage (Kitchen);	No
39	Sales & Marketing;	Yes
41	Head Office & Administration;	Yes
42	Front Office (incl. concierge & guest relations);Reservations;	No
43	Sales & Marketing;	No
44	F&B Control & Stores;	Yes
45	Front Office (incl. concierge & guest relations);Reservations;	Yes
46	Food & Beverage (Service);	No
47	Head Office & Administration;	Yes
48	Food & Beverage (Service);	Yes

49	Sales & Marketing;MICE & Leisure Groups;	No
50	Food & Beverage (Kitchen);	Yes
51	Housekeeping;	Yes
52	Human Resource;	No
53	Food & Beverage (Kitchen);	No
54	Food & Beverage (Kitchen);	No
55	Food & Beverage (Kitchen);	No
56	Human Resource;	No
57	Human Resource;	No
58	Sales & Marketing;	Yes
59	Front Office (incl. concierge & guest relations);	Yes
60	Front Office (incl. concierge & guest relations);	Yes
61	Security;	No
62	Food & Beverage (Kitchen);	Yes
63	Front Office (incl. concierge & guest relations);	Yes
64	Sales & Marketing;	No
65	Human Resource;	No
66	Food & Beverage (Kitchen);	Yes
67	Food & Beverage (Service);	Yes
68	Front Office (incl. concierge & guest relations);	No
69	Front Office (incl. concierge & guest relations);	No
70	Front Office (incl. concierge & guest relations);	Yes
71	Housekeeping;	No
72	F&B Control & Stores;	Yes
74	Sales & Marketing;	Yes
75	Food & Beverage (Service);	Yes
78	Food & Beverage (Kitchen);	Yes
79	Finance & Accounts;	Yes
80	Food & Beverage (Service);	No
81	Food & Beverage (Kitchen);	No
83	Food & Beverage (Kitchen);	No
84	Food & Beverage (Kitchen);	No

85	Food & Beverage (Service);	Yes	
86	Food & Beverage (Kitchen);	No	
87	Food & Beverage (Service);	No	
88	Food & Beverage (Kitchen);	Yes	
89	Sales & Marketing;	Yes	
90	Food & Beverage (Kitchen);	No	
91	Food & Beverage (Service);	No	
92	Food & Beverage (Kitchen);	No	
93	Front Office (incl. concierge & guest relations);	No	
94	Head Office & Administration; Finance & Accounts;		Yes
95	Food & Beverage (Kitchen);	Yes	
96	Food & Beverage (Service);	No	
98	Food & Beverage (Kitchen);	No	
99	Food & Beverage (Kitchen);	Yes	
101	Housekeeping;	Yes	
103	Food & Beverage (Kitchen);	No	
106	Food & Beverage (Kitchen);	No	
109	Front Office (incl. concierge & guest relations);	Yes	
110	Food & Beverage (Service);	No	
113	Front Office (incl. concierge & guest relations);	Yes	
114	Finance & Accounts;	No	
115	Food & Beverage (Kitchen); Sales & Marketing;	Yes	
116	Sales & Marketing;	Yes	
118	Food & Beverage (Service);	No	
119	Food & Beverage (Kitchen);	Yes	
121	Food & Beverage (Kitchen);	No	
122	management;	Yes	

ID How would you describe your management style? Before making the final decision, do you consider how much impact on the natural environment it might cause?

- 2 Laissez-faire (staff are given the freedom to control their workflow and outcomes without supervision. Management is only present to delegate work and when staff require assistance) Sometimes
- 3
- 4
- 5
- 6
- 7
- 8
- 9 Transformational (educating, empowering and ensuring that your employees reach their full potential is part of your agenda, all while working in a democratic-style environment) Yes
- 10 Transformational (educating, empowering and ensuring that your employees reach their full potential is part of your agenda, all while working in a democratic-style environment) Sometimes
- 11
- 12 A mix of these styles Yes
- 13
- 14
- 15
- 16
- 18 Transformational (educating, empowering and ensuring that your employees reach their full potential is part of your agenda, all while working in a democratic-style environment) Yes
- 19
- 20 Democratic (employees are encouraged to give input during the decision-making process, but you make the final decision)Yes
- 21 Transformational (educating, empowering and ensuring that your employees reach their full potential is part of your agenda, all while working in a democratic-style environment) Sometimes
- 22 A mix of these styles Sometimes

23 Transformational (educating, empowering and ensuring that your employees reach their full potential is part of your agenda, all while working in a democratic-style environment) Sometimes

24 A mix of these styles Sometimes

25 Democratic (employees are encouraged to give input during the decision-making process, but you make the final decision)Yes

26

27

28 Democratic (employees are encouraged to give input during the decision-making process, but you make the final decision)Yes

29 Democratic (employees are encouraged to give input during the decision-making process, but you make the final decision)Yes

30

31

32 Transformational (educating, empowering and ensuring that your employees reach their full potential is part of your agenda, all while working in a democratic-style environment) Sometimes

33 A mix of these styles Sometimes

34

35 A mix of these styles Sometimes

36

37 Transformational (educating, empowering and ensuring that your employees reach their full potential is part of your agenda, all while working in a democratic-style environment) Yes

38

39 A mix of these styles Sometimes

41 Transformational (educating, empowering and ensuring that your employees reach their full potential is part of your agenda, all while working in a democratic-style environment) Sometimes

42

43

- 44 Democratic (employees are encouraged to give input during the decision-making process, but you make the final decision) Sometimes
- 45 Transformational (educating, empowering and ensuring that your employees reach their full potential is part of your agenda, all while working in a democratic-style environment) Sometimes
- 46
- 47 Transformational (educating, empowering and ensuring that your employees reach their full potential is part of your agenda, all while working in a democratic-style environment) Yes
- 48 Laissez-faire (staff are given the freedom to control their workflow and outcomes without supervision. Management is only present to delegate work and when staff require assistance) Yes
- 49
- 50 Transformational (educating, empowering and ensuring that your employees reach their full potential is part of your agenda, all while working in a democratic-style environment) Yes
- 51 A mix of these styles Sometimes
- 52
- 53
- 54
- 55
- 56
- 57
- 58 Transformational (educating, empowering and ensuring that your employees reach their full potential is part of your agenda, all while working in a democratic-style environment) Yes
- 59 Transformational (educating, empowering and ensuring that your employees reach their full potential is part of your agenda, all while working in a democratic-style environment) Yes
- 60 Transformational (educating, empowering and ensuring that your employees reach their full potential is part of your agenda, all while working in a democratic-style environment) Yes

61

62 Transformational (educating, empowering and ensuring that your employees reach their full potential is part of your agenda, all while working in a democratic-style environment) Yes

63 A mix of these styles Yes

64

65

66 Democratic (employees are encouraged to give input during the decision-making process, but you make the final decision) Sometimes

67 A mix of these styles Sometimes

68

69

70 A mix of these styles Yes

71

72 Democratic (employees are encouraged to give input during the decision-making process, but you make the final decision) Yes

74 A mix of these styles Sometimes

75 A mix of these styles Yes

78 Democratic (employees are encouraged to give input during the decision-making process, but you make the final decision) Yes

79 A mix of these styles Yes

80

81

83

84

85 A mix of these styles Yes

86

87

88 Transformational (educating, empowering and ensuring that your employees reach their full potential is part of your agenda, all while working in a democratic-style environment) Sometimes

89 A mix of these styles Yes

90

91

92

93

94 Transformational (educating, empowering and ensuring that your employees reach their full potential is part of your agenda, all while working in a democratic-style environment) Yes

95 Transformational (educating, empowering and ensuring that your employees reach their full potential is part of your agenda, all while working in a democratic-style environment) Yes

96

98

99 Transformational (educating, empowering and ensuring that your employees reach their full potential is part of your agenda, all while working in a democratic-style environment) Yes

101 A mix of these styles Yes

103

106

109 Laissez-faire (staff are given the freedom to control their workflow and outcomes without supervision. Management is only present to delegate work and when staff require assistance) Sometimes

110

113 Transformational (educating, empowering and ensuring that your employees reach their full potential is part of your agenda, all while working in a democratic-style environment) Yes

114

115 A mix of these styles Yes

116 A mix of these styles Sometimes

118

119 Transformational (educating, empowering and ensuring that your employees reach their full potential is part of your agenda, all while working in a democratic-style environment) Yes

121

122 Democratic (employees are encouraged to give input during the decision-making process, but you make the final decision)Yes

ID Would you consider yourself as someone who is mindful of the natural environment and someone who cares to preserve it? In a few words, how would you define sustainability?

1 No Measures that preserve the environment so that future generations benefit from it

2 Yes "Using natural resources
Not polluting"

3 Yes measures that aim to preserve the natural environment for the benefit of our children

4 Yes Maintaining your surroundings and the environment in general

5 Yes The economy, environment and social aspects being balanced

6 Yes Avoiding one time use items

7 Yes Eco friendly

8 Yes Carrying out any activities of any kind without causing harm to the surrounding environment and aiming at its utmost preservation

9 Yes Providing a positive experience for both tourist and locals,using wise of natural and cultural resources

10 No trying to leave a better world to the future generations

11 Yes It is the formulation of efficient processes that cater for the needs of the current generation without jeopardising the ability of future generations to fulfill the same need.

12 Yes Looking to present and future generations.

13 Yes Ways to preserve and keep the environment clean

14 Yes Living in a comfortable manner without without denying future generations of these same comforts. These being social, environmental as well as financial.

- 15 Yes Using the resources we currently have without harming them and making sure we protect them for future generations to make the same use as we did.
- 16 Yes Not leaving crap behind you that will stay there longer than you will.
- 18 Yes Sustainability looks to protect our natural environment, human and ecological health, while driving innovation and not compromising our way of life
- 19 Yes A good working environment.
- 20 Yes making decisions in the cognition of environmental impacts in the long run
- 21 Yes Doing what it takes to reach one's goals without doing damage to future opportunities.
- 22 Yes To try to maintain an ecological balance in relation to the natural resources we have
- 23 Yes to me it is the quality of being able to continue over a period of time.
- 24 Yes focuses on meeting the needs of the present without compromising the ability of future generations to meet their needs.
- 25 Yes Sustainability is what sustains our ecological balance.
- 26 Yes Work practices which are harm less to the environment as much as possible
- 27 Yes Care, respect and responsibility
- 28 Yes To meet targets effectively and economically
- 29 Yes Avoidance of the depletion of natural resources in order to maintain an ecological balance.
- 30 Yes Caring for future generations and protecting the environment
- 31 Yes Use of equipment and materials that can be reused or recycled
- 32 Yes Produce more and waste less at the same time
- 33 Yes A way to reduce our waste and carbon footprint by being mindful to not do unnecessary waste while reusing and replacing products used.
- 34 No To avoid the depletion of natural resources

35	Yes	Leaving the earth in a better state than i found it for future generations
36	Yes	Taking care of one s job in a holistic manner respecting the ones around you and the environment
37	Yes	Trying to preserve what we have and reuse most of the items to avoid single use which create a lot of waste!
38	Yes	Reusing ingredients that we otherwise throw away. Installing new equipment that saves more water, electricity and gas. Recycling the materials and using them in our advantage.
39	Yes	ethically protecting our environment for future generation
41	Yes	Sustainability is trying to do things in a correct and proper manner in terms of protecting the environment, working with local partners, helping and supporting the local community and their activities and initiative and caring for the welfare of our stakeholders, investors, customers and our employees.
42	Yes	Creating long-term value by considering how a given organization operates in the ecological, social and economic environment.
43	Yes	Respect of the environment and of society
44	Yes	Acknowledging, and reducing damage we are making to the planet and our environment, caring about its status and about our children's future wellbeing, whilst living in harmony with all creatures' we share it with.
45	Yes	Doing everything in your power to take care of the environment for future generations
46	Yes	the ability to be maintained at a certain rate or level.
47	Yes	Do things in such a way that these are done responsibly.
48	Yes	"selective waste collection using disposable cutlery, cups, straws"
49	Yes	Taking care for future generations
50	Yes	Waste management
51	Yes	giving priority to natural items and take care of them
52	Yes	Meeting needs without any negative impact
53	Yes	Something suitable for the long run of a business
54	Yes	.

- 55 Yes To tackle care
- 56 Yes How we produce in a natural way without harming the environment such as solar and wind energy.
- 57 Yes Maintaining ecological balance
- 58 Yes Ensuring that our activities have minimal impact on the environment and are not wasteful or harmful. Greener approaches, both in business and on a personal level, are to be actively taken and encouraged.
- 59 Yes It consist in a number of actions aimed to respect the environment avoiding the depletion of natural resources in order to mainten an ecological balance.
- 60 Yes looks to protect our natural environment, human and ecological health, while driving innovation and not compromising our way of life
- 61 Yes By separating plastic, metal, glass and paper and using less of these items. for example using your own glass for all beverages.
- 62 Yes I would define sustainability as the control of natural resources in order to maintain the balance in the enviroment. Fro my perspective as chef by profession, this would also apply as the re usage (when safe , and where applicable), of food ingredients used in restaurants and hotels. This would also include the monitoring of fresh products, once procured.
- 63 Yes Saving the environment economically and for the society of the present and the future
- 64 Yes avoidance of the depletion of natural resources in order to maintain an ecological balance
- 65 Yes Long term, consistent solution for preventing running out of sources of material and energy.
- 66 Yes respecting our resources and responsible sourcing.
- 67 Yes A balanced use of resources
- 68 Yes all actions that are taken to save and to preserve the nature and other resources, responsibly, for generations to come
- 69 Yes sustainability implies constant and preferably growing wellbeing (environmental, social, economic) and the prospect of leaving future generations with a quality of life no less than the current one.

70	Yes	Sustainability focuses on meeting the needs of the present without compromising the ability of future generations to meet their needs. The concept of sustainability is composed of three pillars: economic, environmental, and social
71	Yes	The ability to be maintained at a certain rate.
72	Yes	A balance between being practical in choosing what is good for both the hotel and the environment
74	Yes	leaving the environment in a better state than how we found it
75	Yes	Sustainability can be defined as a process that covers current needs of any operation which could be replicated in the long run.
78	No	Good level
79	Yes	living the present without compromising the future
80	Yes	Sustainability is how and what are the things you need to do as an individual to take care of the environment
81	Yes	Ways in which help to protect and preserve nature for the future.
83	Yes	The aim to sustain (preserve) nature in the near future
84	Yes	To maintain a standard up to a certain rate or Level
85	Yes	Leaving the world better for future generations
86	Yes	Good enough
87	No	to keep source using longer
88	Yes	Sustainability is finding a balance between generating wealth and taking care of nature
89	Yes	Developing a sustainable future with consideration towards the economic and social development while always keeping in mind the environmental impact.
90	Yes	"Dont know "
91	Yes	Taking care of the environment
92	Yes	"thank care of the environment "
93	Yes	Good
94	Yes	N/A

95	Yes	Consistency
96	No	The practice of balancing waste and growth.
98	Yes	take care of the staff
99	Yes	Seasonality and local market
101	Yes	operating in a manner which will not deplete natural resources
103	Yes	The certain level
106	Yes	Unfortunately in malta even though we try to resecyle our garbage the plant has suffered a major fire and therefore is useless
109	Yes	"no carbon footprints no plastic more natural things"
110	Yes	Sustainability is the ability to exist constantly
113	Yes	Sustainability means meeting our own needs without compromising the ability of future generations to meet their own needs.
114	Yes	Focus on meeting the needs of present without compromising future
115	Yes	The means to keep staff and management to work in tandem and to work as a team in order to keep the business up and running at
116	Yes	meeting our needs without in a way that we do not compromise future generations to do the same
118	Yes	Ensuring that an item has been used to its maximum capacity before being disposed of.
119	Yes	Doing something that will last for generations and its functionality is kept at a certain or level
121	Yes	Education
122	Yes	maintaining operations without forfeiting the long term viability of a resource

ID Do you practice sustainability (measures that aim to preserve the future of
the natural environment) at the workplace? What is inhibiting you from doing so?

1 No It is inconvenient/you have to go out of your way to incorporate
sustainability in your work-life.

2	No	Top mgt
3	Yes	
4	Yes	
5	Yes	
6	No	It is inconvenient/you have to go out of your way to incorporate sustainability in your work-life.
7	Yes	
8	Yes	
9	Yes	
10	No	Not knowledgeable enough on how to be sustainable at work.
11	No	It is inconvenient/you have to go out of your way to incorporate sustainability in your work-life.
12	Yes	
13	Yes	
14	Yes	
15	Yes	
16	Yes	
18	Yes	
19	Yes	
20	Yes	
21	Yes	
22	No	Not knowledgeable enough on how to be sustainable at work.
23	Yes	
24	Yes	
25	Yes	
26	Yes	
27	Yes	
28	Yes	
29	Yes	
30	No	It is inconvenient/you have to go out of your way to incorporate sustainability in your work-life.
31	Yes	

32	Yes	
33	No	you have to adjust several ways you operate which to get approval from all levels is a very difficult step
34	Yes	
35	Yes	
36	Yes	
37	Yes	
38	Yes	
39	Yes	
41	Yes	
42	Yes	
43	Yes	
44	Yes	
45	Yes	
46	Yes	
47	Yes	
48	Yes	
49	Yes	
50	Yes	
51	Yes	
52	Yes	
53	Yes	
54	No	Not knowledgeable enough on how to be sustainable at work.
55	Yes	
56	Yes	
57	Yes	
58	Yes	
59	Yes	
60	Yes	
61	Yes	
62	Yes	
63	Yes	

64	Yes	
65	Yes	
66	Yes	
67	Yes	
68	Yes	
69	Yes	
70	No	Not knowledgeable enough on how to be sustainable at work.
71	Yes	
72	Yes	
74	Yes	
75	Yes	
78	Yes	
79	Yes	
80	Yes	
81	Yes	
83	Yes	
84	No	Not knowledgeable enough on how to be sustainable at work.
85	Yes	
86	Yes	
87	No	It is inconvenient/you have to go out of your way to incorporate sustainability in your work-life.
88	Yes	
89	Yes	
90	No	Not knowledgeable enough on how to be sustainable at work.
91	No	Not knowledgeable enough on how to be sustainable at work.
92	Yes	
93	Yes	
94	Yes	
95	Yes	
96	Yes	
98	Yes	
99	Yes	

101	Yes	
103	Yes	
106	No	It is inconvenient/you have to go out of your way to incorporate sustainability in your work-life.
109	No	The owners of the establishment do not provide us with facilities to be sustainable
110	Yes	
113	Yes	
114	Yes	
115	Yes	
116	No	Not knowledgeable enough on how to be sustainable at work.
118	No	It is inconvenient/you have to go out of your way to incorporate sustainability in your work-life.
119	Yes	
121	Yes	
122	Yes	

ID "Please tick the applicable answers:

(You may choose more than one)"

- 1 I engage in sustainable practices but do not promote them among my colleagues.;My department operates according to sustainability standards and activities, but this is not consistent throughout the hotel.;
- 2 The hotel I work at does not operate according to sustainability standards at all.;
- 3 I engage in sustainable practices and promote them among my colleagues.;My colleagues and superiors engage in sustainable practices but do not promote them.;My department operates according to sustainability standards and activities, but this is not consistent throughout the hotel.;The hotel I work at has established policies regarding sustainability on paper, but do not actively enforce them.;

- 4 I engage in sustainable practices and promote them among my colleagues.;The hotel I work at has established policies regarding sustainability on paper, but do not actively enforce them.;
- 5 The hotel I work at have established policies regarding sustainability and actively enforce them.;
- 6 I engage in sustainable practices but do not promote them among my colleagues.;The hotel I work at does not operate according to sustainability standards at all.;The hotel I work at has established policies regarding sustainability on paper, but do not actively enforce them.;
- 7 I engage in sustainable practices and promote them among my colleagues.;My colleagues and superiors personally encourage sustainable practices at work.;My department operates according to sustainability standards and activities, but this is not consistent throughout the hotel.;The hotel I work at has established policies regarding sustainability on paper, but do not actively enforce them.;
- 8 I engage in sustainable practices but do not promote them among my colleagues.;My colleagues and superiors personally encourage sustainable practices at work.;The hotel I work at has established policies regarding sustainability on paper, but do not actively enforce them.;
- 9 The hotel I work at does not operate according to sustainability standards at all.;
- 10 The hotel I work at does not operate according to sustainability standards at all.;
- 11 I engage in sustainable practices and promote them among my colleagues.;The hotel I work at has established policies regarding sustainability on paper, but do not actively enforce them.;
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- 72 I engage in sustainable practices and promote them among my colleagues.;

- 74 I engage in sustainable practices and promote them among my colleagues.;The hotel I work at have established policies regarding sustainability and actively enforce them.;
- 75 The hotel I work for is willing to promote sustainable practices but finds it difficult to change mentalities;I engage in sustainable practices and promote them among my colleagues.;
- 78 I engage in sustainable practices but do not promote them among my colleagues.;
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work.;The hotel I work at have established policies regarding sustainability and actively enforce them.;

ID Do you think that the sustainability standards of a hotel may be reached by training employees? In your opinion, how can employees value sustainable practices and concepts more?

- | | |
|----|-------|
| 1 | Yes |
| 2 | Maybe |
| 3 | Yes |
| 4 | Maybe |
| 5 | Yes |
| 6 | Yes |
| 7 | Maybe |
| 8 | Yes |
| 9 | Yes |
| 10 | Maybe |
| 11 | Yes |
| 12 | Yes |
| 13 | Yes |
| 14 | Yes |
| 15 | Yes |
| 16 | Yes |
| 18 | Yes |
| 19 | Maybe |
| 20 | Yes |
| 21 | Yes |
| 22 | Yes |
| 23 | Yes |
| 24 | Yes |
| 25 | Yes |
| 26 | Yes |
| 27 | Yes |

28	Yes	
29	Yes	
30	Yes	
31	Yes	
32	Maybe	
33	Yes	
34	Yes	
35	Maybe	
36	Yes	
37	Yes	
38	Yes	
39	Yes	
41	Yes	
42	Yes	
43	Yes	
44	Yes	
45	No	By management engaging in that direction
46	Yes	
47	Yes	
48	Yes	
49	Yes	
50	Maybe	
51	Yes	
52	Yes	
53	Maybe	
54	Maybe	
55	No	Try to limit waste
56	Yes	
57	Yes	
58	Yes	
59	Yes	
60	Yes	

61	Yes
62	Yes
63	Yes
64	Yes
65	Yes
66	Yes
67	Yes
68	Yes
69	Yes
70	Yes
71	Yes
72	Maybe
74	Yes
75	Yes
78	Yes
79	Yes
80	Yes
81	Yes
83	Yes
84	Yes
85	Yes
86	Maybe
87	Maybe
88	Yes
89	Yes
90	Yes
91	Yes
92	Yes
93	Yes
94	Yes
95	Yes
96	Yes

98	Maybe
99	Yes
101	Yes
103	Yes
106	Yes
109	Yes
110	Yes
113	Yes
114	Yes
115	Yes
116	Yes
118	Yes
119	Yes
121	Yes
122	Yes

ID If the opportunity arises, would you be interested in being given training and partaking in workshops by your employer about sustainable practices at work?

The Environment & Resource Authority (ERA), regulates the environmental impact of hotels, among other enterprises. For this reason, various large entities have dedicated an individual/team to monitor this impact. Does your place of work have an individual/team responsible?

How much authority in the organization would you say it has? The scale starts at number 1 as the lowest amount of authority to 5 as the highest.

1	Maybe	No
2	Yes	No
3	Yes	No
4	Yes	I don't know
5	Maybe	I don't know
6	Yes	No
7	Maybe	I don't know
8	Yes	No

9	Yes	No	
10	Yes	No	
11	Yes	No	
12	Yes	Yes	2
13	Yes	Yes	4
14	Maybe	No	
15	Yes	No	
16	Yes	No	
18	Yes	No	
19	Yes	Yes	5
20	Yes	No	
21	Yes	No	
22	Yes	I don't know	
23	Yes	Yes	3
24	Yes	I don't know	
25	Yes	Yes	5
26	Yes	Yes	3
27	Maybe	Yes	3
28	Yes	Yes	4
29	Yes	No	
30	Yes	No	
31	Maybe	I don't know	
32	Yes	No	
33	Yes	No	
34	Yes	No	
35	Yes	I don't know	
36	Yes	Yes	3
37	Yes	Yes	3
38	Yes	No	
39	Yes	Yes	3
41	Yes	Yes	3
42	Yes	I don't know	

43	Yes	I don't know	
44	Maybe	Yes	2
45	Yes	No	
46	Maybe	Yes	4
47	Yes	Yes	4
48	Yes	Yes	4
49	Yes	No	
50	Yes	I don't know	
51	Yes	I don't know	
52	Yes	I don't know	
53	Yes	No	
54	Maybe	I don't know	
55	Yes	Yes	4
56	Yes	No	
57	Maybe	No	
58	Yes	No	
59	Yes	I don't know	
60	Yes	No	
61	Yes	Yes	5
62	Yes	No	
63	Yes	Yes	3
64	Yes	I don't know	
65	Yes	I don't know	
66	Maybe	No	
67	Yes	No	
68	Yes	No	
69	Maybe	I don't know	
70	Yes	Yes	3
71	Yes	No	
72	No	No	
74	Yes	No	
75	Yes	No	

78	Yes	Yes	4
79	Yes	Yes	3
80	Yes	Yes	4
81	Yes	I don't know	
83	Yes	I don't know	
84	Yes	I don't know	
85	Yes	No	
86	Maybe	I don't know	
87	Maybe	I don't know	
88	Yes	No	
89	Yes	I don't know	
90	Yes	Yes	3
91	Yes	Yes	4
92	Yes	I don't know	
93	Maybe	I don't know	
94	Yes	Yes	4
95	Yes	Yes	4
96	Maybe	No	
98	No	I don't know	
99	Yes	Yes	3
101	Yes	Yes	3
103	Yes	I don't know	
106	Maybe	I don't know	
109	Yes	I don't know	
110	Maybe	I don't know	
113	Yes	I don't know	
114	Yes	Yes	4
115	Yes	Yes	3
116	Yes	Yes	3
118	Yes	I don't know	
119	Yes	No	
121	Yes	No	

122 Yes I don't know

ID If you could give some advice on ways of how companies can value sustainability to your organization, what would it be? (e.g. educating staff, engaging in corporate social responsibility etc.)

1 Seminars, communication, leaflets

2 "Educating staff

Invesring in modern equipment which is sustainable

"

3 educating the managers before anyone else, they are the role models for the subordinates

4 Educating staff and leading by example

5 "Explaining and providing a list of how garbage should be recycled.

Hotel should promote idea of having an environment card saying that the guest has chosen not to have his/her room cleaned. Guest should provide name and room number on the card. Room attendants should take note and forward the card to Front Office to contact the guest and thank him/her for their environmental contribution. The FO employees should inform the guest that as a reward, the hotel will be giving a free drink from the bar and must pick up a note from reception to be given to the bar employees. Organize social activities for employees (not just powerpoint presentations; interactive games as to remember hotel policies and implement new ones if need be) "

6 Enforcing certain rules like recycling

7 Education

8 Educating employees about current affairs and environmental issues, particularly those in Malta, and inspire them to be sustainable as to avoid committing previous mistakes

9 Training staff

10 educating staff, social responsibility, empowering from institutions

11 In a hotel, it's all about the guests. Any process that is implemented, must add value to the guests stay. Having said that, in this day and age, value does not necessarily have to be monetary.

12 Educating and putting money behind it

13 Incorporate practices into daily routine and create a training programme

14 More pressure from supervisors as if they don't promote sustainability, no one will take it upon themselves to go out of their way Just to be sustainable.

15 Reducing the waste of plastic, Educating the staff

16 All of it. Just doing everything you can.

18 Departmental staff training

19 Staff would be trained and more passionate and dedicated

20 m

21 do an audit of what can be done, formulate an action plan, and implement what is needed staff training includes as well as investing in modern equipment.

22 Training

23 educating staff

24 educating staff providing training and awareness

25 Staff training and rewards system... organising various activities within the team such as beach cleaning, etc... promote carpooling especially between colleagues who live close to one another. Give incentives for those who commute to work with a bicycle / electrical vehicle.

26 Educating staff constantly by training them

27 Education

28 Educating staff

29 More training and investment in such area

30 Posters reminding to separate waste, proper training, leading by example, separate bins inside the work area to encourage separation of waste

31 Further education and enforcement

32 Education and courses, more information and promotion

33 They could integrate agriculture and use to give an authentic experience to clients and can ensure quality standards.

34 Engaging in corporate social Responsibility such as Cleaning a locality as a group/hotel yearly and training

35 Education

36 Promoting on monitors around the school; videos with good sense of strong marketing and user friendly; policies about food waste; separation of waste and also

sustainability on the mental state of the workforce by giving a continuous improvement to offices, corridors, and all the workplace.

37 More knowledge from the management to staff

38 The mentioned above and, and also to introduce methods that help you be sustainable, like proper bins, water taps, electricity saving equipment etc.

39 educating staff and engaging in CSR

41 We try to engage on many levels when it comes to our CSR activities and where possible promote to all our stakeholders our achievements

42 Staff training, marketing strategies for customers, enforcing such policies throughout the hotel, gardening the organic waste using it as a compost, Sustainable Design department for recyclable waste.

43 Training their team, and setting standards within the company to make sure employees adhere to them. Also organize social activities that help sustainability in the community

44 educating staff, engaging in corporate social responsibility etc

45 Staff shown practical ways to be shown how easy it is

46 educating staff, engaging in corporate social responsibility

47 Making part of the culture. Do not settle for less and assume higher costs for doing the right thing.

48 cross training , to see other departments are working ,

49 The organisation culture itself has a major impact

50 Training programme

51 educating staff

52 .

53 Staff training

54 .

55 Have good costings

56 "Training employees and communicating sustainability goals throughout the hotel.

"

57 "More education to the staff members and perhaps organized activities in creating more awareness

"

58 There is often a vague policy or commitment on paper but companies rarely seem to follow through on anything except for a few PR exercises. In such a competitive, high turnover, the focus is often on cost-efficiency and getting the most out of resources (both human and otherwise). Therefore sustainability takes a backseat. The best methods to ensure more sustainable approaches would be government incentives and/or minimum regulations (coupled with strict enforcement).

59 Purchasing eco-friendly equipment and utilities for hotels; placing cards and signs in the hotel rooms; educating staff; actively applying policies for sustainability in all departments and enforcing them.

60 educating staff, engaging in corporate social responsibility

61 Educating staff is the prime thing to do

62 Educating staff would be the best option, then eventually I would also emphasize on ongoing training, latest updates on the subject and also training of new staff.

63 Presenting information via one to one or departmental meetings to explain further whats expected from an employee on a daily basis at work

64 Corporate social activities, workshop

65 Education

66 Awareness and educating/training in sustainable operations

67 Good practice needs to come from all departments, each of which should have KPIs based on their sustainable initiatives

68 engaging in corporate social responsibility

69 educating staff through trainings, reinforce the organization's policies about sustainability for both employees and clients, etc

70 *

71 Training staff

72 More financial support from the authorities

74 education

75 More education throughout all levels of employees, including all decision makers

78 Education staff

79 staff training and education, promoting local produce, use of environmental friendly products

80 Educating staff by bringing professionals and show them what and how they are going to take care of the natural environment in their workplace or hotel

81 Educating staff in various ways for example reducing waste as well as opting for more environmentally friendly equipment.

83 "Educating staff as part of training
Make sure standards are met after training has been made
"

84 Engaging in corporate social responsibility

85 Invest in training

86 Don't know

87 educating staff

88 "First priority should be using seasonal menus and using local produce.
Water used for showering etc may be re -used for flushing toilets etc.
Use of sustainable energy "

89 Continued training and promoting awareness

90 Dont know

91 More adequate bins

92 "ok
"

93 Coporating to each other

94 N/A

95 "Educating all staff .
Respect and dicilpline among each other is the most important thing"

96 Offer training

98 organizing staff

99 Use local produce, work with seasonality and be creative in re using any wastages.

101 educating staff

103 Educating staff

106 "Creating different rubbish bins for separation of waste.

Government should implement a fine if the above is not well taken care of"

109 /

110 educating the hotel staff

113 Educate employees, engage in social responsibility

114 Promote Health & Fitness among staff.

115 educating staff

116 educating and training staff and make them aware of its importance to
safeguard future generations

118 "Educating staff members and ensuring that new practices are being upheld;
given that the staff is given the proper equipment to work with
"

119 engaging in corporate social responsibility and part take in environmental
projects.

121 Education

122 education and enforcing policies

ID Would you like to add any comments regarding the topic?

1

2 The owners of companies do not want to spend money and invest in
sustainability

3

4

5 Guests needs are always changing. It depends on various aspects such as
age, location, culture etc. Nowadays technology is a must but there are consequences as
well to maintain all economic, environmental and social aspects in perspective.

6

7 No

8

9 Firstly,all the organisations should adopt sustainable practice but certainly,it
is very important the education of each of us

10

11

12

13 No

14 My department specifically can only do so much regarding sustainability (i.e. recycling), however departments such as F&B have the more complex options to recycle food through donations or composting etc. as well as having any take out dining packaging done from recyclable materials. (GI wish you the best)

15 No

16 People don't understand how serious these things are. We should try to cure this "away from my eyes, so it doesn't exist" mentality, and somehow educate people that their trash doesn't just disappear when they throw it in the bin. In my months in the hostel I saw absolute ignorance. I was forced to put ALL trash in the recycling bags just because nobody picks it up on Tuesdays and Thursdays otherwise. Nobody cared that there is a reason why the recycling bags exist in the first place. We were just made to use the bags according to the day of a week, not the contents of it. And that isn't the only issue. People consume way more than they need, just for a small convenience. And I don't really see what can be done. People don't care. At all.

18 N/A

19

20

21 in hospitality, sustainability is becoming paramount and stakeholders need to be looking at long term practices to safeguard the business.

22 Food waste is also a major concern which is also greatly affected this phenomenon

23

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36 Continuously improving to be sustainable as much as possible

37

38 Big hotels should start with small steps and introduce the staff to the whole sustainability mentality. It is beneficial not only to the company but at home as well.

39

41

42

43

44

45

46

47

48

49

50

51 more educational campaigns even on tv and social media for people in general

52 .

53

54 .

55 Good

56

57 I think it is quite an interesting and challenging topic

58 There is often a lot said about sustainability but very little actually done.

Education and awareness help, yes, but only if there is a strong incentive for businesses to follow-through (financial, reputational or otherwise).

59

60

61 none

62 Sustainability should be a priority not just at the place of work, but should also be implied in the educational systems starting from the primary education. Only this way, can we obtain results.

63 I do hope that we take this subject seriously as we will regret it in the future as there are consequences

64

65

66 (Ingredients) In many ways sustainable tastes better, we should eat the seasons in general,

67 Best of luck

68 recycling processes re plastics, metals, glass, etc. aren't mandatory, or at least aren't followed through, in day-to-day operations of bars. restaurants, hotels (where possible)- the premises that have a great impact in the sense of the amount of rubbish produced.

69 Hotel sector have to be more responsible and active about environmental sustainability and in general as human beings it is time to do something to preserve the last resources that mother nature gave to all of us because we are on the final countdown.

70 *

71

72

74

75 Sustainability alone it is quite vague as it covers many aspects being it financial, environmental and so on. So, education in different areas needs to be tackled by hotels in order to be fully sustainable

78 No

79

80

81

83

84	
85	
86	No
87	
88	
89	
90	No
91	
92	"ok
"	
93	
94	N/A
95	
96	
98	
99	no
101	
103	
106	
109	/
110	
113	
114	
115	
116	
118	
119	
121	
122	