

**Investigating Sustainable Practices in Hotel Industry
from Employees' Perspective: Evidence from
North Cyprus**

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ABSTRACT

Although several studies have researched the hotel employees' environmental behavior, none has addressed the hotel employees' perception of their respective hotels' sustainability practices. This study aims to investigate the sustainable practices in four and five star hotels in a Mediterranean island by employing Global Sustainable Tourism Council (GSTC) hotel criteria indicators, indicators of sustainable development for tourism destinations (WTO), the European Union's (EU) sustainability framework for the Mediterranean hotels- 'Nearly Zero-Energy Hotels' (NEZEH), and global Sustainable Development Goals (SDG). These indicators are calibrated into the context of three dimensions: social, economic and environment. The sampled hotels claim that their operation system is conformed to sustainability principles with the aim of furthering their green agenda. In this study, we aimed to investigate the validity and extent of this claim. A number of 290 (N=290) employees in the specified hotels were surveyed. The measurement instruments compiled based on sustainability indicators that encompassed addressing social, economic, and environmental dimensions. For the statistical and data analysis, SEM (structural equation modeling) is used. Study revealed that employees are a legitimate and credible source of information about sustainability practices. It is also revealed that as going green is becoming a means towards branding, hotels are making efforts to implement a genuine sustainability practice. Study also indicated that the majority of employees validated the sustainability practices as genuine.

Keywords: Tourism; Tourism Accommodations; Sustainable Development; Sustainable Practice; Employee Perception; North Cyprus.

ÖZ

Her ne kadar çeşitli çalışmalar otel çalışanlarının çevresel davranışlarını araştırmış olsa da, hiçbiri otel çalışanlarının kendi otellerinin sürdürülebilirlik uygulamaları hakkındaki algılarına değinmemiştir. Bu çalışma, Küresel Sürdürülebilir Turizm Konseyi (GSTC) otel kriterleri göstergeleri, turizm destinasyonları (WTO), Avrupa Birliği (AB) sürdürülebilirlik çerçevesi için sürdürülebilir kalkınma göstergeleri kullanarak Akdeniz adasındaki dört ve beş yıldızlı otellerdeki sürdürülebilir uygulamaları araştırmayı amaçlamaktadır. Akdeniz otelleri için " Sıfır Sıfır Enerji Otelleri '(NEZEH) ve küresel Sürdürülebilir Kalkınma Hedefleri (SDG). Bu göstergeler üç boyut bağlamında kalibre edilmiştir: sosyal, ekonomik ve çevre. Örneklenen oteller, yeşil gündemlerini ilerletmek amacıyla işletme sistemlerinin sürdürülebilirlik ilkelerine uygun olduğunu iddia etmektedir. Bu çalışmada bu iddianın geçerliliğini ve kapsamını araştırmayı amaçladık. Belirtilen otellerde yaklaşık 290 (N = 290) çalışan araştırılmıştır. Ölçüm araçları, sosyal, ekonomik ve çevresel boyutları ele alan sürdürülebilirlik göstergelerine dayanarak derlenmiştir. Araştırma soruları dört ana tema etrafında bağlamlaştırmıştır: etkili sürdürülebilirlik planlaması, yerel toplum için sosyal ve ekonomik faydaların en üst düzeye çıkarılması, kültürel mirasın artırılması ve olumsuz çevresel etkilerin azaltılması. İstatistiksel ve veri analizi için SEM (yapısal eşitlik modellemesi) kullanılır. Araştırma, çalışanların sürdürülebilirlik uygulamaları hakkında meşru ve güvenilir bir bilgi kaynağı olduğunu ortaya koymuştur. Yeşile geçmek markalaşmaya giden bir araç haline geldikçe, otellerin gerçek bir sürdürülebilirlik uygulaması uygulamak için çaba harcadığı da ortaya çıkıyor. Çalışma aynı zamanda çalışanların çoğunun sürdürülebilirlik uygulamalarını gerçek olarak doğruladığını göstermiştir.

Anahtar Kelimeler: Turizm; Turizm Konaklama; Sürdürülebilir Kalkınma;
Sürdürülebilir Uygulama; Çalışan Algısı; Kuzey Kıbrıs.

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Chapter 1

INTRODUCTION

Tourism is amongst the growing industries with tremendous environmental impact (Gossling and Peeters, 2015). This subsequently shifts the concern towards tourism and its impact on an international scale. As the movement of sustainable development and environmental issues becoming textbook reality, destinations gearing towards formulating new policies to harmonize tourism and environment through sustainable practices, which has also become a global mantra (Saarinen and Gill, 2018). Nowadays, most industries and businesses tend to consider sustainability and green practices in their operations; the tourism sector is not an exception.

There is a concern regarding consumption of energy on a global scale. This also applies to tourism industry as a whole and more specifically, hotel and accommodation sector. Through installation and implication of sustainable practices and its development within hotels, energy consumption can significantly reduce and aid the management in terms of environmental impact management (Ali, Y., Mustafa, M., Al-Mashaqbah, S., Mashal, K., & Mohsen, 2008). It has been noted in a study conducted in hotels located in Antalya, Turkey that the degree of occupancy has a positive correlation with the extent of consuming energy within the hotel (Onut and Soner, 2006). Furthermore, it was noted that among classifications of hotels, 5-star hotels are among the top consumers of energy. Thus, it can be said that through implementation of sustainable practices and development of sustainability in hotels as organizations, energy

consumption can be reduced, which can further reduce environmental impact caused by hotels.

Performance of tourism industry regarding environment has become a topic of interest in persistence with increasing awareness as well as vitality of the issue at hand (Carter, Whiley and Knight, 2004). Accordingly, terminologies have emerged to address this specific tourism perspective such as, ecotourism, sustainable tourism, and/or responsible tourism. It is important to note that initiatives in this regard are commonly engaged on a voluntary basis and not through obligations as policies and legislations surrounding the topic are complicated and inconvenient (Craik, 1995; Hall, 2000; Whiley and Carter, 2003). Due to strong ties between tourism and cultural, natural, and social aspects of the environment, sustainability, and development of environmentally friendly initiatives is imperative for not merely the aforementioned types of tourism, but for tourism as a whole (WTO, 2001; WTTC, 2002).

Sustainability and its practice in tourism has become vital which all the management system within the industry are concurred. The indispensability of the sustainability practice extends to the scholarship of the tourism epistemology within the academic environment (Hall, 2019). For instance, UNWTO regards the notion as highly crucial by presenting sustainable development schemes, ethics, social responsibility of tourism and increasing awareness themes on official headings of their website. Additionally, scholars in the field of tourism have contributed a significant number of academic work to the literature through journal articles (Hall, Lew, and Williams, 2014; Hall, 2019).

Regardless of the aforementioned notion, it has been reported that the industry of tourism is now less sustainable internationally than its prior states (Hall, 2011; Ruddy, Gossling, Scott and Hall, 2015). In this regard, some destinations (e.g. Barcelona, Venice and Iceland) have faced challenges and difficulties in terms of managing sustainable development as these destinations have become overcrowded due to their success in terms of tourism (McKinsey and Company, 2017). Fighting against poverty, increased environmental protection and enhanced prosperity for everyone are among the major goals of UN agenda by 2030 in terms of sustainable development. However, the UN sustainable development agenda resolution consisted tourism as a notion merely three times. Nonetheless, a surge of sustainability-related initiatives have been witnessed on various scales and particularly, small islands and developing states (Hall, 2011). As sustainable development can be achieved in a variety of way within the context of tourism (Hall, Gossling and Scott, 2015), private sector have realized the beneficial outcomes, and increased competitiveness through such practices. It is also important to highlight that private sector are a key element within the industry of tourism (UNWTO-UNDP, 2017). Addressing vulnerabilities of the industry and approaching new markets as well as new services can lead to higher competitiveness for private sector, which is in consensus with sustainable development and requires willingness of the parties.

Multiple organizations of tourism have also embarked upon various environmental policies to upgrade and harmonize their equipment and facilities to certain target markets who are demanding green practices and products. In this context, corporate social responsibility (CSR) is an example of and commitment to environmentalism and social responsibilities around the world. The tourism sector, as a global phenomenon, has also realized its role regarding sustainability as it makes use of the resources and

generates measurable environmental impacts. The tourism's impact on environment and its contribution to global carbon footprint is a foregone conclusion (Gossling and Peeters, 2015).

While consumers are demanding green services and green products, tourism accommodation sector has been a vanguard in responding to green consumers' demand. Green hotel concept in the context of sustainable tourism has gained recognition as a business strategy, as well as, gaining a competitive edge in the global tourism market (Yeh, Ma, Huan, 2016). Studies revealed that 'one of the most important reasons for going green is the customer, often touted as the central stakeholder in driving hotels to be environmentally friendly. Indeed, a growing consumer base exists who are attracted by the ecological appeal of lodging facilities' (Rahman and Reynolds, 2016). Nevertheless, consumers' demand has played a significant role in mediating hotels' green practices. Fatma, Rahman and Khan (2016, p. 40) noted that 'Increased awareness among consumers towards social and environmental issues led to a demand that tourism companies protect the cultural heritage and places visited by tourists'. Furthermore, green hotels/ sustainable hotels are affected by green consumers' demand for practices that are in line with sustainability (Rahman and Reynolds, 2019; Chan, 2014).

The main objective of this study is to investigate the sustainability practices of the accommodation sector on the environmental, social, and economic dimensions as an indication towards sustainability. It is assumed that environmental practices in hotels- as a sub-sector of tourism system- can be a formula to achieve the principles of sustainable development. The assumption is that when hotels' operating system is embarking upon implementation of sustainability principles; gain the recognition as

‘green hotels’ with marketing as well as competitiveness implications in the long-run (Iraldo, F.; Testa, F.; Lanzini, P.; Battaglia, 2017).

Nevertheless, as Weaver et al. (2013) stated ‘growing recognition and adoption of sustainability practices and corporate social responsibility charters amongst hotels internationally is nudging the sustainability paradigm’ (p. 15). In the meantime, ‘despite the almost universal support for sustainability and participation in at least some related initiatives, empirical data that comprehensively describes and organizes these practices are lacking in the tourism and hospitality literature’ (Weaver et al., 2013). This still resonates with the United Nations' 2030 Sustainable Development Goals (SDGs) (Musavengane, 2019), which is an outcry for sustainable practice. Such practice is’ commonly regarded as the care of the environment, society and the production of economic benefits’ (Musavengane, 2019, p. 787). At the end, this study is a logical effort to push the SDG’s agendas forward, especially in less developed economies; whereas, ‘the literature is dominated by examples of hotels’ responsible and sustainable practices in the developed world’ (Musavengane, 2019, p. 787).

Furthermore, this study will add an insight into the literature, as well as, a contribution to enriching an awareness for managers. The study is also aiming to contribute to the literature which is limited in terms of receiving attention on this topic due to contradictory findings in regard to consumers’ green decision and hotels’ green practice (Yadav and Balaji, 2019; Choi, Jang, and Kandampully, 2015).

1.1 Organization of the Study

This study was conducted within the scope of tourism industry and more specifically, the sector of hospitality and accommodation. A number of hotels were included in the

conduction process of this research. These hotels and the criteria of selection of organizations is further discussed in detail in this research. Additionally, characteristics of these organizations (5-star hotels) located in North Cyprus, a Mediterranean island, and the city of Kyrenia (Girne in Turkish) have been reported in the case study section of current research. Through supervision of this study's supervisor, contacts were made with these organizations with regard to conduction of research. Relevant permissions were acquired and furthermore, through extensive reviewing the literature of the subject, the aforementioned type of hotels were deemed appropriate to be the subject of this research as organizations.

1.2 Aim and Contribution of the Study

The main aim of this research is to assess the sustainability practices defined by various criteria in this regard in the context of hospitality and hotels in particular. For this matter, current study examines the degree of which sustainable practices have been implemented in hotels from the perspective of employees. This research contributes to the literature of the subject through expansion of contextual work and empirical investigation of the topic. In addition, current paper contributes to decision-making process and strategy design for managers, from which sustainability is emphasized and competitive advantages can be gained.

1.3 Research Method

The current research uses quantitative measures within a deductive approach that allows specification of a generalized statement. Furthermore, usage of surveys and questionnaires are better justified within deductive approaches. In this regard and for this purpose, Structural Equation Modeling (SEM) has been undertaken to test the goodness-of-fit of the variables included in the theoretical model of current paper. The

details of research methodology and approach as well as references used for analytical justification has been provided in the following chapters of this research.

Chapter 2

LITERATURE REVIEW

2.1 Tourism an Overview

Tourism is regarded as a global scale industry, which incorporates an extensive number of people. Both travelers of international destinations and domestic are considered as parts of tourism. In 2012 a report by World Tourism Organization (WTO, published in 2014) stated that in the recorded history, for the first time enormous number of people (over a billion) have made international travels. Furthermore, it was predicted to observe an increase in the next year, which was supported as the number grew from 1 billion to 1.087, meaning an increase over 10% in one year. It is to be noted that from these reports a number of tourists may have been included more than once as they have had a higher rate of travelling. However, this does not lower the number of international travels on a general perspective as the number is gigantic (Leoper, 1999; Mason, 2015).

It is important to note that regardless of the extensive number of people that are directly involved with tourism, there are a significant number that are related to tourism on an indirect manner. As it was reported by WTO (2014), it is expected that one from every 11 jobs are tourism related by the year of 2020. That being said, even more amount of people are affected by tourism as an industry as the number of those, who are residence of destinations are relatively higher from the travelers. These people are in direct interaction with tourism and its practices. Promotions, and marketing tools regarding

tourism products and traveling takes a considerable amount of investment on an annual basis. This has a contradictory notion as before this era, traveling was considered as a highly difficult activity and thus, had a significantly lesser frequency, compared to modern days (Williams, 1998). In the last century, traveling has taken a drastic reformation and on a constant fast-paced manner due to ease of traveling through advancements of transportation means as well as increased number of people, who can afford to undertake a trip. Commonly, pleasure has been noted to be the key element regarding individuals or groups going on a trip (Mason, 2015).

The rise of travelers and participation in tourism activities was observed on a higher level after the 60s and initially in the EU as well as northern America. This was merely for the wealthy groups prior to the 60s, as means of transportation whether air or sea were considerably more expensive. Modern tourism began to shape itself and grow on a significantly fast pace in the second half of 20th century in persistence with technological advancements and globalization era. East Asia and Pacific region became a center of attention for international travelers due to the aforementioned statement (WTO, 2007; Mason, 2015; Pearce, 1995). This was seen from the 70s to early 2000s. While the number of international visitors to these areas were less than 5 percent in the 70s, the number grew significantly up to 15% in 1995, followed by another increase up to 20% in 2006. In accordance to what was mentioned, the effects of tourism on various other industries as well as the surrounding environment has increased as the industry took a drastic turn towards becoming an international phenomenon. As currently the number of tourists (both domestic and international) is rapidly growing, the effects of tourism and hospitality industry on other sectors cannot be neglected. This further takes the attention of scholars as well as decision makers towards the impacts of tourism and particularly, on environment due to extensive

amount of pollution that is caused by tourism and tourism related activities such as, transportation (airplanes, ships, trains and cars), products (souvenirs, packaging, and housing) and services (accommodation sector). Hence, it is imperative to understand and comprehend various aspects of tourism industry, and especially its effects on the surrounding environment as it poses a major threat to humans as well as other species.

2.2 Sustainable Development

Sustainability as a concept is used and applied in an array of sectors and/or industries. This exhibits the broadness of sustainability. Nevertheless, the concept of sustainable development (hereafter SD) has reached to the surface of attention span in recent years (Ahmad, Draz, Su, Ozturk, and Rauf, 2018). This concept has been defined as the endeavor towards having future needs met without being compromised through meeting current needs (World Commission on Environment and Development, 2018). There have been three fundamental aspects of SD, which are namely, environmental, social and economic sustainability. Additionally, these factors are to be correlated and coordinated for proper flow of SD (Ahmad et al., 2018). In order to shine light upon these pillars, each are briefly explained in this section. Environmental SD refers to actions and activities that do not endanger or deteriorate the ecosystem. Indeed these actions are referred to as human activities. This is while the economic pillar addresses increase of profit as well as value in the market through optimization of resource usage. On a similar context, the social aspect of SD is directed towards well-being of humans collectively alongside encouraging common good through usage of local capital and increased participation (Olawumi and Chan, 2018). The combination of these factors or dimensions has vivid and explicit impact on ecosystem (Ahmad et al., 2018). This is while the survival of humans is dependent on ecosystem and its degree of cleanliness

in terms of the aforementioned three pillars. Ecosystem and its quality as well as its survival are transformed and affected by human activity. Consumption of energy, deforestation and production of waste (both in land and in oceans) alongside carbon emissions resulting from such activities are among the key factors that impact future generations.

With regard to what was mentioned above, The United nation (UN) has suggested a list of goals regarding SD and its development that are referred to as (SDGs). A solid and rigid ecological foundation has been established, which upon it economic and social development aspects have been asserted. Present situation of the ecosystem has been regarded by sustainable utilization of resources at hand for provision and enhancement of clean ecosystem through SD. The aforementioned notion can be seen in goals 14 and 15 of the SDGs. In relation to previously mentioned notes, new and innovative means in industries and their infrastructure is directed towards sustainability and eco-friendly means of production to further protect the ecosystem as well as moving against global warming. Newly introduced sectors of economy, in which environmentally friendly activities are encouraged alongside new and renewable sources of energy. These can further impact the emission level of carbon, which is in persistence with the goals of SD (United Nations General Assembly, 2018).

Having noted sustainability as a concept, tourism as an industry has been a glowing aspect of economic, social and environmental profitmaking for societies. Consequently, tourism as an industry has a significant impact on ecosystem, which is the key driver of generation of the current thesis as this research addresses sustainable practices implied within hotels located in Mediterranean island from perspective of employees. The island is known for its scarce water resources as well as long sunny

days and short winters. This can be of issue regarding development of sustainable activities on every level and in a holistic approach. Tourists require water for consumption and this can be a major issue regarding sustainability of water resources for the island. This is while the tourism industry is developing in the island and the environment is seemingly fragile. Hence, it is important to note the significant impact that tourism industry has and can have further in the future for the island and its ecosystem (Lu, Li, Pang, Xue, and Miao, 2018). Thus, this study tends to investigate the practices of SD within hotel industry of the island of Cyprus through usage of Global Sustainable Tourism Council (GSTC) hotel criteria indicators, indicators of sustainable development for tourism destinations (WTO), the European Union's (EU) sustainability framework for the Mediterranean hotels- '*Nearly Zero-Energy Hotels*' (NEZEH), and global Sustainable Development Goals (SDGs) presented by UN.

As tourism contributes to the host economy on a significant level, development of this sectors has been witnessed in the recent years on a global scale. Additionally, it has been noted that tourism is among the industries, which have the fastest growing rate regarding employment, generation of revenue, and promotion of culture for the country that is host. Travel and tourism (T&T) has contributed to GDP on a significant level of 8272.3 billion in the year 2017. This was reported by the World Travel and Tourism Council (2018). This contribution has been predicted to rise up to 11.7% (from its current 10.4%) by the year 2028. Hence, the economic share will be 12,450.1 billion in a mere ten years span. This contribution will translate into 3.6% of total GDP on a global scale. It has been noted that tourism industry will have created over 100 million jobs on an international level within the next 10 years. It is predicted that the year 2028 will have 11.6% increase in employment for T&T compared to its state of 9.9% in 2017. This means that the tourism industry had a degree of 3.8% job creation

on global scale. Accordingly, this exhibits that the tourism industry has a vivid impact on investments around the globe, which adds to the intensity and importance of sustainable movement and implementation of SD activities within the industry and its different sectors (World Travel and Tourism Council, 2018). Tourism has significant effects on various economic aspects, which can be manufacturing, transportation and development of infrastructure within the country that is considered as host (Lu et al., 2018). As previously mentioned, the tourism industry contributes to employment rate on global scale. Subsequently, this has driven the current study to focus on employee perspective regarding sustainable development and its practices that are implied or established within the hotel industry of Mediterranean island of Cyprus.

In the past decade, global warming has become the center of attention for humankind, which is intact and in persistence with the overall well-being of all humans and thus, the notion has created a challenge for humanity collectively. This context has become vital and has taken the attention of scholars as well as decision-makers, politicians and other authorities. Manufacturing industry is commonly tackled for its development due to extreme levels of consumption of energy as well as emission of carbon dioxide that is generated through manufacturing activities. The environment is under the risk of degradation due to tourism related activities (i.e. tourists) and their energy consumption. It is also noteworthy that tourism industry has a significant impact on other industries, which in turn, has an explicit effect on carbon emissions (Ahmad et al., 2018). It is the aforementioned notion that marks the tourism industry as a contributor to global warming and ecological negative effects. Accommodation sector, and other facilities provided for tourists are additional sources of energy consumption that can have negative impact on the surrounding environment.

2.3 Sustainable Development in Tourism Context

As the number of tourists increase, a rise in waste generation and a decline in availability of natural resources can be seen. This will yield in scarcity for the area that faces overflow of tourists (Lu et al., 2018). Pollution of land, water and air can increase on a significant level through overflow of tourists as well as usage of water, which can lead to erosion of soil in the land. This can consequently lead to the sites being damaged and lose their attraction for tourists. On international scale, tourism industry contributes to carbon emission on an extreme level. Transportation (especially airplanes), electricity, housing facilities, and water are among the key aspects that contribute to carbon emission of tourism industry. This is while governments tend to take initiatives in terms of eco-friendly campaigns. Similarly, governments endeavor to provide alternative means for traditional tourism activities, which can subsequently lead to sustainable tourism and henceforth, decrease negative impacts on the host environment from tourism (Ahmad et al., 2018). It is also to be considered that Cyprus is not considered among the top carbon emitters on global scale with USA, China, Russia and India being among the top. The figures below show the top countries in terms of CO₂ emissions.

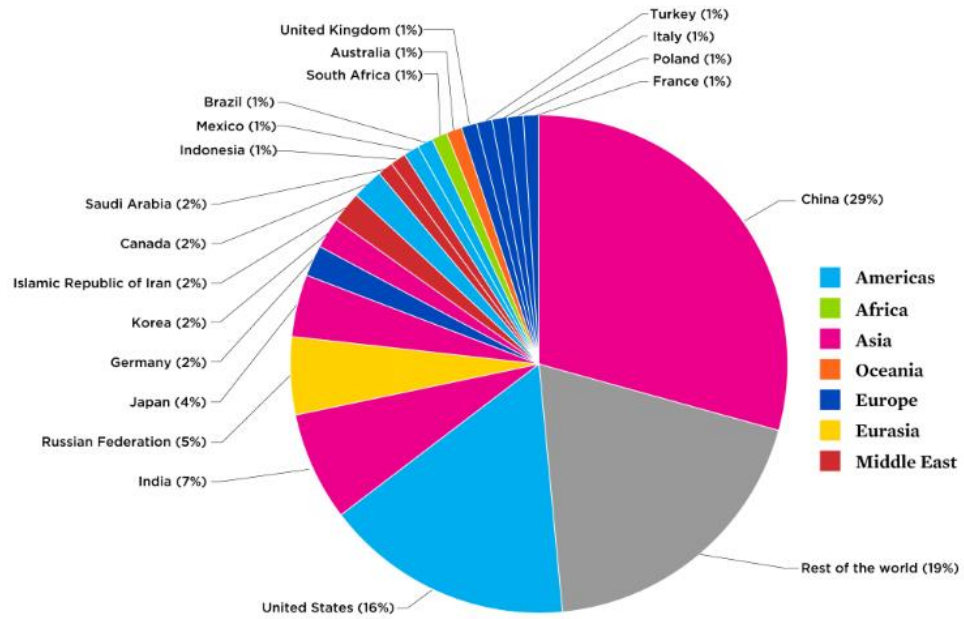


Figure 1: Share of CO2 Emissions (derived from Union of Concerned Scientists, 2019)

The figure below shows the total CO2 emissions of top 20 countries in this regard. The below numbers are derived from www.ucsusa.org and Union of Concerned Scientists (2019). It is to be noted that the numbers provided in the figure below are in Metric Megaton scale and present emissions of fuel combustion merely.

Rank	Country	CO ₂ emissions (total)
1	China	9056.8MT
2	United States	4833.1MT
3	India	2076.8MT
4	Russian Federation	1438.6MT
5	Japan	1147.1MT
6	Germany	731.6MT
7	South Korea	589.2MT
8	Islamic Republic of Iran	563.4MT
9	Canada	540.8MT
10	Saudi Arabia	527.2MT
11	Indonesia	454.9MT
12	Mexico	445.5MT
13	Brazil	416.7MT
14	South Africa	414.4MT
15	Australia	392.4MT
16	United Kingdom	371.1MT
17	Turkey	338.8MT
18	Italy	325.7MT
19	Poland	293.1MT
20	France	292.9MT

Figure 2: CO₂ emissions of top 20 countries (derived from Union of Concerned Scientists, 2019)

Economic and environmental crucial losses are predicted in the recent reports provided by World Bank concerning inclining levels of carbon. Referring to figures above it can be seen that China is the first in pollution ranking followed by the USA. It is also important to note that new initiative from Trump administration has withdrawn the US from Paris Agreement of 2016. That being said, as it can be seen Cyprus is not among the top contributors to carbon emission. However, to examine and investigate the extent of which sustainable development practices have been implied within the hotel industry of the island is a key note regarding understanding underlying movements towards international fight against global warming. The intention of this study is also regarding the fact that tourism industry is among top three industries of the island alongside mining and agriculture (Kiprop, 2019). Another key point to highlight is that as the number of tourists increase and tourism as an industry develops in a country, energy consumption increases, which leads to a higher degree of environmental impact

from tourism as well as higher degrees of CO₂ emissions as the industry requires consumption of energy on high levels to facilitate its activities (Huang, 2016). Furthermore, Cyprus consists of various historical sites, cultural events and fantastic landscapes as well as beaches, which are attractions for tourists.

As previously mentioned, SD and its three fundamental pillars stated by the UN has been commonly used as principle for developing various aspects of societies, which leads to meeting current needs without jeopardizing future generations' well-being and/or access to resources to meet their needs (Hansmann, Meig, and Frischknecht, 2012; United Nations, 1987: 1). Provision of welfare to current and future generations in terms of socioeconomic means as well as protection of the surrounding environment is the foundation and core of sustainability (WCED, 1987). In addition, SD in its context entails ethics as well as socially accepted norms and formation. Hence, it is considered as a normative framework that addresses the linkage among present generation and future generations to come in terms of ethics as well as quality of society (Laws et al., 2004; Hansmann et al., 2012). In other words, it can be stated that the concept of sustainability is one that is integrated with its three main aspects having correlation and coordination (environmental, social and economic) (Hansmann et al., 2012). The aforementioned pillars of sustainability consist development of the society in terms of nature of the area, quality and well-being of people as well as creation and increasing capital of the area (Elkington, 1997; Kajikawa, 2008; Schoolman, 2012).

Nonetheless, it has been reported that the aforementioned pillars require to be in balance as representation and involvement of various groups of values is derived from these pillars that can be namely, biodiversity, landscape and its appearance, costs,

profits, equity, health, and cultural. However, these values are not necessarily proportionate concerning one another (Mieg, 2010; Hansmann, 2012). It is also noteworthy that conflicts occur among stakeholders about sustainability, which can be related to one of the pillars or merely due to preferences differing from one another. This can cause imbalance among pillars and lever one with regard to others (Kyburz-Graber et al., 2006). This is while the term balance is dim in this context as interrelations existing among pillars are complex by nature. A theory that has addressed this concept regarding human functions and the surrounding environment is the theory of Human-Environment System (Kates et al., 2001; Schoolman et al., 2012). In a study conducted by Hansmann et al., (2012) it was reported that the pillars of SD can have negative and/or positive effects on mutual linkages depending on the context. Thence, it can be said that to provide a positive synergy among these pillars is a notion that requires be addressing and emphasizing in terms of sustainability and decision-making process in relation to sustainability.

Sustainability and its development in the context of tourism has been reported to be persistent with the extent of which people of a destination behave towards the notion (proactive and positive or passive and negative) is a key determinant regarding implication of the said development (Cheng, Wu, Wang and Wu, 2017). Scholars have noted that in fact, a real development in tourism sector is the one that incorporates sustainability as a fundamental element within its scope (Cheng et al., 2017; Stabler, 1997). In this sense, the community plays a key role as participation of community can significantly decrease negative effects (Hardy, Beeton and Pearson, 2002).

Even though 'sustainability is widely accepted as a 'good business' mega-trend in contemporary tourism and hospitality industry' (Weaver, D.; Davidson, M.C.; Lawton,

L.; Patiar, A.; Reid, S.; Johnston, N, 2013) (p.15); however, the acceptability of this attitude do not necessarily translate into sustainable practice. There are ample evidence of ‘greenwashing’ as a sector-wide exercise (Chen, Bernard and Rahman, 2019).

2.4 Conceptualization

Even though ‘sustainability is widely accepted as a 'good business' mega-trend in contemporary tourism and hospitality industry’ (Weaver et al, p.15); however, the acceptability of this attitude do not necessarily translate into sustainable practice. There are ample evidence of ‘greenwashing’ as a sector-wide exercise (Chen et al, 2019; Pizam, 2009; Higgins-Desbiolles, 2008). Nevertheless, as Weaver et al (2013) stated ‘growing recognition and adoption of sustainability practices and corporate social responsibility charters amongst hotels internationally is nudging the sustainability paradigm’ (p. 15). In the meantime, ‘despite the almost universal support for sustainability and participation in at least some related initiatives, empirical data that comprehensively describes and organizes these practices are lacking in the tourism and hospitality literature’ (Weaver et al p. 15). This is still resonates with the United Nations' 2030 Sustainable Development Goals (SDGs) (Musavengane, 2019), which is an outcry for sustainable practice. Such practice is’ commonly regarded as the care of the environment, society and the production of economic benefits’ (Musavengane, 2019, p. 787). At the end, this study is a logical effort to push the SDG’s agendas forward, especially in less developed economies; whereas, ‘the literature is dominated by examples of hotels ‘responsible and sustainable practices in the developed world’ (Musavengane, 2019, p. 787).

Tourists are more likely to exhibit irresponsible or relatively lower levels of responsibility, when they are poorly educated in terms of understanding effects of consumer attitudes. This can be considered a significant negative aspect, specifically if it exists on national and/or public scale (Gossling et al., 2012; Filimonau, et al., 2018). Thus, not only the research upon the matter of sustainability in tourism is important, but to further take an active form in terms of implications is of necessity. Both tourists and tourism sector staff are to be properly educated with regard to the environment and the level of impact that each individual has on movement against global warming. It is therefore vital to encourage tourists to engage in pro-environmental behaviors. This can be achieved through employees within hotels as they are in interaction with customers on a daily basis, which allows them to provide knowledge and/or awareness towards the phenomenon, if properly educated.

According to Butler's (1980) tourism area life cycle model (TALC), destinations, especially coastal resorts (e.g., Kyrenia), evolve through several stages. The stage of '*consolidation*', which Kyrenia is experiencing (Kara, 2003), characterized as a stage whereby tourism is a major economic sector; heavy advertising; some opposition to tourism due to over-crowded and high-density of tourism destination; product deterioration and abandonment of facilities. The main objective of this study is to investigate the sustainability practices of the accommodation sector on the environmental, social and economic dimensions as an indication towards sustainability. The EU's sustainability framework for the Mediterranean hotels is manifest in its project called '*Nearly Zero-Energy Hotels*' (NEZEH); whereby 'the aim [is] to reinforce businesses operating in the hospitality sector to meet the challenges of competitiveness, reduction of energy consumption and adoption of green energy technologies, providing technical support and advice to selected hotels

in order to develop sustainable and feasible large scale renovations towards Near Zero Energy consumption levels' (Tsoutsos et al, 2013, p.230). Such undertaking is rationalized as the hospitality industry is responsible for 2% of the world's CO2 emissions can play a crucial role contributing to the 2020 and even more ambitious for 2050 energy targets in the Member States. This study is tantamount to EU's NEZEH agenda.

The following questions construct the conceptual logic that guides this research:

- What is the extent of hotel managers' commitment to sustainable practices?
- What are the indications of hotels' initiatives towards sustainable practices?
- What is the nature of hotels' sustainable strategy; and how these strategies are realized?
- How can Hotels improve their status through sustainable practices and their implementation?
- What can managers do to establish a sustainable atmosphere within their respective organizations?

The main argument revolves around the concept of sustainability and its social, economic and environmental agendas elaborated by WCED (2018); Weaver et al., (2013); and Harris, J.M.; Goodwin, N.R. (2003).

The concept of sustainable practice includes social responsibility of the hotels towards the local community that they are embedded, economic fairness towards employees and contribution to the economic welfare of the local people, and measureable practices towards environmental protection and quality (i.e., triple bottom line) (Slaper and Hall, 2011). In the meantime, it is believed that the sustainable practices of hotels

should be embedded in the overall supply side of tourism system where visitor's expectation is fulfilled when they experience a mosaic of attractions with social, economic and environmental connotations that affects their cognitive and affective perceptions (Toelkes, 2018; Gunce, 2003). Nevertheless, hotels that embark upon green marketing are aware of changing market and changing tourist's profile and values (Papadas, Avlonitis, Carrigan, M, 2017). Theory of Basic Human Value (Zielinski, Botero, 2015) contends that a measurable segment of the consumers possesses biospheric value and they are concerned with the benefits of nature and biosphere with willingness to contribute the welfare of natural world (Nguyen, Lobo and Greenland, 2016).

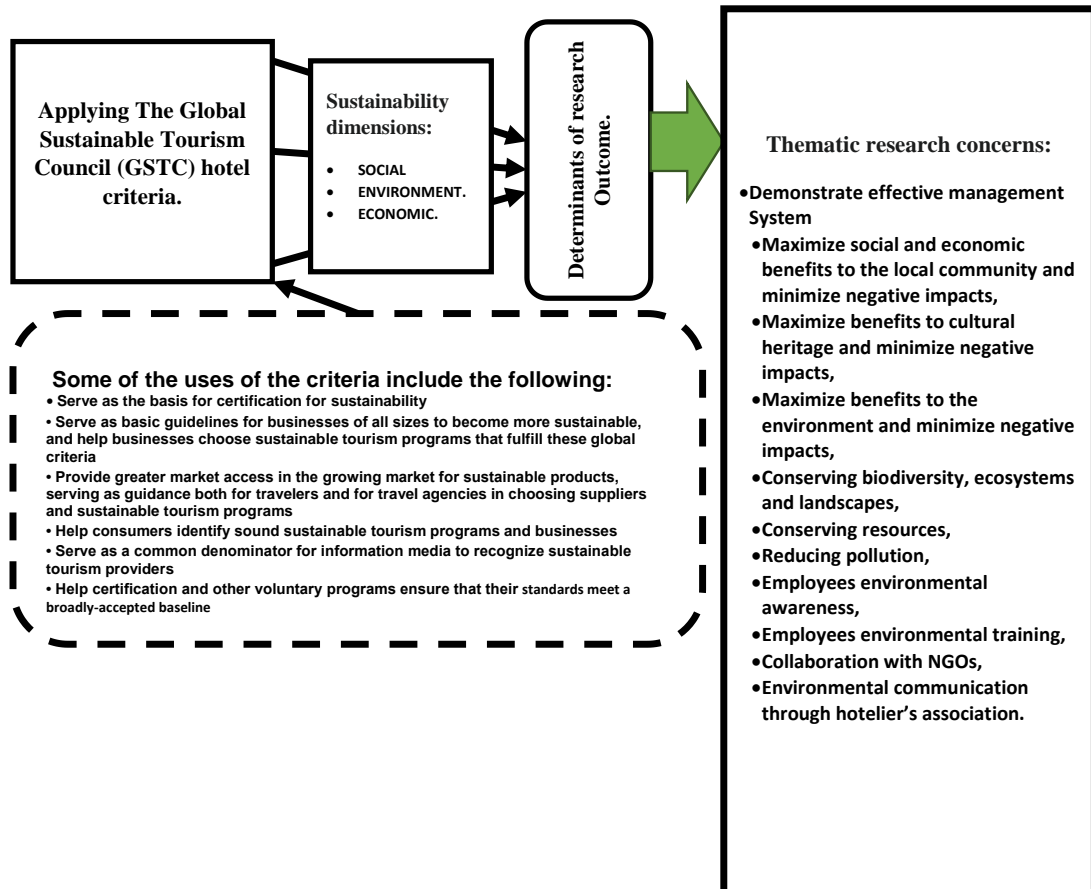


Figure 3: Theoretical Model Derived From GSTC, 2013

Nowadays going green and practicing sustainability has become a significant part of hotels' strategy in terms of marketing, brand development, competitiveness and cost cutting associated with waste disposal and material usage (Chandran and Bhattacharya, 2019). This aspect of hotel's sustainability practice is a business-oriented approach. Coupled with the business behavior of going green is the CSR aspect, which is rooted in sustainability and incorporated in the hotels' strategy. The CSR aspect is engendered by global environmental movement that has become 'the driving factors for hotel operators to become competitive in minimizing and eliminating their operation [*externalities*] on the environment' (as cited in Chandran and Bhattacharya, 2019, p. 226). Furthermore, 'environmentally friendly hotel', an 'eco-friendly hotel', or a 'sustainable hotel', has become a buzzword within the global tourism system. For instance, 'the Ritz-Carlton, Kuala Lumpur, joined the annual global environmental awareness event created by the World Wildlife Fund to highlight the threat of climate change' (Ahn and Kwoa, 2019, p. 3). Our study revealed that hotels in north Cyprus are not in isolation from the global movements and demands. A green hotel has been described as a hotel, in which environmentally friendly practices have been implemented and solid programs have been defined in terms of ecological means (water, energy consumption and saving, reduction of waste, and cost reduction). This as a result is directed towards fighting against climate change, global warming, and to protect our planet (Han, Hsu, and Sheu, 2010). In accordance to the aforementioned notion, the Theory of Planned Behavior (hereafter TPB) was also used to predict the choices in terms of green behavior (Maichum, Parichatnon, and Peng, 2016). These choices are related to the products and goods that are considered as green (i.e. organic food, organic goods, recycled goods, green toys,

ecofriendly cars, and certified green products). This theory incorporates attitudes towards behavior, subjective norms, and perceived behavioral control. The aforementioned notions are supported through the literature of the topic at hand, which is further reviewed in detail in the current study. This research tends to examine the implied practices of sustainable development based on the criteria that was previously noted and further will be comprehensively presented in hotel industry. Furthermore, this research investigates the aforementioned subject from the perspective of employees occupied in hotels. As tourism is a major contributor to economy on a global scale, current research exhibits that the Mediterranean island of Cyprus does not differ from the other parts of the world with respect to movement towards sustainability and sustainable development. A quantitative approach is undertaken to conduct this dissertation through statistical analysis, as well as design and administration of a survey questionnaire.

2.5 Theoretical framework

Based on the Global Sustainable Tourism Criteria (GSTC, 2013), and sustainable development perspective (WCED, 1987), a framework has been structured to guide the study (see Figure 1). The accommodation sector is a business entity with constant marketing challenges in the global tourism market. However, their green practices cannot be isolated from their marketing strategies (Dangelico, Vocalelli, 2017; Papadas, Avlonitis, Carrigan and Piha, 2019). Thus, the philosophical ethos of their sustainable practice should revolve around the triple bottom line (TBL) goals. In this regard (Jamrozy, 2007, p. 124) noted: ‘while many product development implications have already been discussed in sustainable tourism management, unique marketing missions such as the facilitation of synergies between a network of agents and the communication of triple bottom benefits of sustainable tourism experiences need to be

addressed'. See also Figure 2. In the meantime, this is the first comprehensive research on hotel's sustainability practices based on employees' perspectives in the major destination in north Cyprus.

This study has also adhered to the European Union's (EU) sustainability framework for the Mediterranean hotels, which is manifested in its project called 'Nearly Zero-Energy Hotels' (NEZEH). whereby 'the aim is to reinforce businesses operating in the hospitality sector to meet the challenges of competitiveness, reduction of energy consumption and adoption of green energy technologies, providing technical support and advice to selected hotels in order to develop sustainable and feasible large scale renovations towards Near Zero Energy consumption levels' (Tsoutsos, T.; Tournaki, S.; de Santos, C.A.; Vercellotti, 2013, p. 230). Such undertaking is rationalized as the hospitality industry is responsible for 2% of the world's CO₂ emissions can play a crucial role contributing to the 2020 and even more ambitious for 2050 energy targets in the Member States. This study is tantamount to EU's NEZEH agenda.

The design of survey questionnaire (S/Q) started with linking the research aim (hotels' sustainable practice on social, economic and environmental dimensions - three pillars of sustainability) and each question in the context of relevancy to the issues that surrounded the research. To develop such link, a table of specifications with a two dimensional matrix was developed. One dimension contained the domain of the research goal (i.e., sustainability practice on social, economic or environment) and the second dimension exhibited the respondents' attitude/belief representative of those domains. Through a pilot study (Kim, 2011), we made sure that each S/Q was clearly understood by the respondents. Finally, the S/Q were structured into groups (i.e., three parts) where items relevant to each group organized accordingly. The source of the

S/Q achieved by exploring the literature (Burgess, 2001), Chan and Hawkins (2012), Wu et al (2016), Merli et al (2019), just to name a few. Furthermore, the R/Q were enriched by the criteria established by global sustainable tourism council (GSTC) (2016) (i.e., hotels' sustainable performance indicators) (<https://www.gstcouncil.org/gstc-criteria/gstc-industry-criteria-for-hotels/>), and indicators of sustainable development for tourism destinations (WTO, 2004). These sources are highly relevant to the aim of the study. Target population is justified as the 'employees' are the legitimate reservoir of information about the organizational practices/behaviors (Sharma and Tewari, 2017; Chan et al, 2017; Droussiotis and Austin, 2008). Finally, each R/Q was examined to make sure that it generates a response that reveals the sustainability practice on each dimension. For instance, if the issue in question is social (i.e., hotels' sustainability practice in terms of 'social' aspect); the design of the question should solicit the level of *hotel's involvement in contribution to community's cultural heritage*.

The S/Q is available as an appendix. The map has been revised as you recommended. The citation format has been checked and corrected. The results for each table explained in the text as you recommended. Yes the model fit is low; we modified it as you recommended (refer to Table 5 in the main text). We consulted the 'sustainability' journal and strengthened the literature review, which is highlighted in the main manuscript (e.g., Cozzio et al, (2018), Saura et al (2018), Higgins-Desbiolles (2010), Opdam (2018), and Ge et al (2018). Our main aim in this study is to investigate the sustainability practices of hotels. Hotels claiming that they are in line with the principles of sustainability on three grounds: social, economic and environment. We targeted employees to explore the evidence of that claim, as employees are the reservoir of information and knowledge about the hotel's behaviors and practices in

terms of sustainability. Employees' knowledge and awareness of hotels' sustainability behavior is means to achieve our main goal. We are not analyzing the employees' perception *per se*; rather utilizing their perception to achieve our aim, which is sustainability practices of the targeted hotels.

There are ample evidence of studies who utilized employees to explore the organizations' behavior as the employees are logical source of information about their organizations (e.g., Newman et al, 2019; Al Nsour and Tayeh, 2018; Khantimirov, and Karande, 2018; Craig and Allen, 2013). Furthermore, the structural equation modeling (SEM) as a statistical methodology is applied to explain and measure the unobserved (latent) variables in order to assess the conceptual model's consistency with observed variables and collected data (Bollen, and Long, 1993; Hoyle, 1995). At the end, our purpose of this article is to enhance our understanding and knowledge of sustainability practice of hotels; to achieve this; we referred to employees, as they are legitimate source of information about our aim. In the meantime, green hotels/ sustainable hotels are affected by green consumers' demand for practices that are in line with sustainability (Rahman and Reynolds, 2019; Njite and Schaffer, 2017; Chan, 2014). Consumers' demand has played a significant role in mediating hotels' green practices. Fatma et al (2016, p. 40) noted that 'Increased awareness among consumers towards social and environmental issues led to a demand that tourism companies protect the cultural heritage and places visited by tourists'.

The analysis revealed that the sampled hotel's sustainability practices transpired on three dimensions – social, environmental and economic. Such findings emanated based on employees perception of hotel's green behavior, 'given that employees carry the main burden of responsibility for implementing ethical corporate behavior and are

often the face of the organization's CSR program (Jenkin et al, 2011, p. 268). Knowing that 'CSR programs rooted in sustainable development' (Luke, 2013, p. 85). As exhibited in Table 3, employees' responses on sustainability practices in relation to social, environmental and economic dimensions in average for social is 2.54, for environmental is 2.50, and for economic is 2.58, which implies that employees 'agreement' and validation of hotels sustainability practice.

The aforementioned values extracted from Likert scale ranging from '1' strongly agree to '5' strongly disagree. Based on Balci's (2004) attitude scale development on Likert scale (i.e., 1-1.79 strongly agree; 1.80-2.59 agree; 2.60-3.39 undecided; 3.40-4.19 disagree; and 4.20-5 strongly disagree), the resulted values are an indication of 'agree' response. For instance, on the social dimension (i.e., *Staff are informed and trained about the natural and cultural heritage of the local area*), response value of agreement registered 2.45 (mean), which according to Balci (2004), it is shown that the attitude scale of the variables was "agree". This is an indication that the proposed sustainability practices are implemented in these hotels as it is perceived by their employees. Concerning environmental dimension (i.e., *Native and endemic plants obtained from sustainable sources have been used in landscaping and decoration, avoiding exotic and invasive species*), response value of agreement registered 2.34 (mean). On economic dimension (i.e., *water saving equipment are regularly maintained and are efficient*), which the response value of agreement registered 2.47 (mean). Please refer to line 412-415, and 476-486 in the main text (highlighted).

2.6 Environmentalism

Risks and threats that are posed towards humans and the collective health as well as the natural environment have been addressed by organizations throughout the world.

These organizations tend to foster education for the public good as well as taking into account crucial issues and to create a collective understanding for people as well as acquiring adequate attention from authorities. This will lead to a smooth process for development regarding policies and regulations (Cracknell, 1993; Ozler, and Obach, 2018). Production methods, manufacturing, and regulations surrounding these processes are addressed through environmental movements and policies that restrict usage of natural resources as well as human impact on environment (Kraft and Kamieniecki, 2007). Such movements have initially been limited to local movements against risky initiatives towards the livelihood of locals. However, in recent years these movements have become more generalized and global, and professional (Ozler and Obach, 2018). Preservation of land and natural resources are key elements in the context of environmentalism and environmental movements, which has become a global phenomenon as it poses a critical risk to all humans and their well-being. This notion has led a number of policy makers towards stricter regulations regarding usage of resources on a global scale. This has been expanded onto every nation and country, adding Turkey and Cyprus to the list of countries, where environmentalism is encouraged and sustainable development initiatives have been undertaken. However, economic development often stands against the movement of environmentalism acts and causes disturbance for issuance of proper and adequate policies and regulations for this matter (Ozler and Obach, 2018). Thus, environmental actions and movements face challenges regarding being priority for governing bodies to implement practices that are for the benefit of environment. Culture and religion have been noted to be of significance in terms of prioritization of sustainable development and more specifically, environmentalism acts. It has been noted that environmentalism has been in opposition of collaborative means and compromises that exists among scholars and

the government (Mohamed, 2014). Furthermore, it has been stated that ecological sensibility has been increasing in the recent years within Islamic scholars regarding protection of environment based on religious guidelines, which can be of more impact for societies, in which religion holds a strong stand. However, this notion does not fit within the scope of this study (see Ozler and Obach, 2018). As a general notion, environmentalism can be summarized into awareness, and taking initiatives towards protection of environment and fighting against carbon emissions as well as other pollutants that can cause drastic harm to the well-being of planet and subsequently, humankind (Tim, Y., Pan, S. L., Bahri, S., & Fauzi, A., 2018).

2.7 Sustainable Tourism: A Green Agenda

Public awareness upon the matter of sustainability and development of economy in a sustainable manner introduces economic growth for the society based on its needs (Ninerola, Sanchez, and Hernandez, 2019). From a consensus point of view, the definition provided by World Commission on Environment and Development for sustainability as a framework is recognized, which states that SD is to avoid the path towards creation of inconvenience for future generations to meet their needs (2019). Hence, the Venn diagram (Lozano, 2008) consisting of the aforementioned pillars of SD. To acquire resource efficiency for long-term profit making (economic), provision of social justice, capital and development of community through socially responsible activities and approaches (social), and to maintain natural resources in a sustainable and long-term manner. It is important to note that through diversity, and equity within the society (with democracy), quality of life is to be increased (McKenzie, 2019). Furthermore, to sustain and retain current natural resources and to preserve them on a sustainable manner is a key factor to maintain assets (natural) as well as to avoid deterioration of environment. The vitality increases as natural resources on a major

level are not and cannot be renewed (Goodland, 1995). Moreover, it is crucial to note that a single pillar may not be on its optimum level, which does not stop the other pillars from functioning towards sustainability, as they are interrelated. However, general function in this case will not be considered as sustainable (Raven and Berg, 2010).

As previously mentioned, tourism has a major role in economy on a global scale, which adds to its importance as a concept with regard to sustainability (Ninerola et al., 2019). The contributions of tourism as an industry has been noted previously in this section concerning GDP and creation of jobs. This has been supported by a number of studies within the literature of the topic (e.g. Ninerola et al., 2019; World Travel & Tourism Council, 2017). Furthermore, this ability of tourism industry to create jobs and increase employment has been regarded as a positive impact of tourism. In addition, tourism can have a major role in terms of distribution of wealth (Higgins-Desbiolles, 2006). This effect can be seen more vividly in nations and countries that have emerging economies and/or are in development (Berno and Bricker, 2001). In contrast and as mentioned earlier, tourism industry can also have negative impacts on the environment both in short and long term. These can be regarded as pollution (air, land, and water), damage to the ecosystem, damage to the biodiversity of regions, and degradation of environment in the destination country (Ahmad et al., 2018; Ninerola et al., 2019). In addition, tourism can have negative influence on the communities of host country (Ninerola et al., 2019; Ahmad et al., 2018; Caneday and Zeiger, 1991). These negative impacts can lead to frustration of economic development in the future for the host destination.

According to a statement presented by the World Tourism Organization, the industry can be regarded as a sustainable frame, when the future pillars of economic, social and environmental are noted concerning needs of all involved parties that are namely, visitors, industry, environment and the community of host country (UNEP, UNWTO, 2019). Furthermore, tourism can achieve sustainability in any of its forms (small or large-scale) (Liu, 2003; Ninerola et al., 2019). The subject of tourism and its linkage with sustainability has received extensive amount of attention in the recent years with the growing number of aware people, having taken environment and eco-friendly activities into account. It has been noted that development of sustainability is relatively difficult in tourism due to its complex nature as well as extent of competitiveness, which adds to its importance in the modern world (Ninerola et al., 2019; Goffi, Cucculelli, Masiero, 2019; Cucculelli and Goffi, 2016). Both empirical studies as well as conceptual works have addressed the linkage between tourism and SD.

2.8 Tourism and Sustainable Practice

As mentioned earlier, the concept of sustainability addresses and emphasizes on social, economic and environmental issues and their improvement. Through these aspects, responsible usage and production of resources in their efficient level with lowers rate of waste generation (and its reduction) is encouraged and fostered. In this context, bio economy has been stated, which refers to all functions that are with usage of biological products (i.e. inventions, development, and production means) (OECD, 2009). This concept was originally in regard with human survival that is based on the free sources of energy (e.g. sun or earth) (Georgescu-Roegen, N., 1975, Ninerola et al., 2019). This approach lacks power because of its dependency on natural resources for production in the context of sustainability. Thus, the social aspect is neglected in the bio-economy

approach (Loiseau, E., Saikku, L., Antikainen, R., Droste, N., Hansjürgens, B., Pitkänen, K. and Thomsen, M., 2016).

The book of *Blueprint for a Green Economy* that was written by Pearce et al. (1989) stated the concept of green economy. Activities that can be costly for environment were addressed, which reduced through taxing. This would decrease the emissions and yield in reduction of pollution, which was the intention of the aforementioned books' authors. However, there was a timespan for this notion to be considered as a mean for sustainability within organizational level (Barbier, 2012). Nonetheless, the UN has proposed a definition for sustainability, which entails green economy as an economic mean that is for enhancement and advancement of humans collectively in terms of well-being as well as equity in social aspect. Additionally, this economy tends to have a suppressing effect on environmental risks. Scarcity is also addressed to be taken into account (UNECE, 2018). Quality of life can be increased and its provision can be achieved through an economic system with resilience, which encompasses ecosystem and the planet regarding their sustainability and usage of resources. The aforementioned dimensions of sustainability and SD can be linked to such economy. Long-term investments in sustainability area and ecofriendly initiatives can be encouraged and further fostered, when such system is implied as a social solution regarding equity (UNECE, 2018). Similarly, the concept of blue economy was introduced as a complementary frame for green economy. This blue economy addressed the oceans and marine protection (Gregorio et al., 2018). Moreover, other terms and concepts of economy in this regard have been used and introduced within the literature of the subject, which are not specifically relevant to the current thesis (e.g. bio, green, blue, circular, and linear). To further understand and comprehend these terms, a number of scholarly work as well as public reports are available (i.e.

Pearce and Turner, 1990; Ellen Macarthur Foundation, 2012; D'Amato et al., 2017; Ninerola et al., 2019).

In a study conducted by Jones (1987) suggested the term of ecological tourism within the concept of green tourism. Through this category of tourism activities that are rural are motivated to be pursued, as they can be an enhancer of countryside areas through provision of benefits. This notion has taken a modern shift with the advancement of societies and global development to a point, where countryside is not the only area under consideration. This is in consensus with a notion that was presented earlier in this section as every type of tourism can be regarded sustainable, if proper and adequate care and attention is given and SD initiatives are effectively functioning (Ninerola et al., 2019; UNWTO, 2019). While Ruhanen et al. (2015) considers both terms of sustainable tourism and ecological tourism/ecotourism as one concept, there are studies, in which these terms have been distinguished (e.g. Wall, 1997). Viability with respect to economy, appropriateness with regard to environment, and degree of acceptability in terms of society and its culture are foundational elements of sustainability, which is argued in the work of Wall. Hence, in his study the term ecotourism has been defined in a manner, from which sustainability does not necessarily come into fruition.

After a review upon the literature of the aforementioned statements, a number of factors were found to be of importance regarding the concept of ecotourism. It is to be noted that this concept entails sustainability in regards to personal growth, responsible travelling and environment consideration, which is the focus of experts and prior research in this subject. Whether or not the base of attraction are nature predominantly or not, education and learning are to be fostered in areas, where tourists visit, and

ecological, sociocultural and economic sustainability are to be adequately managed and practices for production means as well as the experience delivered to visitors (Weaver and Lawton, 2007; Ninerola et al., 2019).

2.9 The Tourism Product and Environmental Regulation

It can be said that the tourism sector can be deemed as a part of service industry through development of markets. To produce goods and services for tourists an array of factors are involved, which can have interrelations or be dependent from one another. This is further extended due to the high extent of rivalry within tourism market (Jefferson and Lickorish, 1988; Carter, 2004). Hence, it can be said that the products of tourism are multi-attributed as well as having several dimensions. This in turn becomes an obstacle for regulations as well as growth within the public sector. In addition, it can lead to a more difficult state for proper management of the private sector (Williams and Montanari, 1999). Furthermore, the goods and services that are provided within the tourism sector are different by nature as they can be both reproducible and non-reproducible such as, hotel services for the former and cultural resources for the latter (Carter, 2004). It is important to note that latter examples of tourist products are not under the control of consumers nor suppliers. Any damage or alteration caused to sites or cultural venues can yield in permanent damage and unfixable states for the venues. This in turn leads to degradation of quality of the original site (Briassoulis, 1995). Furthermore, sensitivity of historical sites are high as they are vulnerable to any risks caused by humans.

With regard to what was mentioned earlier, tourism has both externality and internalities with regard to effects on environment. However, organizations and particularly, private firms have used policies and planning tactics to manage impacts

and limit its degree. Reproducible components within the horizon of tourism products cannot be directly managed by the authorities of non-reproducible products, which can cause environmental impacts (Carter, 2004). It has also been stated that incremental and cumulative change requires proper and adequate instruments for surveilling and managing environmental impacts of the industry. This is due to the fact that such operations are used for usage of land and thus, have pollution control mechanisms, which need to protect the environment (for further reading, please see Kirk, 1996). Nonetheless, it has been reported that products of tourism are short-term and are consumed directly (physical environmental) and turned into waste (Common, 1995; Hodge, 1995; Carter, 2004). It is vital to highlight the fact that majority of waste produced from tourism products are small and are dispersed within the environment, which adds to the risk and damage caused by these products.

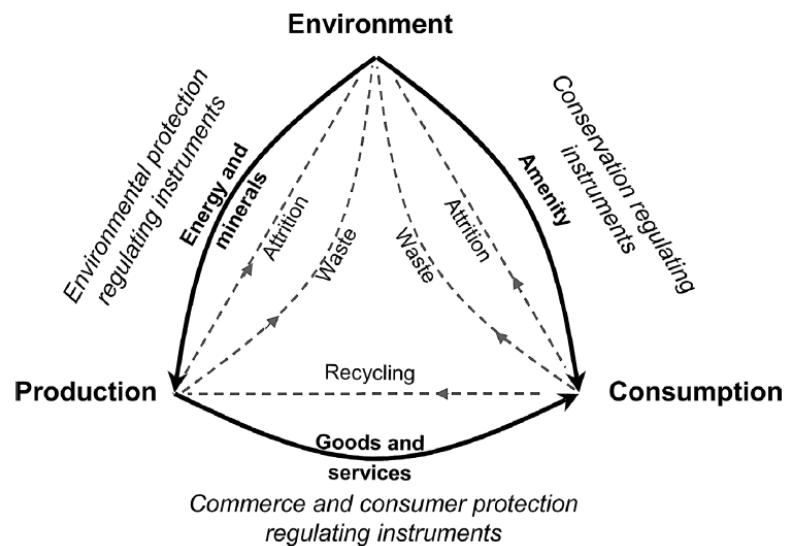


Figure 4: Links among environment, production and consumption (Carter, 2004).

Chapter 3

GREEN TOURIST AND GREEN HOTEL

3.1 Green Hotel

The development of economic is encouraged through tourism and this applies to developing countries as well as those countries with developed systems (Grubor, Milicevic and Djokic, 2019; Shafiee, S. Ghatari, A.R. Hasanzadeh, A. Jahanyan, S., 2019). In a report gathered by the World Travel and Tourism Council (WTTC) it was stated that a number of 284 million workplaces have been created within the tourism sector from analyzing 184 countries. This shows that from every 11 jobs, 1 of them is tourism related (Butnaro and Haller, 2017). It was also noted that the tourism industry can have positive effects on other sectors in terms of improvement of overall well-being of the society that it is located in (e.g. forestry, food, agriculture, fishing and handicrafts) (Su, M.M.;Wall, G.;Wang, Y.; Jina, M., 2019). Furthermore, the likelihood of increasing travelers is high as knowledge increases, life dynamics become better, and people have more chances to travel the world (Butnaro and Haller, 2017). It was predicted by the WTO that by the year of 2030 the number of people being involved with tourism would reach to 1.8 billion (Shafiee et al., 2019). Moreover, it has been reported that rural areas have as much significance as urban areas in terms of tourism development as urban arear represent more materialism and utilitarian manners, while rural areas represent a higher degree of physical and social aspect of the community (Barmwell, 1994; Grubor et al., 2019). This is a sector within tourism as rural areas have their own visitors and customers with regard to the facilities

and unique experiences that they provide (e.g. German tourists and generally visitors from EU) (Campón-Cerro, A.M.; Hernández-Mogollón, J.M.; Alves, H., 2017; Perales, R.M.Y., 2002).

The concept of sustainability and its dimensions have been used in terms of their relationship with tourism industry as it was previously mentioned (Kapera, 2018). This is while the initial appearance of this concept within tourism rose from the aforementioned countryside communities and the force they applied on this sector (Bramwell, 1994; Grubor et al., 2019). This was initiated in the Europe and its central region (e.g. France, Italy, and Germany) (Lane, 2018). This was the starting point for additional initiatives and projects to be conducted upon the matter of countryside tourism and the concept of sustainable tourism (Bramwell, 1994). Authenticity of countryside and its unique lifestyle can be sustained through the notion of sustainable tourism as it opposes the artificial tourism, from which land and resource exploitation is addressed. As defined by the UN, sustainable tourism incorporates present needs as well as those to arise in the future and focuses on three aspects of sustainability. Visitors, and the environment as well as industry alongside the host community and their needs are taken into account and consideration (Shafiee et al., 2019). It further has been emphasized that the needs of tourists are to be met and focused on as well as the needs of the region receiving tourists with regard to taking care of the environment as well as resources available in the region. This will aid the path towards preservation and ensuring that future opportunities are not jeopardized (Martinez et al., 2019). Hence, social and ethical dimensions are to be focused on and be in tact with the line of sustainable development principles to enhance the development track of tourism (Kapera, 2018). As mentioned earlier in this section, it is vital to maintain a balance among the three dimensions of sustainable tourism. Accordingly, for the balance to be

retained, it has been noted that a number of aspects are to be focused that are respect towards the host community (culture and authenticity), value protection of cultural heritage, increased tolerance among various cultures, optimization in terms of using natural resources, sustaining the processes for ecological risks, preservation of biodiversity, provision of utilities for sustaining long-term businesses, stabilizing employment rate, provision of income opportunities as well as well-being of locals, decreasing poverty level, high satisfaction level for tourists, increased awareness of sustainability, and encouragement of sustainable tourism (Podavoc and Jovanovic, 2016) (See figure 1).

The number of green hotels have been growing in the past years as the amount of green tourists also faces an increase on an ongoing basis (Wang et al., 2018). This increase has shown its importance and has received extensive amount of attention from both businesses and scholars (Grubar et al., 2019). Intentions and behaviors of customers concerning their visits to green hotels have been examined in the literature by a number of studies. This is intact with the rise of green tourists, who are aware and tend to travel and/visit to green-initiative-destinations. Green tourists tend to accommodate in green hotels, in which green practices and sustainability initiatives have been implied and proper care is given from the organization to the ecology and ecosystem of the residence area. Despite the growing number of green tourists and green hotels and vitality of the issue at hand, it has been noted that the priority level of this field is relatively low for the customers generally (Nimri et al., 2019). In this regard, and to better examine the concept of green hotels, theory of planned behavior (TPB) is seemingly a fit theory as it has been used prior to this research for explaining the behavior of tourists and their intentions towards choosing and selection of green hotels (Yusof, 2013; Grubor, 2019).

Green tourism as a concept is a vital component of sustainable tourism as a whole (Furqan et al., 2010). Additionally, green tourism can be considered as a form of rural type of tourism (Meler and Ham, 2012). Green hotels as an outcome of aforementioned notion, has been an innovative movement towards sustainability, which has received prominence in recent years, which was observed in a number of markets. A green hotel has been described as a hotel, in which environmentally friendly practices have been implemented and solid programs have been defined in terms of ecological means (water, energy consumption and saving, reduction of waste, and cost reduction). This as a result is directed towards fighting against climate change and global warming and to protect our planet (Han, Hsu, and Sheu, 2010).

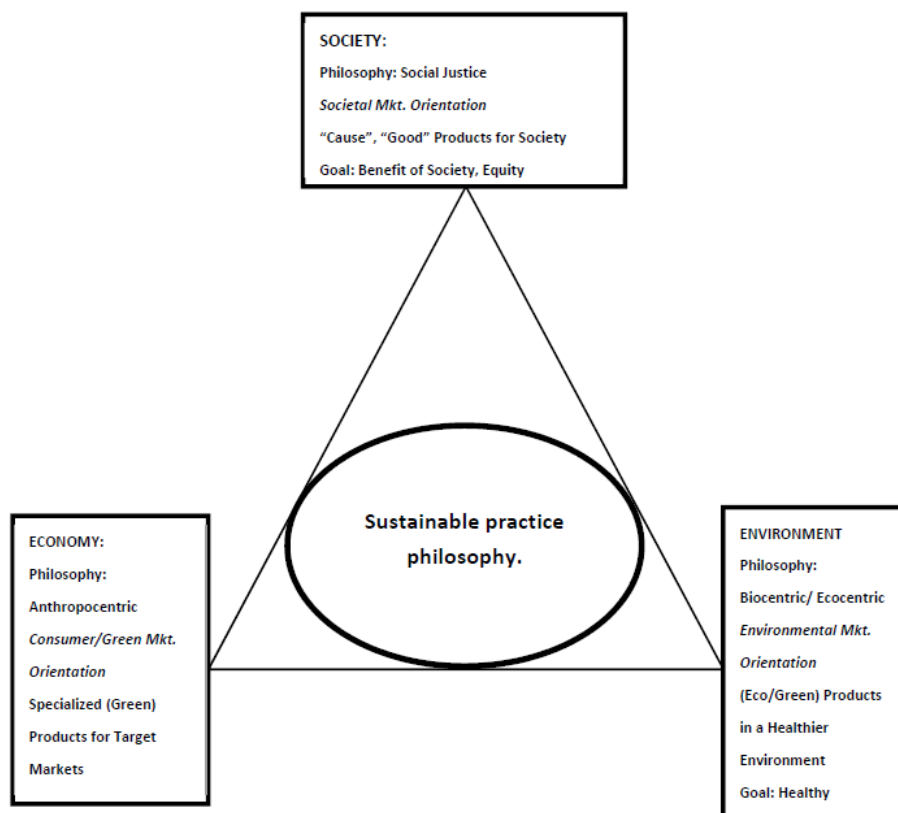


Figure 5: Sustainable practice philosophy for hotel business strategy. Source: Adopted from Jamrozy (2007).

Green hotels can be linked to rural areas as well as green framework of rural tourism. Throughout the literature, the usage of Theory of Planned Behavior (TPB) has been noted by scholars for understanding and explaining the choices made by tourists with regard to green hotels (Grubor et al., 2019). In accordance to the aforementioned notion, the TPB was also used to predict the choices in terms of green behavior (Maichum, Parichatnon, and Peng, 2016). These choices are related to the products and goods that are considered as green (i.e. organic food, organic goods, recycled goods, green toys, ecofriendly cars, and certified green products). This theory incorporates attitudes towards behavior, subjective norms, and perceived behavioral control. These can be described respectively as evaluation of beliefs and its linkage with beliefs, social pressure regarding how to behave (or not to), and perception of ones' self-concerning behaving in a certain manner (Ajzen, 1991). Through these elements, intention to engage in a behavior can be predicted, which leads to the occurrence of actual behavior. TPB has been used in various manners for predicting and describing choices regarding green hotels. While some studies have implemented the original theory as a base-line, others have used the extended version of the theory through additional variables derived from other theories (e.g. Model of Goal-Directed Behavior, dynamic approach, asymmetrical models, and Value-Belief-Norm theory - VBN) (Passafaro, 2019; Schffner, D., Ohnmacht, T. Weibel, C. Mahrer, M., 2017; Olya, H.G.T. Bagheri, P. Tümer, M., 2019).

When compared to Theory of Reasoned Action, TPB shows a better fit concerning green hotel and intention to visit such hotels based on a report presented by a study conducted in the US using attitude, subjective norm and perceived behavioral control (Han et al., 2010). Their model was found to be a good fit considering the fact that the presented model involved moderating effect concerning the strength of effects among

customers that are ecofriendly active and aware and tend to engage in green behavior in comparison with those, who exhibit a lesser level of green behavior. Similarly, in a study conducted by Wu and Teng (2011) in Taiwan, intention of tourists to visit and accommodate in green hotels was explained through TPB and additional variable of past behavior as a predictor. In addition, in their study mediation influence of attitude was found to be significant in the context of visiting green hotels through the implication of TPB and its characteristics. However, their results did not exhibit a statistical significance for linkage between perceived behavioral control and attitude. The direct linkage of visiting a green hotel and the significant influence of attitude was found in similar studies conducted in this context (Grubor et al., 2019; Teng, Y.-M.; Wu, K.-S.; Liu, H.-H., 2013). Furthermore, their study showed that subjective norm, perceived behavioral control as well as altruism are also significant with direct impact on visit intentions. Respectively, behavioral beliefs, normative beliefs and control beliefs are predictors of characteristics/dimension of TPB. Moreover, level of education in terms of environment was also included in a study, which did not prove to be of statistical significance on intentions to visit green hotels (Chang, L.-H.; Tsai, C.-H.; Yeh, S.-S., 2014).

As an extension, the theory of planned behavior (TPB) was used to test revisit intentions of tourists to green hotels through inclusion of other variables and various statistical models (i.e. model fit with data and higher levels of variance explanations) (Han and Kim, 2010). Additionally, other factors such as, customer satisfaction, brand image (overall), service quality, and frequency of similar behavior were found to be influential in terms of revisit intentions through TPB and its dimensions that are caused by relative beliefs (behavioral, normative and control). The aforementioned variables were all found to be of statistical significance on a powerful level (Grubor et al., 2019).

Similarly, moral reflectiveness and conscientiousness were examined in a study with regard to explaining green hotel intentions of visit by tourists/green tourists in case of Indi, which were found to be influential with direct and indirect effects (Verma and Chandra, 2018). Furthermore, empirical evidence have supported the notion that VBN theory can also be considered as a predictor as an extension of TPB. However, this theory is to be used as a separate approach to be a comparative model for TPB (Grubor et al., 2019; Han, 2015). In the study conducted by Han (2015) alternative non-green attractiveness (as moderator) was included to predict the linkage between TPC dimensions and intention to visit green hotels, which further incorporated valued objects, bio-spheric value. It was reported that TPB dimensions were affected by the aforementioned variables and were drivers of pro-environmental behaviors. Through subjective norms and the moderating role of non-green alternatives, creation of obligation for engaging in eco-friendly and further, pro-environmental behaviors can be achieved according to their study. The above noted variables were found to have positive linkages with intention to revisit/visit green hotels by green tourists. Thus, it can be said that the usage of TPB is deemed appropriate for the context of such studies.

The tourism accommodation sector in general, hotels in particular challenged by changing market internationally and domestically. The supply and demand dimensions of tourism is highly dynamic as the host community and travelers have divergent and sometimes converging concerns about the nature of processes of production and consumption (Arbieu, Grünewald, Martín-López, Schleuning, Böhning-Gaese, 2017). This is highly relevant to the hotels' environmentally friendly services, green supply chain, and overall sustainable practices. (Robin, C.F.; Pedroche, M.S.C.; Astorga, 2017, p. 1415) stated that 'these practices not only serve to lure certain types of clients who seek an explicit commitment to the natural environment but also provide hotels

with a source of competitive advantage that allows for cost reductions and improves their image'. The Global Sustainable Tourism Council (GSTC), in alliance with International Social and Environmental Accreditation and Labeling Alliance (ISEAL), are organized around four themes for hotels' sustainable practices: 'effective sustainability planning, maximizing social and economic benefits for the local community, enhancing cultural heritage, and reducing negative impacts to the environment' (GSTC, 2013, p. 1). Similar to manufacturing firms, green adoption in hotels that provide services is increasingly accepted as indispensable to generating long-term profitable services that positively reflect on the firms' environmental and social responsibilities (Hussain, M.; Al-Aomar, R.; Melhem, 2019). Furthermore, (Saura, J., Reyes-Menendez, A., and Alvarez-Alonso, C, 2018) explored that hotels' environmental practices should expand beyond the physical location of the hotel, rather they should extend to the surrounding environment 'including the pure air in the facilities and surroundings, the absence of noise, and the abundance of nature and plants, in the hotel ecosystem' (p. 14). They asserted that travelers' positive sentiments regarding these indicators should translate to the hotel managers' commitment to respect the sustainability of natural areas, as well as the use of local products and experiences.

In the meantime, the hotel industry has been identified as the most polluting sector within the hospitality industry. According to the American Hotel and Lodging Association, 'In 2012, the USA hotels spent \$8.2 billion on energy, created 7 million tons of waste, consumed 64 trillion gallons of water, and generated 23 million tons of CO₂ (Yu, Li and Jai, 2017, p. 1341). According to some studies (Hao, Y.; Liu, H.; Chen, H.; Sha, Y.; Ji, H.; Fan,, 2019; Jackson, 2003), it is believed that due to the nature of hotels' functions, they consume great amount of energy and water along with

production of substantial quantity of waste material. It is estimated that ‘the hotel industry generates about 45.0% of all municipal solid wastes among municipal commercial sector facilities’ (Han, Lee, Trang, and Kim, 2018, p. 59). Researchers agree that the proper waste reduction management in hotel leads to not only environmental protection but also economic benefits. The environmental impact of hotels is more visible in the coastal areas where the ‘Sun, Sea and Sand’ (3S) model tourism is dominant (e.g., Mediterranean region) (Tovar-Sánchez, A.; Sánchez-Quiles, D.; Rodríguez-Romero, 2019; Drius et al., 2019).

At the same time, economic benefits of the hotels are interlinked to the green consumer’s demand for environmentally friendly services. To satisfy the consumers, hotels are obliged to focus on building their image as ‘green hotel’ in line with sustainable practice. In a ‘survey that conducted by TripAdvisor; it was revealed that about 62.0% of travelers are concerned about the environmental issue when deciding to stay at a hotel (Hussain et al., 2019). Nearly 87.0% of guests are aware of the importance of eco-friendly hotel, about 80.0% of guests consider themselves as eco-conscious customers, and about 30.0% of them are willing to pay more for environmentally responsible hotels’ (Han et al., 2019, p. 58). Nonetheless, tourism industry in general and hotel sector in particular have realized the benefits of going green. This so-called ‘green revolution’ (Kang, Stein, Heo, Lee, 2012) has come about due to the forces of supply and demand within the global tourism system. Kang et al. (2012, p. 565) stated that:

People throughout the world seek to alter the current path of rapid environmental degradation. The hotel industry is not exempt from this approach and has certainly participated in such growing trend. Over the past several years, the world’s leading hotel brands have increased their efforts to respond to environmental issues and invested significantly in going green.

In an international survey conducted by TripAdvisor (2013), results revealed ‘more than 30,000 travelers indicate that 79 per cent of the travelers place importance on properties implementing green practices’ (Yu et al., 2017, p. 1341). Furthermore, as tourism has become a global phenomenon, hotels have also become aware of global response to environmental challenges. Thus, ‘in response to serious environmental concerns, the hotel industry is emphasizing energy conservation, environmental protection, and sustainable development by reducing waste, recycling materials, and reusing resources. As hotels are highly vulnerable to external factors and pressures in a global operating environment, many hotels are trying to adopt low-carbon energy technologies or green management to address environmental demand’ (Ge, Chen, and Chen, 2018, p. 1).

3.2 Pro-environmental Tourist Behavior

As previously mentioned, tourism sector has vivid and extreme impacts on the environment, which is majorly in terms of emissions of carbon (Peeters and Dubois, 2010; Filimonau, Matute, Mika and Faracik, 2018). In addition, water consumption on an excessive level (Gossling, 2015) as well as production waste on a great scale are among the risks that are posed towards the environment by tourism sector (Trung and Kumar, 2005). According to a report by UNWTO (2018), the annual rate of tourist arrivals is predicted to increase, which adds to the concerns regarding environmental impacts of tourism (Gossling and Peeters, 2015). Through advancements in areas such as, technology and innovations, regulations, interventions, and incentives the aforementioned impact can be reduced on a significant level (Filimonau and Hogstrom, 2017). Additionally, changes in the behavior of consumers have taken a shift through pro-environmental and voluntarily actions can be obtained, when voluntary actions are encouraged (McKercher et al., 2010).

It has been also noted that to achieve the state of voluntary actions that are considered environmentally friendly, it is a difficult and complex path (Gossling et al., 2012; Budeanu, 2007). In the study conducted by Budeanu (2007) it was stated that tourists are commonly found to have a low tendency towards change. This can be mainly based upon the fact that individuals are not aware of their extent of influence on the surrounding environment as well as their travel and/or tourism related decision-makings (Filimonau et al., 2018). Tourists are more likely to exhibit irresponsible or relatively lower levels of responsibility, when they are poorly educated in terms of understanding effects of consumer attitudes. This can be considered a significant negative aspect, specifically if it exists on national and/or public scale (Gossling et al., 2012; Filimonau, et al., 2018). Thus, not only the research upon the matter of sustainability in tourism is important, but to further take an active form in terms of implications is of necessity. Both tourists and tourism sector staff are to be properly educated with regard to the environment and the level of impact that each individual has on movement against global warming. It is therefore vital to encourage tourists to engage in pro-environmental behaviors.

In the light of what was mentioned above, it is essential to apply SD, as well as, encouraging ecofriendly attitudes for all the stakeholders in tourism sector. Similarly, provision of an atmosphere, where tourists can be more responsible regarding environment and are enable to create such patterns is a vital element in movement towards sustainability (Hall, 2013; Filimonau, et al., 2018). Hence, the current study looks into the matter of SD practices within hotel industry of Cyprus from the perspective of employees. This is because employees in hotels are commonly engaged with customers and are having constant interactions with tourists visiting their respective organizations. Meanwhile, employees in hotels are an important source

regarding the format and framework of their organization (Prud'homme, B., & Raymond, L., 2016; Timur, S., & Timur, A. T., 2016). Nonetheless, majority of studies have looked into the tourist aspect and more commonly the means of transportation in terms of green tourists (Filimonau, et al., 2018). However, the notion can be understood due the significant impact of air travel on emission of carbon dioxide based on enormous amount of used fuel (Filimonau, et al., 2018).

On a more relevant note to the current study, aforementioned behavior (pro-environmental) has been investigated in the context of tourism and more specifically, hospitality. Both catering functions and accommodation choices of tourists have been taken into consideration with regard to their extent of environmentally friendliness (Filimonau, et al., 2017). It has been noted that education degree was shown to be of significance in terms of delivering knowledge to consumers for increased awareness of impacts on the surroundings. A study conducted by Han et al. (2010) has reported existence of a positive correlation between attitudes of hotel tourists and the format and extent of implementation of ecofriendly practices within the hotel. Additionally, the system of management of previously mentioned practices have been examined in their study and was shown a positive correlation. Such type of tourists and having noted aforementioned aspects are called green tourists as a general term of reference. It is important to note that such behaviors are more likely to show themselves in the context of hospitality because compared to transportation or other sectors of tourism industry (Filimonau, et al., 2018).

A considerable number of hotels now are equipped with signs stating the usage of towels as well as reusing them. Tourists are encouraged to reuse the towels unless it is necessary for them to be washed. Most hotels also include a brief information

regarding the reasons behind this initiative. Employees as majority of the staff are a firsthand element with regard to implementation of such practices and other similar initiatives within the hotels. As developed countries exhibit the highest degree of international travelers, they have the most significant impact on environment (Juvan et al., 2016; Filimonau, et al., 2018). Hence, such initiatives have been initially examined in these countries before expanding on a global scale. However, it is important to highlight those developing countries and smaller destinations have been taken the initiatives regarding ecofriendly activities and SDGs in their hospitality industry on a steady growth rate (UNWTO, 2018). Due to what was mentioned earlier, the current study is looking in to the matter in the case of Mediterranean island of Cyprus, which comparably is less developed than the Western counterparts are.

3.3 Green Tourists

Majority of studies in the context of green behavior and/or initiatives have described and conceptualized ecofriendly tourism based on destination or activities (Juvan and Dolnicar, 2016, 2017). It can be said that a type of tourism, which does not harm the environment or provides support for the ecosystem can be considered as ecofriendly. Nature based activities are a particular sector within the concept of ecotourism, which encourage and emphasize on sustainability within rural areas (Dolnicar et al., 2008; Fennel and Weaver, 2005; Falk and Hagsten, 2019). When the aforementioned group of activities tend to increase in number, commonly the host destination tends to react (Leonidou et al., 2015). Environmentally friendly tourism can be described as type of tourism, which has a function that is based on sustainability practices (Juvan and Dolnicar, 2016). Hotels and the sustainable and/or ecofriendly initiatives implemented within them is also considered in this scope. Recycling, saving of energy, water, fair supply trades, and adequate usage of resources are among the practices, which hotels

can imply within their organizations (Alonso-Almeida et al., 2017). Initiatives, from which emission degree of carbon dioxide can be decreased as well as those practices, which allow saving of water and lesser water consumption can be included in this context (Bohdanowicz et al., 2011).

It has been reported recently by scholars that the extent of ecofriendly initiatives within hotels as well as in the destinations is increasing on a rapid basis for tourists (Bohdanowicz et al., 2011; Han et al., 2009; Miller, 2003; Falk and Hagsten, 2019). This can be a vital notion for hotels as businesses to use for further creation of competitiveness and increase their extent of rivalry within the industry of tourism and accommodation (Alonso-Almeida et al., 2017; Font et al., 2016). There are certifications as well as schemes and initiatives that can be of support for proper functions of ecofriendly activities within tourism sector. In the meantime, such function, which were developed in the 90s, have been transformed into global center of attention in recent years (Buckley, 2003; Fairweather et al., 2005; Font and Tribe, 2001; Font, 2002; Geerts, 2014; Gossling and Buckley, 2016; Penz et al., 2017). There are labels in regard to tourism that are categorized as ecofriendly, particularly in Europe, which can be namely, ISO 14000, EU Management and Audit Scheme (EMAS), the Corporate Social Responsibility and Tourism (CSR-Tourism), and various other national scale labels that are functioning (Gossling and Buckley, 2016; Falk and Hagsten, 2019). Furthermore, European Green Capital Award (<http://ec.europa.eu/environment/europeangreencapital>) also exists, from which a city is chosen annually in terms of being a lead with regard to urban lifestyle and movement towards ecofriendly environments. From the list of winning cities, Stockholm, Nantes, Hamburg and Oslo can be noted.

With regard to what was previously mentioned, sustainable tourism incorporates other aspects with pro-environmental attitudes taken into consideration from tourist perspectives. Further, factors, which can be of significance in terms of driving more people towards destinations, in which eco-friendly practices are conducted is another aspect in this context (sociodemographic variables and/or contextual variables). The sociodemographic variables can be regarded as influential and vital for a tourist to choose a destination, in which sustainability is emphasized. These factors can be namely, age, gender, education, occupation and skills. It was reported that those tourists with higher degree of education as well as a relatively higher level of income have a lesser impact on ecosystem of host destination, when compared to their counterparts. However, age and gender have shown mixed results with regard to the abovementioned statement (Dolnicar et al., 2008). Similarly, another study found that education has been a significant element in terms of selection of ecofriendly destinations with implied practices (Leonidou et al., 2015). Furthermore, in a study conducted by Kim (2012) it was reported that based on gender and age, females and elders have been found to have a higher level of pro-environmental attitudes and behaviors. The notion that women have a higher degree of tendency towards selection of green hotels as well as ecofriendly initiatives was supported in another study conducted by Han et al. (2011). However, their results did not show a significance with regard to age, income or education. It is noteworthy that green tourists are often categorized and recognized with regard to their choice of selection of destination as well as their means of transportation preferences within the literature of the subject.

It is a solid statement that airplanes contribute to the emission of carbon on an extreme level and thus, tourists, who tend not to use flights to their destinations show a higher degree of environmental awareness. This is while distance to the destination is a key

determinant of mean of transportation (Falk and Hagsten, 2019). It can also be said that to travel to an ecofriendly destination alongside accommodating oneself in a green hotel does not balance the usage of flights for means of transportation due to their excessive usage of fuels and their extreme footprint on ecosystem. In addition, companions, motives of trip as well as pattern of travelling are among the variables that play a vital role in terms of recognition of green tourists. According to a study conducted by Bohlet et al. (2006), means of transportation are significantly under the influence of income, education and the size of the household. This is more vividly observed within the case of holidays. Whether or not a tourist selects a mean of transportation that is considered environmentally friendly is highly dependent on the attitudes and the extent of which the tourist has concerns for the environment (Oh et al., 2016). Nationality and the attitudes of the departing country has been reported to be of significance as tourists' behaviors can vary based on their nationality (Li, 2014). The aforementioned notion has been supported throughout the existing literature of the subject (i.e. Kozak, 2002; Li, 2014). For instance, a study conducted by Leonidou et al. (2015) reported that the tourists from Western side of the EU tend to show a higher degree of environmentally friendly awareness as well as intentions, when compared to tourists from East EU. This can be due to stricter regulations and rules with regard to environment in these areas. German tourists were also reported to have a higher representation in sustainability as green tourists (Dolnicar, 2004). It has been also reported that individuals have unique preferences and thus, it can be said that there is not collective measure for distinguishing a group of tourists.

Green tourists tend to be responsible for their consumptions as well as their behaviors with regard to the environment. Green-related behaviors and attitudes derived from tourists were found to be in significant relationship with age, gender, education, and

nationality (Campos-Soria et al., 2018). Past decisions have also been shown to be an influential factor. However, the state of green tourists and motivation behind it is significant in this regard is a complex matter, which the literature does not provide a consensus. Hence, practice and theory are ambiguous with regard to tourists and their intentions of green behavior and environmentally friendly attitudes. It has been also noted within the literature that tourists' behavior with regard to the environment are generally gathered through surveys, which address a specific behavior and/or attitude (Falk and Hagsten, 2019). Green consumerism has its roots in demand for organic food that goes back to post world war II. During this time, as reported by Sparks and Shepherd, (1992, p. 391):

‘The use of synthetic nitrogen has increased six-fold and the production of pesticides has increased approximately twenty times. This development has been accompanied not only by increased agricultural production but also by a growing concern about associated health and environmental problems (e.g., nitrate in the water supply, pesticide toxicity, and pesticide resistance)’. ‘Green consumers are conventionally defined as consumers who engage in consumer practices that are viewed as environmentally friendly’ (McCarthy, and Liu, 2017, p. 127). To reduce environmental impact, consumers involve in various forms of practices including: ‘reducing consumption; using public transportation; recycling; buying products with less packaging; buying second-hand goods; eating less meat; buying locally grown food; organic food; fair-trade items and other products that have a reduced environmental impact’ (McCarthy, and Liu, 2017, p. 127).

Such attitude towards healthy food and environmentalism have been explained in the context of Theory of Planned Behavior (TPB) (Ajzen, 1985), and Theory of Reasoned

Action (TRA) (Ajzen and Fishbein, 1988). It was suggested that such behavior, which translated to a trend, had broader aim of concern for environment by the consumers and explained by differences between certain consumers' political and technological attitudes. These theories have been highly useful in explaining and understanding of the psychological and cognitive behaviors of consumer decision-making and their willingness to purchase green products and support green practices (Yadav et al., 2019; do Paco et al., 2019). Nevertheless, there has been a growing concern for sustainability and green products among the consumers worldwide and the concern has also been growing among the tourists to demand green services and practices in the hospitality industry (Zielinski and Botero, 2015; Pulido-Fernandez et al., 2019; Cronin, Smith, Gleim, Ramirez, Martinez, 2011). Travelers have also played an important role in the flourishing of alternative tourism that has sprung up in the global tourism arena in the forms of eco-village, eco-lodge, farm tourism, agri-tourism, and nature-based tourism, just to name a few (Prince and Ionides, 2017; Meleddu, and Pulina, 2016). In a global survey by Booking.com and TripAdvisor.com, which carried out in 2016, indicated an encouraging data for sustainable tourism. Accordingly, 68 percent of tourists prefer to book an eco-friendly accommodation, transportation, and meals.

It is important to point out that 'customer satisfaction is critical for hotels' business survival'; and several theories have dealt with the construct of 'satisfaction'. For instance, expectancy disconfirmation theory, equity theory, attribution theory, and motivation-hygiene theory (Yu et al., 2017). In the meantime, constructs of tourists' eco-friendly intentions, green marketing strategies, green image's impact, etc., have captured the attention of the researchers and contextualized within the green hotel trends. The impact of green practices on customer demand for green product and their satisfaction have also attracted the curiosity of the marketers and scholars (Yu et al.,

2017; Hao, Liu, Chen, Sha, Ji, Fan, 2019). ‘In addition, in the hospitality industry, researchers found that customers that have a great awareness of problems regarding the environment prefer to make eco-friendly purchases’ (as cited in Cozzio, C., Bullini Orlandi, L., & Zardini, A. 2018, p. 3404). Hotels are keen to uphold the intention of the tourists to revisit their facilities. This is because of a paradigm shift towards sustainability in marketing tourism (Jamrozy, 2007), due to pro-environmental behavior of the so called green tourists, who are responsible travelers that conserve natural environment (Dolnicar, Crouch and Long, 2008), and they have become a segment in the tourism market (Dolnicar and Matus, 2008). Nonetheless, green tourists are capturing a measurable segment of the market that hotels cannot ignore. By definition they ‘behave in an environmentally friendly manner when on vacation in a wide range of tourism contexts’ (Dolnicar and Matus, 2008, p. 320).

Nevertheless, Those consumers, ‘exemplifying a greener lifestyle, are crucial to companies and to other consumers as they serve as examples (buying fair trade, recycling, saving energy, etcetera) contributing to the sustainability of the planet’ (do Paco et al., 2019, p. 1001). In the meantime, the green lifestyle is a reaction to and sympathy with the environmental challenges (pollution, global warming, overpopulation, natural resource depletion, waste disposal, climate change, loss of biodiversity, and ocean acidification) that humanity faces. This research’s assertion is that employees are not in a position to force hotels to go green; however, the consumers/tourists/guests (i.e., these terms have been used interchangeably in tourism literature as they consume tourism product) (Kim, Lee, Han and Kim, 2017; Buhalis, 2005) (just to name a few), can force the hotels go green, otherwise they will not patronize those hotels that are not practicing sustainability (Lee, J. S., Hsu, L. T., Han, H., and Kim, 2010; Kim, Lee, and Fairhurst, 2017; Bergin-Seers, and Mair, 2009).

3.4 Hotel Employee Green Behavior

To ensure the long-term existence and sustainability in the hospitality industry; there are several challenges that hotels-as a formidable sub-sector-need to overcome. First, they need to balance between economic interest and sustainability. Secondly, they have to overcome the challenge of climate change as they are highly vulnerable to this challenge (Scott et al, 2019). In this context, the implementation of environmental, social and economic practices within the sustainability framework ‘has become crucial into tourism facilities operations management’ (Merli et al, 2019, p. 471). Such a practice is known as ‘green practice’, which is defined as ‘a value-added business strategy that benefits hospitality operations that engage in environmental protection initiatives’ (Kim et al, 2017, p.226).

Employees are not in a position to force hotels to go green; however, the consumers/tourists/guests (i.e., these terms have been used interchangeably in tourism literature as they consume tourism product) (Kim et al, 2017a; Merli et al, 2019; Janta and Christou, 2019; Chan, 2013; Buhalis, 2005) - just to name a few), can force the hotels go green, otherwise they will not patronize those hotels that are not practicing sustainability (Kim et al, 2017b; Lee et al, 2010; Bergin-Seers and Mair, 2009). Hotels are keen to uphold the intention of the tourists to revisit their facilities. This is because of a paradigm shift towards sustainability in marketing tourism (Jamrozy, 2007), due to pro-environmental behavior of the so called green tourists, who are responsible travelers that conserve natural environment (Dolincar et al, 2008), and they have become a segment in the tourism market (Dolincar and Matus, 2008). Nonetheless, green tourists are capturing a measurable segment of the market that hotels cannot

ignore. By definition they ‘behave in an environmentally friendly manner when on vacation in a wide range of tourism contexts’ (Dolincar and Matus, 2008, p. 320).

‘The involvement of employees in the application of sustainable development measures in hotels are missing’; employees involvement in sustainability practice in hotels is a specific topic different from our study. At the same time, it is a controversial topic as it falls under ‘organizational citizenship behavior for the environment’ (OCBE). And OCBE has become a contentious issue because ‘it might be problematic to expect hotel employees to perform extra-role green behaviors since they endure certain industry-specific inconveniences, such as unsocial hours, emotional labor, and relatively low remuneration and job insecurity. These leave staff exposed to exhaustion, stress and potential work–family conflict (as cited in Zientara and Zamojska, 2018, p. 1144).

Actions that can contribute to actual behaviors that are considered as ecofriendly are majorly led by the extent of knowledge that the individual possesses (Chan, Hon, Okumus, and Chan, 2014; Fryxell and Lo, 2003). This type of contributions to behaviors that are ecofriendly were noted in the work of Axelrod and Lehman (1993). Thus, as an example, if budget allows an individual or a group of people to buy a green labeled product after the acknowledgement of its features that are ecofriendly (Chan et al., 2014). The extent of environmental awareness has been reported to be of significance in terms of predicting ecofriendly behavior of an individual (Mostafa, 2009; Chan et al., 2014). The environmental awareness has been defined through the work of Kollmuss and Agyeman (2002) as the degree of knowledge upon effects of human activities on the environment and planet (p. 253). Furthermore, environmental concern has been described as an overall perspective of an individuals’ feelings regarding the issues of environment (Zimmer, Stafford and Stafford, 1994, p. 64).

3.5 Environmental Knowledge

As previously noted, environmental knowledge is referred to as the degree of which an individual comprehends the concepts, links and elements of the nature and ecosystem (Fryxell and Lo, 2003). It has been stated that as a major obstacle for adoption of sustainable practices is the lack of knowledge of underlying techniques and settings (Chan et al., 2014). It can be understood from the previously mentioned notion that through increased environmental knowledge, it is expected to see a rise in more ecofriendly behavior. Similarly, it was reported that when individuals possess a higher degree of recycling knowledge, they are more likely to engage in recycling actions and other related behaviors with regard to the environment. Furthermore, some studies have shown the impact of knowledge on attitudes that are environmentally friendly and/or are pro-environmental (Chan et al., 2014; Aman, Harun, & Hussein, 2012; H. H. Hu, Parsa, and Self, 2010). Hotel employees and their extent of knowledge has been noted as a major contributor to their attitudes and behaviors towards the environment as their concerns for the environment increases in correlation with their knowledge (Chan et al., 2014). This is also in persistence with the outline of this research as employees with higher degrees of knowledge of environment and relevant initiatives can have a better idea about their organization and the extent of implication of SD practices. In this regard, employees of hotels can exhibit environmentally friendly behaviors in variety of manners. Some studies have shown the significance of environmental management systems (EMS) with regard to environmental awareness of employees and its increase (Chan et al., 2014; Chan and Hawkins, 2010). Through proper education of hotel employees, they can better comprehend the effects of human activities including their own duties and their organizations on the environment, which can lead to a better behavior and attitude towards the environment by employees. Thus,

it can be said that to take employees into account for the purposes of this research is deemed fit as they can provide primary information regarding their organization and to what extent the SD practices have been implied within their respective firms. It is also noteworthy that to have access to adequate information regarding environment is a major element for increasing employee awareness and knowledge upon the phenomenon of sustainability and sustainable development (Chan et al., 2014).

3.6 Environmental Awareness

Environmental awareness as it was described earlier in this section can be defined as the extent of knowledge one possesses upon the matter of effects of human activities on the surrounding environment (Kollmuss and Agyeman, 2002). Additionally, it can be said that an individual is environmentally aware, when they show sensitivity and have attention towards the ecosystem (Soukhanov, 1992). For instance, when individuals are aware of the environment, they have recognition and realization regarding carbon footprint and greenhouse effects. Through high degrees of awareness in this context, an individual is more prone to act responsibly and take initiatives regarding environmental issues. Additionally, such people are more likely to consume ecofriendly goods and be more active in terms of recycling. Different aspects of environmental awareness have been investigated throughout the literature of the subject in various contexts such as, kindergarten level (Musser and Diamond, 1999), training within the firm (Perron et al., 2006), variety of stakeholders, (Gadenne et al., 2009), public perception (Huang, Zhang and Deng, 2006), usage of technologies, data and media systems for students (Uzunboylu, Cavus and Ercag, 2009), and obstacles for implementation of energy-saving means (Zilahy, 2003). Reviewing the literature of the subject shows that it is vital to increase the awareness level of individuals in terms of environment. This is in persistence with the previous notion of this research

as more educated employees can have a relatively higher influence on sustainable development of hotels and the organizational function of SDGs as well as smoother implementation procedures for SD practices within hotels. Individuals will exhibit higher concerns regarding the environment as they are more aware and understand the issues such as global warming (Chan et al., 2014).

3.7 Environmental Concern

In the same context as what was mentioned above, environmental concern is a result of knowledge and awareness that are increased. Environmental concern as previously mentioned can be described as the extent of which an individual grasps the concept of ecosystem issues and has feelings for it (Zimmer et al., 1994). It has also been noted that the term environmental attitude has been used to mention the same concept (Lou and Deng, 2008). As a result, people with environmental concerns have a belief that urgent action is to be undertaken with regard to ecosystem issues such as, greenhouse effects and emissions. The degree of environmental concern has been found to be of significance in terms of its linkage with ecofriendly behaviors engaged by individuals (Chan et al., 2014). Green products and similar goods are more likely to be purchased by people with environmental concerns as well as recycling behaviors. In addition, it was noted that this concern has a positive linkage with proactive behaviors in terms of environment as well as ecofriendly intentions exhibited by people (Mostafa, 2009; Chan et al., 2014). However, it can be noted that some studies have found no significant relationship between the aforementioned variables (i.e. Axelrod and Lehman, 1993). Nonetheless, it has been reported that employees have noted the fact that they would not mind doing extra work if the work is green and environmentally related (Chan and Hawkins, 2010). This further presents the importance of employees in the context of current study.

3.8 Ecological Behavior

The term of ecological behavior has been referred to as the degree of which an individual contributes to the processes of preservation and conservation regarding the environment (Axelrod and Lehman, 1993). Savings of energy and reuse of products and materials (e.g. bags for life), recycling, usage of regenerated papers and decreased usage of paper can be among the actions that an individual can undertake in terms of contributing to the environmentally friendly actions. For firms and organizations, where their employees have the will to behave ecologically, it can lead to a higher extent of competitive rivalry and thus, provision of higher profits for the firm through implementation of SD practices. This is highly reliant on the degree of knowledge, awareness and ecological behaviors initiated by the employees of firms and particularly, hotels (Chan et al., 2014). Such employees tend to exhibit ecofriendly behaviors during their jobs as well as the time of interacting with customers. Organizational culture, regulations and firm policy, job description and interaction with others within the firm can be a trigger and element of advancement for knowledge of employees. The role of organization is vital as it can provide necessary means for employees' knowledge and awareness, which can be a factor to save time and energy consumed from employees to seek proper information.

Employees can further be directed towards protecting the environment and have their awareness increased through managerial decisions regarding implementation of SD practices within their firms, especially within hotels (Chan et al., 2014). Furthermore, employees will exhibit a higher level of concern and attention towards such practices as they have a higher degree of knowledge and awareness of the matter. Hence, it can be said that through proper information delivery within the firm and adequate decision

making processes as well as communication among top managerial levels of company and employees, they are more likely to have a higher degree of awareness and as a result, engage in ecofriendly behaviors to protect the planet. This can be extend to the essence of their jobs as their perception rises towards their actions (Kollmuss and Agyeman, 2002; Chan et al., 2014). Additionally, as an extension, employees will tend to behave the same manner after their work and in their personal lives. As the industry of hospitality endeavors to provide a high quality service to the customers as well as meeting their needs and expectations on a satisfactory level, employees with high concerns and knowledge can perform better to meet the expectations of green customers (Crawford, 2013; Crick and Spencer, 2011). This can be fostered through proper communication initiated by the managers to deliver adequate information to the employees. As a result, their employees will have a higher tendency to perform ecofriendly behaviors within their jobs and have an extreme level of willingness towards protection of environment.

Following what was mentioned above, employees, who have a higher degree of awareness with regard to the environment are more likely to have concerns for mobility of resources and materials. In addition, they are willing and eager to have sustainable development practices implied within their hotels (Chan et al., 2014). Ecological behavior of employees can be fostered through proper deliverance of information to employees by managers to enhance their knowledge, concern and awareness of environment.

3.9 The Case of North Cyprus

Kyrenia (Girne in Turkish), is a major city in north Cyprus that captures the highest share of number of tourists and bed nights (71%), as well as, highest share of number

of hotels (64%) (Environment, M.M.O, 2017). In the meantime, north Cyprus's economy is highly dependent on tourism (Cavusoglu, 2016) and at the *consolidated stage* of tourism area life cycle (Butler, 1999). According to Butler (1980)'s tourism area life cycle model (TALC), destinations, especially coastal resorts (e.g., Kyrenia), evolve through several stages. The stage of '*consolidation*', which Kyrenia is experiencing (Kara, 2003), characterized as a stage whereby tourism is a major economic sector; heavy advertising; some opposition to tourism due to over-crowded and high-density of tourism destination; product deterioration and abandonment of facilities (Butler, 1980). However, to reconcile the sustainability and growth, a new reality needs to be recognized, which is changing nature and behavior of tourists who are keen to consume green product and expect environmentally principled processes of production and consumption. And/or, they have pro-social attitude and green consumption values (Do Paco, 2019).

Managers of tourism industry, especially in accommodation sector, are facing a rapidly growing environmental concern nationally and internationally. Accommodation sector in particular needs to adapt themselves and adopt new strategies as well as utilizing new methods and trends. It was estimated that the amount of total waste generated by hotels during the lean season amounted to 2010.5 kg/day in north Cyprus, which the share of large hotels was (66.7%), followed by medium size hotels (19.4%), and guesthouses (2.6%) (Azarmi, S.; Oladipo, A.; Vaziri, R.; Alipour, H, 2018). Therefore, this study adheres to tackling the issue of sustainability which resonates with statement that: 'The United Nations Sustainable Development Goals of the 2030 Agenda for Sustainable Development indicate the need to rethink the current economic growth ideology in the context of social and environmental needs in development' (Saarinen and Gill, 2018) (p. 3). The question is to what extent the accommodation sector is in

line with such agenda. Tourism destinations that are highly dependent on tourism have to face extra challenges in an uncertain environmental prospect such as climate change (Weir, 2017). The case of north Cyprus is among many Mediterranean destinations whose recent economic growth structured upon tourism sector. It is also a known reality that they are experiencing environmental degradation and uncertainty about sustainable future, especially in the coastal areas– location of many up-market/luxury hotels (Drius, M.; Bongiorno, L.; Depellegrin, D.; Menegon, S.; Pugnetti, A.; Stifter, S, 2019).



Figure 6: Map of Cyprus

Chapter 4

METHODOLOGY

This research takes a deductive approach towards the subject at hand. Through this method, a generalized statement can be analyzed in a specific case study that is the framework of this research (Novins, Althoff, Billingsley, Cortese, Dury, Frazier and White, 2018). Although, there is no set rule regarding conduction of deductive research in a quantitative or qualitative manner, the former has been said to perform well in this format as statistical significance can be achieved and thus, comprehended through this approach. Hence, this format has been deemed appropriate for conduction of current study.

4.1 Data Collection Process

This research targeted employees to explore the evidence of that claim as employees are the reservoir of information and knowledge about the hotel's behaviors and practices in terms of sustainability. Employees' knowledge and awareness of hotels' sustainability behavior is means to achieve our main goal. We are not analyzing the employees' perception *per se*; rather utilizing their perception to achieve our aim which is sustainability practices of the targeted hotels. There are ample evidence of studies who utilized employees to explore the organizations' behavior as the employees are logical source of information about their organizations (e.g., Newman et al, 2019; Al Nsour and Tayeh, 2018; Khantimirov, and Karande, 2018; Craig and Allen, 2013). Furthermore, the structural equation modeling (SEM) as a statistical methodology is applied to explain and measure the unobserved (latent) variables in

order to assess the conceptual model's consistency with observed variables and collected data (Bollen, and Long, 1993; Hoyle, 1995). At the end, our purpose of this article is to enhance our understanding and knowledge of sustainability practice of hotels; to achieve this, we referred to employees as they are legitimate source of information about our aim. In the meantime, green hotels/ sustainable hotels are affected by green consumers' demand for practices that are in line with sustainability (Rahman and Reynolds, 2019; Njite and Schaffer, 2017; Chan, 2014). Consumers' demand has played a significant role in mediating hotels' green practices. Fatma et al (2016, p. 40) noted that 'Increased awareness among consumers towards social and environmental issues led to a demand that tourism companies protect the cultural heritage and places visited by tourists'.

Out of twelve five and four star hotels, eight hotels were accessible. In total, four '4star' and four '5star' hotels were accessed for survey. The total number of employees was 1635. These hotels facilitated the survey on condition not to reveal their names. Therefore, they are given anonymous names (e.g., A, B, C...etc.). The sample size of 290 employees from different departments responded to the survey. The drop-off/pick-up method for employees' survey research was applied that consisted of delivering questionnaires to the managers for distribution among the employees within the study hotels. For the purpose of this study convenience sampling method was undertaken which 'is a type of nonprobability/ nonrandom sampling where members of the target population that meet certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate are included for the purpose of the study' (Etikan et al, 2016, p. 2). This is also commensurate with similar studies (e.g., Asmelash and Kumar, 2019; López et al, 2018).

The measurement instruments compiled based on sustainability indicators including: Global Sustainable Tourism Council (GSTC) (2016) hotel criteria indicators, indicators of sustainable development for tourism destinations (WTO, 2004), and the European Union's (EU) sustainability framework for the Mediterranean hotels '*Nearly Zero-Energy Hotels*' (NEZEH) (Tsoutsos et al, 2013), as well as extant literature (e.g., Chan et al, 2017; Chan, 2014; Park et al, 2014). These studies have addressed sustainability practices on social, economic and environmental dimensions. The social dimension (SUS_SOC) was measured using six (6) items; the environment dimension (SUS_ENV) was measured using eight (8) items; and the economic dimension (SUS_ECO) was measured using eight (6) items. Responses to the items were elicited on a five-point scale ranging from 1 (Strongly Agree) to 5 (Strongly Disagree).

In light of the information received from the hotels' managers, the total number of employees working in these hotels was 1635. In order to collect data from employees, the researchers were able to receive permission from the hotels' managers. At the outset of the research, hotels' employees were given an assurance of anonymity and confidentiality (Goree, and Marszalek,, 1995), and it was explained that there were no right or wrong answers to the questionnaire items. Respondents were requested to self-administer the questionnaires. The number of respondents from each hotel was specified as proportional to the number of staffs in these hotels. As the aim of this study was to examine hotel employees' perception of sustainable practices of their respective working organization, the study population was comprised of employees from various departments of the hotels. Consequently, 300 questionnaires were distributed to the employees; however, a total of 290 items were returned, which 287 were valid responses. Therefore, the return rate was 95.67%.

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employees' perception. Several studies have addressed the relationship between sample size and the model fit indices and elaborated that for a maximum likelihood estimation (MLE), which is used in this study as an estimation procedure, a sample size of 200 to 400 is adequate (Bollen, 1989; Hu and Bentler, 1995). The sample size is not only important for the statistical analysis, but also is the critical determinant for evaluating the reliability of the existing model. Although there is no standard rule for sample size, it is suggested that in SEM a minimum of five respondents per estimated parameter can be acceptable (Hatcher, L.; O'Rourke, N, 2013), however, a ratio of 10 is more appropriate (Hair, J.F.; Black, W.C.; Babin, B.J.; Anderson, R.E.; Tatham, R.L., 2006).

4.2 Sampling

After design of questionnaire survey for this research, a convenient sampling method was used to collect the data from selected hotels and based on the predefined criteria of sample population that is employees of 5-star hotels located in Kyrenia. This method was carried out with regard to availability of staff. Participants were informed of research objectives and were provided with relevant information throughout the process of data collection. Employees of the selected hotels were asked to voluntarily participate in the questionnaire survey and were engaged during their breaks and/or before the beginning of their shifts. This allowed the researcher to comprehensively attend to employees and collect information from any available division of work. The convenience sampling method has been reported to be appropriate for social studies, which do not have funds or sponsors and are conducted by researcher with limited access to sufficient resources regarding conduction of research (Setia, 2016). According to Özdamar (2004), the sample size of the population with less than 10000 units can be calculated as the following formula based on the "1- α " confidence level.

$$n = \frac{N \times t^2 \times p \times q}{d^2 \times (N - 1) + t^2 \times p \times q}$$

Where n is the sample size, N is the number of population units, t is the distribution of critical values (1.96 or 5% error), p is population proportion (expected prevalence, fraction of 1), q is expected non-prevalence (1 - p), d is the degree of accuracy, usually set as 0.05 level (described as the proportion).

When the formula is put into implementation, the following result is reached:

$$n = \frac{1635 \times 1.96^2 \times 0.5 \times 0.5}{0.05^2 \times (1635 - 1) + 1.96^2 \times 0.5 \times 0.5} = 311$$

Accordingly, the minimum suggested sample size is 311, which is slightly greater than 287 number of the completed questionnaire as the sample size in this study. As described in the data collection section (section 5.1) there is no standard rule for sample size and this sample size is adequate.

4.3 Study site

For the purpose of this study, the historical/coastal city of Kyrenia (also called Girne) considered as a case study site. Kyrenia is also the major tourist city in north Cyprus. The use of the case study considered appropriate because it involves comprehensive and context analyses with a view to identifying issues and generating insights. The city is home to the highest number of four and five star hotels, casinos, restaurants, and residential tourism (Gunce, 2003; Scott, 2003). See also Figure 3. It is also home to several universities with large number of international students (Edu-tourists). Kyrenia is also a coastal city with sun, sea, and sand tourism attractions. ‘According to the land-

use survey, the vast majorities of the buildings (45%) are for touristic use, and mixed used buildings and hotels (47%) (Vehbi, Doratli, 2010, p. 1495, 1498).

Around 64 percent of the tourist accommodations in north Cyprus is located in Kyrenia that accounts for over 59 percent bed nights (Statistical Yearbook, 2018). Kyrenia is also received 42 percent of tourist arrivals to north Cyprus in year 2017 (Statistical Yearbook, 2018). In compare to other regions in north Cyprus, Kyrenia is experiencing 'over-tourism'. Over-tourism has been associated with 'anti-tourism movements, tourism-phobia, and pollution' (Seraphin, Sheeran, Pilato, 2018). Kyrenia's hotels attracted our attention because 'as a large sector of the tourism industry, the hotel industry is resource-intensive and thus has a great impact on the natural environment. 'The hotel industry has been suggested to be the most harmful to the environment among all hospitality sectors' (Yu et al., 2017). Therefore, hotels have decisive role in upholding the principles of sustainability and its implementation. With the highest number of four- and five-star hotels and their associated casinos, Kyrenia has suffered from pollution, loss of green space, loss of open space, seawater pollution, and absence of an adequate sewage infrastructure. 'The underground water resources are under extra pressure from the sewage produced by large hotels as their sewage treatment plants do not operate at all efficiently' (Vehbi and Doratli, 2010, p. 1496). On this ground, this study intends to put to test the hotel's sustainable practices.



Figure 7: Map of Cyprus. Source: <https://www.drivingdirectionsandmaps.com/cyprus-google-map/>

4.4 Data Analysis

Data analysis method of this study employed structural equation modeling (SEM) to test the conceptual model. The structural equation modeling (SEM) as a statistical methodology is applied to explain and measure the unobserved (latent) variables in order to assess the conceptual model's consistency with observed variables and collected data (Hair et al., 2006). In the meantime, for the purpose of statistical and data analysis via SEM the AMOS software package version 24.0 was utilized. In addition, the data preparation and screening was conducted prior to SEM (Kline, 1998). One should bear in mind that the missing data as a part of data preparation and screening is a critical issue when SEM is utilized (Schafer, J.L.; Graham, 2002). Otherwise, missing data can result in bias as well as distortion of statistical test, which

is necessary for estimation of parameters (Hair et al., 2006; Roth, 1994). As the aim of this study is to confirm that the constructs of the proposed model (sustainability) load into the underlying sub-constructs (social, economic, and environment), the second-order confirmatory factor analysis (CFA) is employed in this study (Hair et al., 2006; Byrne, 2013). The validity of the instrument is also measured by testing the content validity and convergent validity (Byrne, 2013). The content validity is referred to the adequacy and comprehensibility of the instrument that is supposed to measure. The construct validity is the extent to which a scale adequately measures a certain variable, which is sub-categorized into convergent and discriminant validity. In the meantime, the content validity in this research was measured through the expert judgment and literature review (Cronach, 1995). The convergent validity, which is applied in this study, determines to what extent the scale items of the construct can be loaded in the model, which can be also appraised through the item-to-total correlation (ITC) (Garver, M.S.; Mentzer, 1999).

The reliability of the constructs has been measured through the Cronbach's alpha coefficient, composite reliability, and average variance extracted (AVE). Moreover, the R square (R^2) values in AMOS, which is labelled as Squared Multiple Correlations, are also used for further verification of the reliability (Bollen, 1989). This approach evaluates the representativeness level of the measurement model from the observed indicators (Kline, 1998; Byrne, 2013). In order to measure the overall model fit of the model, three types of indices were utilized consisting of parsimonious fit measure (PFM), absolute fit measure (AFM), and incremental fit measure (IFM) measures (Hu and Bentler, 1995; Hair et al., 2006; Byrne, 2013). This is because in SEM the model fit refers to the extent to which the proposed model adequately fits the observed data (Schermelleh-Engel, K.; Moosbrugger, H.; Müller, 2003). As different estimation

methods are different in terms of their functions for minimizing the discrepancy based on their distributional assumptions, obtaining the permissible values of the parameters is a common acceptable approach (Marsh, 1995). Therefore, since there are no exact guidelines and consensus about a "good fit", estimating the different fit indices at the same time is the suitable procedure (Tanaka, 1993).

4.5 Analysis Results

4.5.1 Respondents' profile

The demographic profile of this study consists of age, gender, level of education, duration of employment. The result of descriptive analysis for the demographic variables shows that the majority of the respondents were mature adults aged 31-40 (48.1%). Education level of the employees comprised of 4-year university degree (50.2%), 2-year College degree (28.9%), post-graduate degrees (11.8%), and the rest were holder of high school diploma (9.1%). The majority of the employees' duration of work were 3-5 years (43.2%). Overall, the employees' gender profile was equal which comprised of females (48.4%) and males (51.6%) for males). See also Table 1.

Table 1: Respondents' profile.

Profile Category		Frequency (N=287)	Percentage (%)
Gender	Female	139	48.4
	Male	148	51.6
Age	Under 20	29	10.1
	21-30	66	23.0
	31-40	138	48.1
	Above 40	54	18.8
Educational Level	High school	26	9.1
	College	83	28.9
	4-year university	144	50.2
	M.Sc. Or PhD	34	11.8
Duration of employment	Less than a year	18	6.3
	1-3 years	66	23.0
	3-5 years	124	43.2
	More than 5 years	79	27.5

Descriptive statistics of the questions

Table 2 sets out the general perception of the respondents regarding the sustainability practices of the hotels where they are employed. The frequency and percentage of respondents' perception regarding each item of the questionnaire is shown in Table 3. The result based on the mean scores shows that the majority of respondents either agree or neutral. Based on the result of Table 3, 53.2% of the respondents were agree or strongly agree, however, only 15% of the respondents were disagree or strongly disagree.

Table 2: Descriptive statistics of questionnaire variables.

Variable Label	Variables	Mean	Median	Mode	Std. Dev.	Min.	Max.
• The Sustainability Management System (SMS) is clearly documented and understood.	SUS1_SOC	2.41	2	2	0.91	1	5
• Staff are informed and trained about the natural and cultural heritage of the local area	SUS2_SOC	2.45	2	2	0.89	1	5
• Organization participates in partnerships between local communities, NGOs and other local bodies where these exist	SUS3_SOC	2.64	3	3	0.95	1	5
• Organization has identified groups at risk of discrimination, including women and local minorities	SUS4_SOC	2.61	3	3	0.94	1	5
• Hotels seek to bring innovative green products and services to market	SUS5_SOC	2.59	2	2	1.04	1	5
• Hotel companies often use eco-labels on packaging, and show them on their corporate websites	SUS6_SOC	2.54	2	2	0.99	1	5
• Records of these programs are listed and managed	SUS1_ENV	2.47	2	2	0.84	1	5
• There is an Environmental awareness rising plan.	SUS2_ENV	2.49	2	2	0.85	1	5
• Native and endemic plants obtained from sustainable sources have been used in landscaping and decoration, avoiding exotic and invasive species	SUS3_ENV	2.34	2	2	0.80	1	5
• Organization uses green procurement criteria	SUS4_ENV	2.62	2	2	0.97	1	5
• Hotel holds environmental protection awareness programs for community.	SUS5_ENV	2.37	2	2	0.85	1	5
• Total direct and indirect greenhouse gas emissions are monitored and managed	SUS6_ENV	2.60	2	2	1.00	1	5
• Chemicals especially those in bulk amounts, are stored and handled in accordance with appropriate standards	SUS7_ENV	2.57	2	2	1.00	1	5
• Organization is aware of, and complies with, relevant laws and regulations concerning animal welfare	SUS8_ENV	2.56	2	2	0.91	1	5
• SMS includes a process for monitoring continuous improvement in sustainability performance	SUS1_ECON	2.55	2	2	0.88	1	5
• Energy used per tourist/night for each type of energy is monitored and managed	SUS2_ECON	2.70	3	2	1.03	1	5
• Water saving equipment are regularly maintained and are efficient	SUS3_ECON	2.47	2	2	0.93	1	5
• Equipment and facilities for air quality are monitored and maintained	SUS4_ECON	2.72	3	2	0.94	1	5
• A solid waste management plan is in place	SUS5_ECON	2.75	3	2	1.09	1	5
• Organization uses and promotes the usage of recyclable water or grey water in other operations (e.g. watering trees).	SUS6_ECON	2.52	2	2	0.93	1	5

Table 3: Descriptive statistics of Likert scale questions.

Variables	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
SUS1_SOC	31	10.8	150	52.3	71	24.7	26	9.1	9	3.1
SUS2_SOC	32	11.1	132	46.0	90	31.4	27	9.4	6	2.1
SUS3_SOC	29	10.1	102	35.5	108	37.6	39	13.6	9	3.1
SUS4_SOC	31	10.8	103	35.9	108	37.6	37	12.9	8	2.8
SUS5_SOC	38	13.2	109	38.0	87	30.3	39	13.6	14	4.9
SUS6_SOC	36	12.5	119	41.5	85	29.6	36	12.5	11	3.8
Average SOC	32.8	11.4	119.2	41.5	91.5	31.9	34.0	11.9	9.5	3.3
SUS1_ENV	27	9.4	131	45.6	99	34.5	26	9.1	4	1.4
SUS2_ENV	24	8.4	136	47.4	94	32.8	28	9.8	5	1.7
SUS3_ENV	34	11.8	146	50.9	85	29.6	20	7.0	2	0.7
SUS4_ENV	28	9.8	116	40.4	93	32.4	38	13.2	12	4.2
SUS5_ENV	36	12.5	139	48.4	89	31.0	17	5.9	6	2.1
SUS6_ENV	28	9.8	127	44.3	79	27.5	39	13.6	14	4.9
SUS7_ENV	32	11.1	122	42.5	85	29.6	34	11.8	14	4.9
SUS8_ENV	24	8.4	130	45.3	90	31.4	35	12.2	8	2.8
Average ENV	29.1	10.2	130.9	45.6	89.3	31.1	29.6	10.3	8.1	2.8
SUS1_ECON	24	8.4	125	43.6	102	35.5	28	9.8	8	2.8
SUS2_ECON	29	10.1	104	36.2	95	33.1	42	14.6	17	5.9
SUS3_ECON	35	12.2	127	44.3	86	30.0	32	11.1	7	2.4
SUS4_ECON	18	6.3	111	38.7	103	35.9	43	15.0	12	4.2
SUS5_ECON	31	10.8	103	35.9	79	27.5	55	19.2	19	6.6
SUS6_ECON	33	11.5	117	40.8	101	35.2	26	9.1	10	3.5
Average ECON	28.3	9.9	114.5	39.9	94.3	32.9	37.7	13.1	12.2	4.2
Average	30.0	10.5	122.5	42.7	91.5	31.9	33.4	11.6	9.8	3.4

Note: Range = 1 (Strongly Agree) to 5 (Strongly Disagree).

As exhibited in Table 3, employees' responses on sustainability practices in relation to social, environmental and economic dimensions in average for social is 2.54, for environmental is 2.50, and for economic is 2.58, which implies that employees 'agreement' and validation of hotels sustainability practice. According to Balci (2004), it is shown that the attitude scale of the variables was "agree" that indicates the proposed sustainability practices are implemented in these hotels as it is perceived by their employees. For instance, on the social dimension (i.e., *Staff are informed and trained about the natural and cultural heritage of the local area*), response value of agreement registered 2.45 (mean), In regard to environmental dimension (i.e., *Native and endemic plants obtained from sustainable sources have been used in landscaping and decoration, avoiding exotic and invasive species*), response value of agreement registered 2.34 (mean). On economic dimension (i.e., *Water saving equipment are regularly maintained and are efficient*), which the response value of agreement registered 2.47 (mean).

While the overall analysis of employees' perceptions about their hotel's sustainability behavior indicated an agreement with the hotels' sustainability practices; one-way ANOVA test and the post hoc test of Tukey HSD became necessary in order to explore differences in variables between their subgroups as well as other demographic variables. The result of one-way ANOVA test in Appendix A, Table 1A shows there is significant difference between the duration of employment of respondents as indicated by means of variables (i.e., SUS5_SOC, SUS6_SOC, and SUS6_ENV). In addition, Appendix A, Table 2A demonstrates the difference between groups of variables with significant and different means. The result of post hoc test of Tukey HSD (Appendix A, Table 2A) shows that there is a significant difference for

SUS5_SOC variable when comparing employment for a duration of 1-3 years, and for duration of more than 5 years. So that, the mean of employees with duration of more than 5 years is significantly lower than those with 1-3 years of employment. For instance, employees with more than 5 years of employment responded, “agree” to the item: *“hotels seek to bring innovative green products and services to their establishments”*; whereas, this was not the case for employees with less than 5 years of working duration.

The result for SUS6_SOC and SUS6_ENV variables is also significantly different for employment with duration of 1-3 years and 3-5 years. So that, the mean of duration of employment with 3-5 years is significantly lower than those with 1-3 years of employment. For instance, employees with 3-5 years employment duration responded “agree” to the items: *“Hotel companies often use eco-labels on packaging, and show them on their corporate websites”*; and *“Total direct and indirect greenhouse gas emissions are monitored and managed”* in compare to the employees with the employment duration of 1-3 years.

This indicates that employees with higher duration of employment tend to express a positive view about the sustainability practices of their respective hotel. However, employees’ views toward the rest of the variables does not show significant difference in relation to their employment duration.

The result of one-way ANOVA test in Appendix A, Table 3A shows there is significant difference in employees’ views in relation to their level of education. This can be observed in Appendix A, Table 3A for the following variables (SUS1_ENV, SUS4_ENV, SUS5_ENV, and SUS6_ENV). Appendix A, Table 4A demonstrates the

difference between groups of variables with significant and different means. The result of post hoc test of Tukey HSD (Appendix A, Table 4A) shows that there is a significant difference for SUS4_ENV variable when comparing employees' level of education. So that, the mean for employees with '4-year' university education is significantly lower than those without '4-year' university education. This indicates that employees with at least '4-year' of higher education have more knowledge and awareness of their organization's green behavior.

The results for SUS5_ENV and SUS6_ENV variables are also significantly different for employees with different level of education. However, for SUS1_ENV variable there is no significant difference between groups in relation to the level of education. For instance, employees with university education (i.e., 4-year), expressed their disagreement with following items: *“Hotels seek to bring innovative green products and services to market”*; and *“Hotel companies often use eco-labels on packaging, and show them on their corporate websites”* in compare to the employees with high school level of education. Therefore, results indicate that level of education of employees provides them with deeper understanding and observation of their organizations green practices. have different believes about the sustainability practices of the hotel which they work for regardless of the subject which they can be more agree or more neutral towards that. However, this factor did not show significant difference towards the reset of variables in relation to the level of education.

The result of one-way ANOVA test in Appendix A, Table 5A shows there is significant difference in relation to the age of respondents as indicated by means of the following variables (i.e., SUS2_SOC, SUS3_SOC, SUS5_SOC, SUS6_SOC; SUS2_ECON and SUS4_ECON). The result of post hoc test of Tukey HSD (Appendix

A, Table 6A) shows that there is a significant difference for SUS2_SOC, SUS5_SOC, SUS6_SOC, SUS2_ECON, and SUS4_ECON variables when comparing employee's age. As shown in Appendix A, Table 6A, the result is different for age groups of 21-30 years and above 40 years. So that, the mean of the age of employees (21-30 years) or (31-40 years) are significantly lower than those who are above 40 years of age. For instance, employees with 40 years of age and above, expressed an agreement with the following items: (i) "*Staff are informed and trained about the natural and cultural heritage of the local area*"; (ii) "*Hotels seek to bring innovative green products and services to market*"; (iii) "*Hotel companies often use eco-labels on packaging, and show them on their corporate websites*"; (iv) "*Energy used per tourist/night for each type of energy is monitored and managed*"; and (v) "*Equipment and facilities for air quality are monitored and maintained*". Whereas, this was not the case in compare to the younger employees. This indicates that older employees have more positive believe about the sustainability practices of the hotel which they work for. However, employees' attitude towards the reset of variables does not have significant different regarding their age.

4.5.2 Reliability analysis

Table 4 shows Cronbach's alpha coefficient results for latent variables from data analysis for internal consistency. The Cronbach alpha generally should be above 0.7; however, 0.6 is also acceptable (Hari et al., 2006). In order to increase the Cronbach alpha, one approach is to delete the items based on *item-to-total correlation* (ITC), which can be above 0.2 to indicate the good discrimination (Tanaka, 1993).

Table 4: Reliability analysis - Item-total statistics.

Variables	Corrected Item-Total Correlation	Cronbach's Alpha
SUS1_SOC	0.340	0.648 (N of Items = 6)
SUS2_SOC	0.374	
SUS3_SOC	0.374	
SUS4_SOC	0.328	
SUS5_SOC	0.472	
SUS6_SOC	0.363	
SUS1_ENV	0.309	0.650 (N of Items = 8)
SUS2_ENV	0.357	
SUS3_ENV	0.210	
SUS4_ENV	0.392	
SUS5_ENV	0.263	
SUS6_ENV	0.381	
SUS7_ENV	0.438	
SUS8_ENV	0.375	
SUS1_ECON	0.451	0.654 (N of Items = 6)
SUS2_ECON	0.392	
SUS3_ECON	0.394	
SUS4_ECON	0.374	
SUS5_ECON	0.411	
SUS6_ECON	0.288	

SEM analysis

As demonstrated in table 5, all the indicators settle down on their located latent factors. They are significant with the t-value of greater than 3.30 at 0.001 level, which indicates the evidence for convergent validity (Anderson, and Gerbing, 1984). The standardized loading for the first order constructs range between 0.818 and 0.974, and the R square (R^2) values range from 0.670 to 0.949 and above 0.50, which demonstrate that reliability of the model is highly acceptable (Bollen, 1989).

Table 5: Second-order CFA analysis for overall model.

First- & Second-order constructs / Items	Unstandardized loading (B)	t-values
<i>SUS (AVE=0.803; CR= 0.924; MaxR(H)=0.960)</i>		
<i>SOC (R2=0.789; Standardized loading (β)=0.974)</i>		
SUS1_SOC	1.925	5.951 ***
SUS2_SOC *	1.000	n/a
SUS3_SOC	1.892	5.869 ***
SUS4_SOC	1.135	4.815 ***
SUS5_SOC	2.369	6.35 ***
SUS6_SOC	2.173	6.137 ***
<i>ENV (R2=0.949; Standardized loading (β)=0.888)</i>		
SUS1_ENV	1.201	4.482 ***
SUS2_ENV	1.438	5.055 ***
SUS3_ENV *	1.000	n/a
SUS4_ENV	1.516	4.751 ***
SUS5_ENV †	-	n/a
SUS6_ENV	1.978	5.589 ***
SUS7_ENV	2.004	5.471 ***
SUS8_ENV	1.579	5.153 ***
<i>ECO (R2=0.670; Standardized loading (β)=0.818)</i>		
SUS1_ECON	1.402	5.797 ***
SUS2_ECON	1.381	5.216 ***
SUS3_ECON	1.602	5.539 ***
SUS4_ECON *	1.000	n/a
SUS5_ECON	2.470	6.37 ***
SUS6_ECON	1.239	4.435 ***

Note: * fixed parameter; † removed during the CFA; *** p < 0.001.

Furthermore, the results revealed that the composite reliability (CR) and average variance extracted (AVE) values of the second-order construct (overall model) are 0.924 and 0.803, respectively. These values are exceeded the recommendation values of 0.70 for CR (Barclay, D.; Higgins, C.; Thompson, 1995), and 0.5 for AVE 9

(Fornell, C.; Larcker, 1981), respectively. The CR and AVE were appraised to evaluate when three determined first-order constructs could demonstrate the second-order construct adequately. Accordingly, the first-order constructs consist of social, environment, and economics are significantly related to the second-order construct-sustainability.

4.5.3 Goodness of Fit Statistics for Overall Model

The results of goodness-of-fit statistics (Table 6) suggested that the overall model obtained a good fit with three first-order constructs to the observed data. The estimated value of standardized root mean square residual (SRMR) is 0.07 and less than 0.08, which shows a good fit [135]. One should bear in mind that if the value of root mean square error of approximation (RMSEA) is less than 0.05, it demonstrates a good fit; but if it is between 0.05 and 0.08, it can be considered as an adequate (acceptable) fit. Whereas, the value between 0.08 and 0.10, represents a mediocre fit. However, if it is greater than 0.10 the model is not considered fit (Browne and Cudeck, 1993). The estimated RMSEA value is 0.076, which can be considered as an acceptable fit.

The adjusted goodness-of-fit Index (AGFI) value of greater than 0.90 is considered to be a good fit (Cole, 1987), however, the value of greater than 0.80 is also can be acceptable (Hu and Bentler, 1995, 1998). The estimated AGFI value is 0.840, which demonstrates a good fit. The common rules for the value of Tucker Lewis index (TLI) and comparative fit index (CFI), is to be greater than 0.90 in order to show a good fit. However, according to Hu and Bentler (1998), when the combination of estimation of CFI or TLI for less than 0.96 and SRMR for greater than 0.6 is obtained for the sample size of more than 250 and less than 500; therefore, it can be concluded that model is fit. Accordingly, the combination of the estimated values for TLI, CFI, and SRMR

show a good fit for the overall model. The chi-square measure regarded as an absolute fit and its estimated ratio (CMIN/DF) of 2.642 indicates that the model is a good fit (Hair et al., 2006). Since other indices like goodness of fit index (GFI) (Sharma and Tewari, 2018), Hoelter index (Hu and Bentler, 1995), and normed fit index (NFI) (Marsh and Balla, 1994) are not recommended to use; therefore, they are not reported in the table. To sum up, the goodness-of-fit indices and other estimated parameters revealed that the overall model including first- and second-order as well as observed indicators fit the data fairly well.

Table 6: Goodness-of-fit statistics for overall model.

Measure	Estimate	Threshold	Interpretation
Chi-square (χ^2) of estimate model	341.98	--	--
Degree of freedom (DF)	136	--	--
CMIN/DF	2.515	Between 1 and 3	Excellent
Standardized root mean square residual (SRMR)	0.067	<0.08	Excellent
Root mean square error of approximation (RMSEA)	0.073	<0.06	Acceptable
Tucker Lewis Index (TLI)	0.749	>0.95	Acceptable
Comparative Fit Index (CFI)	0.801	>0.95	Acceptable *
Adjusted goodness-of-fit Index (AGFI)	0.853	>0.80	Excellent

Note: * According to Hu and Bentler (1999), when the combination of estimation of CFI or TLI for less than 0.96 and SRMR for greater than 0.06 is obtained for the sample size of more than 250 and less than 500; therefore, it can be concluded that model is fit. Accordingly, the combination of the estimated values for TLI, CFI, and SRMR show a good fit for the overall model.

Chapter 5

DISCUSSION AND CONCLUSIONS

5.1 Discussion

Regarding the first research question, managers' commitment to sustainability is rationalized and understandable from business point of view and in the context of CSR as discussed earlier. The second research question verified through employees positive validation of sustainability practices on social, environmental and economic dimensions. Study revealed that hotels have strategized sustainability; however, a precise measurement of realization of the each aspect of the strategy can be quantified as a topic for future research. In terms of methodologies that hotels apply to measure their progress towards achieving sustainable practice; again this item can be observed through for example the application of solar system or landscape area; however, the precise weight and volume requires a mathematical analysis as a pathway for future research. For instance, Azarmi et al (2018) studied the waste recovery in the hotels through an analytical approach and quantification.

This research contributes to the literature by presenting the employee perspective as an assessment and measurement of the sustainability practices framework in the context of social, environmental, and economic dimensions. The rationale for understating the employees' perception of sustainability practices in accommodation sector is based on their organic embeddedness in their respective organization. (Staniškienė, E.; Stankevičiūtė, 2018), claimed that employees should be 'treated as

the main asset of the organization' (p. 709). Secondly, 'evidence suggests that employees are centrally important in deploying CSR strategies, but it is equally true that the success of strategy implementation is a function of employee perception' (Sharma and Tewari, 2018). Regarding the first research question, managers' commitment to sustainability is rationalized and understandable from business point of view and in the context of CSR as discussed earlier. The second research question verified through employee's positive validation of sustainability practices on social, environmental, and economic dimensions. Study revealed that hotels have strategized sustainability; however, a precise measurement of realization of each aspect of the strategy can be quantified as a topic for future research. In terms of methodologies that hotels apply to measure their progress towards achieving sustainable practice; again, this item can be observed through for example the application of solar system or landscape area; however, the precise weight and volume requires a mathematical analysis as a pathway for future research.

Nowadays, various national and international institutions are pressing organizations to embark upon and involve in sustainable practices, which has become the most hotly and frequently debated subject (Hanna, 2018). The outcome of sustainability discourse is abounded; however, sustainability management as a framework has gained significance because it melds social, economic, and environmental imperatives. Based on sustainability management framework, hotels (in our case), expected to formulate, implement, and evaluate environmental and socioeconomic sustainability-related decisions and actions (Hörisch, J.; Freeman, R.E.; Schaltegger, 2014). The role of employees and their perceptions in achieving sustainability goals is explained by stakeholder theory, which considers employees as 'the inner stakeholders'. Employees

as stakeholders are also legitimate sources of information regarding the CSR activity in the organizations. As Sharma and Tewari (2018, p. 114) noted, there is a ‘framework explaining the manner in which the performance of an organization, society and environment affected as a result of the attitude and behavior stimulated in the employees due to change in their perception towards CSR’.

The main objective of this study was to investigate the sustainability practices of the accommodation sector based on employees’ perspective in order to explore the extent and validity of those practices that is usually claimed by this sector. In another word, we assume that employees’ perspective of sustainability practices can open a new window to understand whether the sustainability behaviors of the hotels are substantive or symbolic (i.e. genuine vs. greenwashing). Nowadays, ‘the number of organizations putting the issue of sustainability on strategic agenda has been growing in the past few years. Although sustainable development gains more importance, discussion on measures of sustainability is continuing’ (Staniškienė, E.; Stankevičiūtė, 2018, p. 708). The study has been an attempt to investigate and contextualize the sustainability practices in three social, economic, and environmental dimensions. To achieve this, indicators from Global Sustainable Tourism Council (GSTC) (Gunce, 2003), UN Sustainable Development Goal (SDG), WTO (2004), the European Union’s (EU) sustainability framework for the Mediterranean hotels– ‘Nearly Zero-Energy Hotels’ (NEZEH) (Tsoutos et al., 2013), provided integrated sustainability measurement frameworks.

Most of the studies have researched employees’ perspectives in one-dimensional context; studies to engage in observing this in three dimensions of sustainability is rarely done. This study will try to bridge this gap. As emerged from this study, there

is no differences in perception regarding the sustainability practices based on gender. While the respondents were almost equally male and female, there was not statistically significant difference between genders in relation to sustainability dimensions. Findings revealed that majority of employees agreed that hotels are practicing sustainably, especially, in the areas of economic and environment. However, around one-third of employees were neutral in their responses to sustainability practices in their hotels. Interestingly, when the age is factored in, older employees with longer duration of employment in the same hotel expressed an agreement with sustainability practices of their hotels. In the meantime, the ‘star’ of hotels did not make any difference and did not play a role in the responses and results. Nevertheless, the results of this study are in line with the findings of M. Wiernik, B.; S. Ones, D.; Dilchert, S. (2013), and Sharma and Tewari (2018), whose studies are a validation of employees as stakeholders and the source of awareness/knowledge about organizations’ sustainability practices. Result also showed that employees with higher education have better understandings of sustainability practices. In our study, we can conclude that managers are strongly committed to sustainability practices. This is also in line with the trend that green practices are beneficial for hotels as they want to develop a brand, as well as tap on the green customers market (Ahn, J., & Kwon, 2019).

As the aim of this study is to confirm that the constructs of the proposed model (sustainability) load into the underlying sub-constructs (social, economic, and environment), the second-order confirmatory factor analysis (CFA) results show that the overall model including first- and second-order as well as observed indicators fit the data fairly well. This confirmed the hotels’ claim that their operation is involved in sustainability practices and are determined to follow green agenda. Therefore,

understanding employees' perception is relevant and legitimate source to investigate organizations' sustainable practices knowing the fact that employees are an organic part of the organizational structure, as well as its main asset. Findings of this study is echoing previous studies that going green and practicing sustainability by hotel sector has come about because of green-conscious customers who are willing to pay higher prices for green products/services (Chan, 2013). In the case of north Cyprus, the situation is strongly influenced by international demand, especially European clients who are frequent visitors. 'In this respect, one way to increase the quality of tourist product is to include sustainability measures to attract new markets' (Hussain et al., 2019, p. 1416). This study is also in consonant with findings of studies by Robin, Pedroche and Astorga (2017), and Wu, Thongma, Leelapattana and Huang (2016), who revealed that sustainability practices in hotels has become a management tool to achieve quality performance and efficiency.

5.2 Conclusion

The analysis revealed that the sampled hotel's sustainability practices transpired on three dimensions – social, environmental, and economic. Such findings emanated based on employee's perception of hotel's green behavior, 'given that employees carry the main burden of responsibility for implementing ethical corporate behavior and are often the face of the organization's CSR program (Jenkin, T. A., McShane, L., & Webster, 2011, p. 268). Knowing that 'CSR programs rooted in sustainable development' (Luke, 2013, p. 85). Nowadays going green and practicing sustainability has become a significant part of hotels' strategy in terms of marketing, brand development, competitiveness and cost cutting associated with waste disposal and material usage (Chandran, C., & Bhattacharya, 2019). This aspect of hotel's sustainability practice is a business-oriented approach. Coupled with the business

behavior of going green is the CSR aspect, which is rooted in sustainability and incorporated in the hotels' strategy. The CSR aspect is engendered by global environmental movement that has become 'the driving factors for hotel operators to become competitive in minimizing and eliminating their operation [externalities] on the environment' (as cited in (Chandran, C., & Bhattacharya, 2019, p. 226). Furthermore, 'environmentally friendly hotel', an 'eco-friendly hotel', or a 'sustainable hotel', has become a buzzword within the global tourism system. For instance, 'the Ritz-Carlton, Kuala Lumpur, joined the annual global environmental awareness event created by the World Wildlife Fund to highlight the threat of climate change' (Ahn and Kwon, 2019, p. 3). Our study revealed that hotels in north Cyprus are not in isolation from the global movements and demands. In terms of policies and regulations, hotel managers and authorities can take initiatives to further imply sustainable practices within their organizations. This further adds to the importance of having standardized and internationally agreed upon criteria for implementing sustainable practices. This allows the firm to follow a framework, from which employees can see high quality practices are being merged within the company strategy and thus, further be encouraged to show eco-friendly behaviors. This is significant as tourism industry is a vital contributor to pollution and waste. Hence, hotel managers can benefit from creation of sustainable policies in the company strategy to maintain a sustainable development in terms of organizational competitiveness.

5.3 Research Contributions and Future Studies

Overall, the research contributes to new insights for understanding the concept of sustainability and its practicality, as well as, the extent of those practices in accommodation sector. First, the research deepens understanding of the sustainability

practices from the perspective of the employees (Biedenbach and Manzhynski, 2016; Guerci, Radaelli, Siletti, Cirella, and Shani, 2015). Secondly, this study transcends the role of employees in sustainability practices or their awareness of sustainability. This study assumed that employees are the legitimate assets of the accommodation sector and have legitimacy to judge on how their organizations are behaving regarding sustainability principles. Employees have the knowledge to issue a verdict on hotels sustainability practice whether is genuine or greenwash. Furthermore, the research provides hotels with a legitimate reference to rethink their sustainability practices, and be aware that greenwashing cannot camouflage their behavior for long. This study might be a benchmark for sustainability practice assessment by the hotels to reevaluate their behavior and overcome their lacking in the tourism market. Even though this study explored certain findings in this case, future research can investigate why employees are a legitimate source of and organic reservoir in the accommodation sector when it comes to revealing the sustainability practices.

5.4 Limitations

There are certain limitations that need consideration. Data was collected from 4- and 5-star hotels; other accommodation sectors should be investigated and compared. Although the findings of this study provide some insights into the accommodation sector in one city, it can be expanded to other locations as well. Future studies can also increase the sample size, especially in cases where tourism is a dominant activity.

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APPENDICES

Appendix A: Complementary Results

Table 1A. Comparing means of all the variables and Duration of Employment

		Sum of Squares	df	Mean Square	F	Sig.
SUS1_SOC	Between Groups	0.168	3	0.056	0.067	0.977
	Within Groups	237.490	283	0.839		
SUS2_SOC	Between Groups	2.264	3	0.755	0.958	0.413
	Within Groups	222.851	283	0.787		
SUS3_SOC	Between Groups	2.527	3	0.842	0.940	0.422
	Within Groups	253.508	283	0.896		
SUS4_SOC	Between Groups	4.046	3	1.349	1.537	0.205
	Within Groups	248.247	283	0.877		
SUS5_SOC	Between Groups	10.526	3	3.509	3.344	0.020 *
	Within Groups	296.958	283	1.049		
SUS6_SOC	Between Groups	8.596	3	2.865	2.973	0.032 *
	Within Groups	272.770	283	0.964		
SUS1_ENV	Between Groups	0.765	3	0.255	0.359	0.783
	Within Groups	200.789	283	0.710		
SUS2_ENV	Between Groups	0.438	3	0.146	0.201	0.896
	Within Groups	205.290	283	0.725		
SUS3_ENV	Between Groups	1.222	3	0.407	0.630	0.596
	Within Groups	182.994	283	0.647		
SUS4_ENV	Between Groups	0.643	3	0.214	0.224	0.880
	Within Groups	271.197	283	0.958		
SUS5_ENV	Between Groups	1.637	3	0.546	0.746	0.525

	Within Groups	206.948	283	0.731		
SUS6_ENV	Between Groups	8.566	3	2.855	2.901	0.035 *
	Within Groups	278.549	283	0.984		
SUS7_ENV	Between Groups	0.935	3	0.312	0.309	0.819
	Within Groups	285.490	283	1.009		
SUS8_ENV	Between Groups	1.263	3	0.421	0.506	0.679
	Within Groups	235.538	283	0.832		
SUS1_ECON	Between Groups	2.520	3	0.840	1.078	0.359
	Within Groups	220.497	283	0.779		
SUS2_ECON	Between Groups	1.759	3	0.586	0.549	0.650
	Within Groups	302.471	283	1.069		
SUS3_ECON	Between Groups	2.345	3	0.782	0.902	0.440
	Within Groups	245.209	283	0.866		
SUS4_ECON	Between Groups	0.795	3	0.265	0.299	0.826
	Within Groups	250.905	283	0.887		
SUS5_ECON	Between Groups	0.301	3	0.100	0.084	0.969
	Within Groups	339.636	283	1.200		
SUS6_ECON	Between Groups	0.981	3	0.327	0.372	0.773
	Within Groups	248.622	283	0.879		

*. The mean difference is significant at the $P \leq 0.05$ level.

Table 2A. Tukey HSD post hoc test for duration of employment and other significant variables

Dependent Variable			Mean Difference	Std. Error	Sig.	90% Confidence Interval	
						Lower Bound	Upper Bound
SUS5_SOC	less than a year	1-3 years	.283	.272	.727	-.91	.34
		3-5 years	.039	.258	.999	-.56	.63
		more than 5 years	.257	.268	.773	-.36	.87
	1-3 years	less than a year	.283	.272	.727	-.34	.91
		3-5 years	.321	.156	.169	-.04	.68
		more than 5 years	.540	.171	.009 ***	.15	.93
	3-5 years	less than a year	.039	.258	.999	-.63	.56
		1-3 years	.321	.156	.169	-.68	.04
		more than 5 years	.218	.147	.451	-.12	.56
	more than 5 years	less than a year	.257	.268	.773	-.87	.36
1-3 years		.540	.171	.009 ***	-.93	.15	
3-5 years		.218	.147	.451	-.56	.12	
SUS6_SOC	less than a year	1-3 years	.293	.261	.676	-.89	.31
		3-5 years	.128	.248	.955	-.44	.70
		more than 5 years	.113	.256	.972	-.48	.70
	1-3 years	less than a year	.293	.261	.676	-.31	.89
		3-5 years	.421	.150	.027 **	-.08	.77
		more than 5 years	.405	.164	.066	-.03	.78
3-5 years	less than a year	.128	.248	.955	-.70	.44	

		1-3 years	.421	.150	.027 **	.77	.08
		more than 5 years	.016	.141	.000	.34	.31
	more than 5 years	less than a year	.113	.256	.972	.70	.48
		1-3 years	.405	.164	.066	.78	.03
		3-5 years	.016	.141	.000	.31	.34
SUS6_ENV	less than a year	1-3 years	.061	.264	.996	.67	.55
		3-5 years	.449	.250	.278	1.02	.13
		more than 5 years	.198	.259	.870	.79	.40
	1-3 years	less than a year	.061	.264	.996	.55	.67
		3-5 years	.388	.151	.052 *	.74	.04
		more than 5 years	.138	.165	.839	.52	.24
	3-5 years	less than a year	.449	.250	.278	.13	.02
		1-3 years	.388	.151	.052 *	.04	.74
		more than 5 years	.251	.143	.298	.08	.58
	more than 5 years	less than a year	.198	.259	.870	.40	.79
		1-3 years	.138	.165	.839	.24	.52
		3-5 years	.251	.143	.298	.58	.08

*. The mean difference is significant at the $P \leq 0.1$ level.

**. The mean difference is significant at the $P \leq 0.05$ level.

***. The mean difference is significant at the $P \leq 0.01$ level.

Table 3A. Comparing means of all the variables and Level of Education

		Sum of Squares	df	Mean Square	F	Sig.
SUS1_SOC	Between Groups	4.091	3	1.364	1.652	0.178
	Within Groups	233.568	283	0.825		
SUS2_SOC	Between Groups	1.376	3	0.459	0.580	0.629
	Within Groups	223.739	283	0.791		
SUS3_SOC	Between Groups	4.064	3	1.355	1.521	0.209
	Within Groups	251.971	283	0.890		
SUS4_SOC	Between Groups	1.528	3	0.509	0.575	0.632
	Within Groups	250.765	283	0.886		
SUS5_SOC	Between Groups	2.708	3	0.903	0.838	0.474
	Within Groups	304.776	283	1.077		
SUS6_SOC	Between Groups	4.403	3	1.468	1.500	0.215
	Within Groups	276.963	283	0.979		
SUS1_ENV	Between Groups	4.456	3	1.485	2.133	0.096 *
	Within Groups	197.098	283	0.696		
SUS2_ENV	Between Groups	0.935	3	0.312	0.430	0.731
	Within Groups	204.794	283	0.724		
SUS3_ENV	Between Groups	1.639	3	0.546	0.847	0.469
	Within Groups	182.577	283	0.645		
SUS4_ENV	Between Groups	8.398	3	2.799	3.007	0.031 **
	Within Groups	263.442	283	0.931		
SUS5_ENV	Between Groups	5.718	3	1.906	2.659	0.049 **
	Within Groups	202.867	283	0.717		
SUS6_ENV	Between Groups	7.150	3	2.383	2.409	0.067 *

	Within Groups	279.965	283	0.989		
SUS7_ENV	Between Groups	4.906	3	1.635	1.644	0.179
	Within Groups	281.519	283	0.995		
SUS8_ENV	Between Groups	0.380	3	0.127	0.152	0.929
	Within Groups	236.421	283	0.835		
SUS1_ECON	Between Groups	2.209	3	0.736	0.944	0.420
	Within Groups	220.808	283	0.780		
SUS2_ECON	Between Groups	3.303	3	1.101	1.035	0.377
	Within Groups	300.927	283	1.063		
SUS3_ECON	Between Groups	4.296	3	1.432	1.666	0.175
	Within Groups	243.258	283	0.860		
SUS4_ECON	Between Groups	1.839	3	0.613	0.694	0.556
	Within Groups	249.861	283	0.883		
SUS5_ECON	Between Groups	5.118	3	1.706	1.442	0.231
	Within Groups	334.820	283	1.183		
SUS6_ECON	Between Groups	0.091	3	0.030	0.034	0.991
	Within Groups	249.512	283	0.882		

*. The mean difference is significant at the $P \leq 0.1$ level.

**. The mean difference is significant at the $P \leq 0.05$ level.

Table 4A. Tukey HSD post hoc test for education level of employee and other significant variables

Dependent Variable		Mean Difference	Std. Error	Sig.		90% Confidence Interval	
						Lower Bound	Upper Bound
SUS4_ENV	high school	college	-0.264	0.217	0.616	-0.76	0.24
		4-year university	0.122	0.206	0.934	-0.35	0.60
		M.Sc. or PhD	0.115	0.251	0.968	-0.46	0.69
	college	high school	0.264	0.217	0.616	-0.24	0.76
		4-year university	0.386	0.133	0.020 **	0.08	0.69
		M.Sc. or PhD	0.380	0.196	0.217	-0.07	0.83
	4-year university	high school	-0.122	0.206	0.934	-0.60	0.35
		college	-0.386	0.133	0.020 **	-0.69	-0.08
		M.Sc. or PhD	-0.007	0.184	1.000	-0.43	0.42
	M.Sc. or PhD	high school	-0.115	0.251	0.968	-0.69	0.46
		college	-0.380	0.196	0.217	-0.83	0.07
		4-year university	0.007	0.184	1.000	-0.42	0.43
SUS5_ENV	high school	college	-0.227	0.190	0.633	-0.66	0.21
		4-year university	-0.448	0.180	0.065 *	-0.86	-0.03
		M.Sc. or PhD	-0.314	0.221	0.484	-0.82	0.19
	college	high school	0.227	0.190	0.633	-0.21	0.66
		4-year university	-0.221	0.117	0.233	-0.49	0.05
		M.Sc. or PhD	-0.088	0.172	0.957	-0.48	0.31
	4-year university	high school	0.448	0.180	0.065 *	0.03	0.86

		college	0.221	0.117	0.233	-0.05	0.49
		M.Sc. or PhD	0.133	0.161	0.843	-0.24	0.50
	M.Sc. or PhD	high school	0.314	0.221	0.484	-0.19	0.82
		college	0.088	0.172	0.957	-0.31	0.48
		4-year university	-0.133	0.161	0.843	-0.50	0.24
SUS6_ENV	high school	college	-0.463	0.224	0.165	-0.98	0.05
		4-year university	-0.565	0.212	0.040 **	-1.05	-0.08
		M.Sc. or PhD	-0.532	0.259	0.172	-1.13	0.06
	college	high school	0.463	0.224	0.165	-0.05	0.98
		4-year university	-0.102	0.137	0.878	-0.42	0.21
		M.Sc. or PhD	-0.069	0.203	0.987	-0.53	0.40
	4-year university	high school	0.565	0.212	0.040 **	0.08	1.05
		college	0.102	0.137	0.878	-0.21	0.42
		M.Sc. or PhD	0.033	0.190	0.998	-0.40	0.47
	M.Sc. or PhD	high school	0.532	0.259	0.172	-0.06	1.13
		college	0.069	0.203	0.987	-0.40	0.53
		4-year university	-0.033	0.190	0.998	-0.47	0.40

*. The mean difference is significant at the $P \leq 0.1$ level.

** . The mean difference is significant at the $P \leq 0.05$ level.

Table 5A. Comparing means of all the variables and Age of Employee

		Sum of Squares	df	Mean Square	F	Sig.
SUS1_SOC	Between Groups	3.825	3	1.275	1.543	0.204
	Within Groups	233.833	283	0.826		
SUS2_SOC	Between Groups	6.514	3	2.171	2.811	0.040 **
	Within Groups	218.601	283	0.772		
SUS3_SOC	Between Groups	9.967	3	3.322	3.821	0.010 **
	Within Groups	246.067	283	0.869		
SUS4_SOC	Between Groups	0.715	3	0.238	0.268	0.848
	Within Groups	251.577	283	0.889		
SUS5_SOC	Between Groups	12.824	3	4.275	4.106	0.007 ***
	Within Groups	294.660	283	1.041		
SUS6_SOC	Between Groups	12.904	3	4.301	4.534	0.004 ***
	Within Groups	268.462	283	0.949		
SUS1_ENV	Between Groups	2.408	3	0.803	1.140	0.333
	Within Groups	199.146	283	0.704		
SUS2_ENV	Between Groups	0.494	3	0.165	0.227	0.878
	Within Groups	205.234	283	0.725		
SUS3_ENV	Between Groups	2.394	3	0.798	1.242	0.295
	Within Groups	181.822	283	0.642		
SUS4_ENV	Between Groups	2.465	3	0.822	0.863	0.461
	Within Groups	269.375	283	0.952		
SUS5_ENV	Between Groups	1.835	3	0.612	0.837	0.474
	Within Groups	206.750	283	0.731		
SUS6_ENV	Between Groups	4.865	3	1.622	1.626	0.184

	Within Groups	282.250	283	0.997		
SUS7_ENV	Between Groups	3.868	3	1.289	1.291	0.278
	Within Groups	282.557	283	0.998		
SUS8_ENV	Between Groups	3.963	3	1.321	1.606	0.188
	Within Groups	232.838	283	0.823		
SUS1_ECON	Between Groups	1.617	3	0.539	0.689	0.560
	Within Groups	221.401	283	0.782		
SUS2_ECON	Between Groups	9.588	3	3.196	3.070	0.028 **
	Within Groups	294.642	283	1.041		
SUS3_ECON	Between Groups	0.138	3	0.046	0.053	0.984
	Within Groups	247.416	283	0.874		
SUS4_ECON	Between Groups	9.343	3	3.114	3.637	0.013 **
	Within Groups	242.357	283	0.856		
SUS5_ECON	Between Groups	3.955	3	1.318	1.110	0.345
	Within Groups	335.982	283	1.187		
SUS6_ECON	Between Groups	0.962	3	0.321	0.365	0.778
	Within Groups	248.641	283	0.879		

*. The mean difference is significant at the $P \leq 0.1$ level.

**. The mean difference is significant at the $P \leq 0.05$ level.

***. The mean difference is significant at the $P \leq 0.01$ level.

Table 6A. Tukey HSD post hoc test for age of employee and other significant variables

Dependent Variable			Mean Difference	Std. Error	Sig.	90% Confidence Interval	
						Lower Bound	Upper Bound
SUS2_SOC	under 20	21-30	0.030	0.196	0.999	-0.42	0.48
		31-40	0.157	0.180	0.818	-0.26	0.57
		above 40	0.454	0.202	0.114	-0.01	0.92
	21-30	under 20	-0.030	0.196	0.999	-0.48	0.42
		31-40	0.127	0.132	0.769	-0.18	0.43
		above 40	0.424	0.161	0.044 **	0.05	0.80
	31-40	under 20	-0.157	0.180	0.818	-0.57	0.26
		21-30	-0.127	0.132	0.769	-0.43	0.18
		above 40	0.297	0.141	0.154	-0.03	0.62
	above 40	under 20	-0.454	0.202	0.114	-0.92	0.01
		21-30	-0.424	0.161	0.044 **	-0.80	-0.05
		31-40	-0.297	0.141	0.154	-0.62	0.03
SUS3_SOC	under 20	21-30	-0.398	0.208	0.224	-0.88	0.08
		31-40	-0.423	0.190	0.120	-0.86	0.02
		above 40	-0.007	0.215	1.000	-0.50	0.49
	21-30	under 20	0.398	0.208	0.224	-0.08	0.88
		31-40	-0.026	0.140	0.998	-0.35	0.30
		above 40	0.391	0.171	0.105	0.00	0.78
	31-40	under 20	0.423	0.190	0.120	-0.02	0.86
		21-30	0.026	0.140	0.998	-0.30	0.35
		above 40	0.416	0.150	0.029 **	0.07	0.76
	above 40	under 20	0.007	0.215	1.000	-0.49	0.50
		21-30	-0.391	0.171	0.105	-0.78	0.00
		31-40	-0.416	0.150	0.029 **	-0.76	-0.07
SUS5_SOC	under 20	21-30	-0.170	0.227	0.878	-0.69	0.35
		31-40	0.181	0.208	0.822	-0.30	0.66
		above 40	0.465	0.235	0.198	-0.08	1.01
	21-30	under 20	0.170	0.227	0.878	-0.35	0.69
		31-40	0.350	0.153	0.102	0.00	0.70
		above 40	0.635	0.187	0.004 ***	0.20	1.07

	31-40	under 20	-0.181	0.208	0.822	-0.66	0.30
		21-30	-0.350	0.153	0.102	-0.70	0.00
		above 40	0.284	0.164	0.307	-0.09	0.66
	above 40	under 20	-0.465	0.235	0.198	-1.01	0.08
		21-30	-0.635	0.187	0.004 ***	-1.07	-0.20
		31-40	-0.284	0.164	0.307	-0.66	0.09
SUS6_SOC	under 20	21-30	0.146	0.217	0.908	-0.35	0.65
		31-40	0.262	0.199	0.552	-0.20	0.72
		above 40	0.698	0.224	0.011	0.18	1.21
	21-30	under 20	-0.146	0.217	0.908	-0.65	0.35
		31-40	0.117	0.146	0.854	-0.22	0.45
		above 40	0.552	0.179	0.012 **	0.14	0.96
	31-40	under 20	-0.262	0.199	0.552	-0.72	0.20
		21-30	-0.117	0.146	0.854	-0.45	0.22
		above 40	0.436	0.156	0.029 **	0.08	0.80
	above 40	under 20	-0.698	0.224	0.011 **	-1.21	-0.18
		21-30	-0.552	0.179	0.012 **	-0.96	-0.14
		31-40	-0.436	0.156	0.029 **	-0.80	-0.08
SUS2_ECON	under 20	21-30	-0.185	0.227	0.848	-0.71	0.34
		31-40	-0.008	0.208	1.000	-0.49	0.47
		above 40	0.372	0.235	0.389	-0.17	0.91
	21-30	under 20	0.185	0.227	0.848	-0.34	0.71
		31-40	0.177	0.153	0.652	-0.17	0.53
		above 40	0.557	0.187	0.017 **	0.13	0.99
	31-40	under 20	0.008	0.208	1.000	-0.47	0.49
		21-30	-0.177	0.153	0.652	-0.53	0.17
		above 40	0.380	0.164	0.096 *	0.00	0.76
	above 40	under 20	-0.372	0.235	0.389	-0.91	0.17
		21-30	-0.557	0.187	0.017 **	-0.99	-0.13
		31-40	-0.380	0.164	0.096 *	-0.76	0.00
SUS4_ECON	under 20	21-30	0.206	0.206	0.749	-0.27	0.68
		31-40	-0.042	0.189	0.996	-0.48	0.39
		above 40	0.420	0.213	0.201	-0.07	0.91

21-30	under 20	-0.206	0.206	0.749	-0.68	0.27
	31-40	-0.248	0.138	0.279	-0.57	0.07
	above 40	0.214	0.170	0.590	-0.18	0.60
31-40	under 20	0.042	0.189	0.996	-0.39	0.48
	21-30	0.248	0.138	0.279	-0.07	0.57
	above 40	0.462	0.149	0.011 **	0.12	0.80
above 40	under 20	-0.420	0.213	0.201	-0.91	0.07
	21-30	-0.214	0.170	0.590	-0.60	0.18
	31-40	-0.462	0.149	0.011 **	-0.80	-0.12

*. The mean difference is significant at the $P \leq 0.1$ level.

**. The mean difference is significant at the $P \leq 0.05$ level.

***. The mean difference is significant at the $P \leq 0.01$ level.

	1	2	3	4	5
	SA	A	N	D	SD
The Sustainability Management System (SMS) is clearly documented and understood.					
Staff are informed and trained about the natural and cultural heritage of the local area					
organization participates in partnerships between local communities, NGOs and other local bodies where these exist					
local community is offered the opportunity to access the tourism facilities and services provided					
Organization has identified groups at risk of discrimination, including women and local minorities					
Hotels seek to bring innovative green products and services to market					
Hotel companies often use eco-labels on packaging, and show them on their corporate websites					
records of these programs are listed and managed					
There is an Environmental awareness rising plan.					
Native and endemic plants obtained from sustainable sources have been used in landscaping and decoration, avoiding exotic and invasive species					
organization uses green procurement criteria					
Hotel holds environmental protection awareness programs for community.					
total direct and indirect greenhouse gas emissions are monitored and managed					
Chemicals especially those in bulk amounts, are stored and handled in accordance with appropriate standards					
organization is aware of, and complies with, relevant laws and regulations concerning animal welfare					
SMS includes a process for monitoring continuous improvement in sustainability performance					
Energy used per tourist/night for each type of energy is monitored and managed					
Water saving equipment are regularly maintained and are efficient					
Equipment and facilities for air quality are monitored and maintained					
A solid waste management plan is in place					
Organization uses and promotes the usage of recyclable water or grey water in other operations (e.g. watering trees).					