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ENVIRONMENTAL MANAGEMENT IN THE HOSPITALITY INDUSTRY- A NEW PERSPECTIVE

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ABSTRACT

The paper offers input to the concern of groundwork for the development of planned resource management and organizational setup with precise orientation to the hotel industry. It suggests an innovative, amalgamative structure of hotel environmental policies and organizational control using eco-friendly Efficient Management of Resources style to assist quality environmental strategy practice in the industry. It also suggests a novel Organizational Environmental Working Model which could be followed by hotels of any magnitude and category to enhance its management of resources. Based on environmental values and philosophy, the model allows each property to create its own benchmark, achieve target and evolve in the process.



KEYWORDS: Resource Management, eco-friendly, green, sustainability.

INTRODUCTION

Efficient Management of Resources means increasing the effectiveness of how substantial inputs could be transformed into outputs with minimum effect to ecosystems and the environment. It involves accepting a procedure or model that decreases the quantity of perhaps water or energy required to produce goods or service. In a more holistic manner, it could also involve transforming the waste generated from that same production cycle into usable energy to energize the process all

over again. Novelties such as these offer illustrations on how Efficient Management of Resources could bring about win-win results promoting the environment, increasing economic efficiency while contributing to the overall well-being of society. Efficient Management of Resources is thus about recreating and redesigning the technique and manner in which we operate, generate, and primarily survive. It is an opportunity to invent pioneering solutions for adjusting and coping within an ever-changing ambience with appropriate environmental policies and strategies. Eco-practices followed in green hotels could be

implemented in hotels of any enormity or category irrespective of whether or not they abide by accreditation programmes. Initiating green innovation and resource management (emphasizing on its minimum use) essentially requires careful strategizing of green operations. Hence, studying the effectiveness of best practices followed in green hotels, an attempt is made in this paper to strategize green model for continued eco-improvement, develop-administer-report on eco-management procedures and green suggestions which could be even followed by various industries.

REVIEW OF RELATED LITERATURE

Green management usually initiates with green concerns (Gray and Bebbington, 2001). In special cases of lodging properties, green management includes programmes

related to conservation of energy, conservation of water, management of wastes and management of pollution emissions. Hashim, et al. (2010) emphasize the probable effects and implications of negative environmental consequences of hotels of any size in relation to its contributions and productions. In the western world, properties have started to react to the want of environmental resource concerns. The initial stride in the procedure, as elaborated by Chan and Hawkins (2011), is the development of environmental policies. Way back in 1998, based on his observations, Kirk stated that given the overall evidence of only few hotels having written environmental policies, another approach towards environmental concerns found in the western world is in terms of the execution of green initiatives. Brey (2011) established some examples of green initiatives in his sample of studied resorts in the western world. Instances included reprocessing of cans, paper, food, infrequent change of bed linen and eco-purchasing strategies. Nevertheless, he also stated that more than 25% of the respondents failed to accept these green initiatives. Rahman, Reynolds and Svaren (2012) studied environmentally friendly practices of American hotels in relation to the activities undertaken by them to lower their adverse environmental effects on nature. These exercises included environmental purchase policies, recycling and energy-water saving practices.

METHODOLOGY

Sampling was done to choose the hotels. All Ecotels were chosen by purposive sampling and simple random sampling within each cluster was done to choose two non-Ecotels. Each state having an Ecotel is considered as a cluster. Two non-Ecotels of the same star-status were chosen through simple random sampling from each cluster- state. In all 8 Ecotels and 16 non-Ecotels were studied.

Survey method using structured questionnaire was employed at all sampled hotels to find out efficient resource management practices, if any, followed by them. Multivariate analysis was carried out with SPSS Version 19.0 to analyze data.

Deduction was thereafter made from the collected data and elaborated in the present paper regarding the attitude of management and guests towards green policies. Furthermore, based on the understanding derived from the collected data, an attempt was also made to suggest an Organizational Environmental Working Model.

Hypothesis of the study (Ho)- there is no significant difference between Ecotels and non-Ecotels in terms of their Resource Management practices.

The Study and Results

From study of related literature and the present investigation, it is obvious that green policies are not largely followed by the Indian hospitality industry. Not many properties have documented environmental policies and among those with documented policies, barely a trivial number have engaged themselves in the subsequent step of applying their green policies by assigning resources to specific environmental management exercises. Ecotels have adopted environmental initiatives following standard policies. Very few non-Ecotels are found to practice environmentally friendly activities. Ramada Plaza abides by the Wyndham Green operating standards whereas ITC Sonar, Kolkata has gone to the extent of following Clean Development Mechanism (CDM) Projects and has made a remarkable start with minimizing carbon emission.

GREEN STRATEGY DRIVERS IN THE INDIAN HOSPITALITY INDUSTRY

Survey reveals that general managers of hotels with documented green strategies and environmental management system identified greater prospective advantages in terms of enhanced productivity and promotional advantage in contrast to general managers of hotels without documented policies. Moreover, magnitude and category of the hotels had some bearing on general managers' perception. Managers of Ecotels identified immense guaranteed community relation advantages and marketability from environmental administration. A gamut of factors might steer the level of dedication and the degree of implementation of environmental strategies by Indian hotels. These are hotel size, amenities, chain-affiliation, as also concerns from management and internal-external stakeholders. In case of Ecotels, facilities and pressures from

operations management have continuously played an encouraging role. Thus Ecotels have eco initiatives and sustainability management much more in place.

As a part of the present study, considering hotel guests as drivers of environmental policies and initiatives, somewhat diverse result is revealed. A study of common travelers disclosed that-

- (a) they wished to stay in green hotels, but
- (b) were not keen in paying a premium for it.

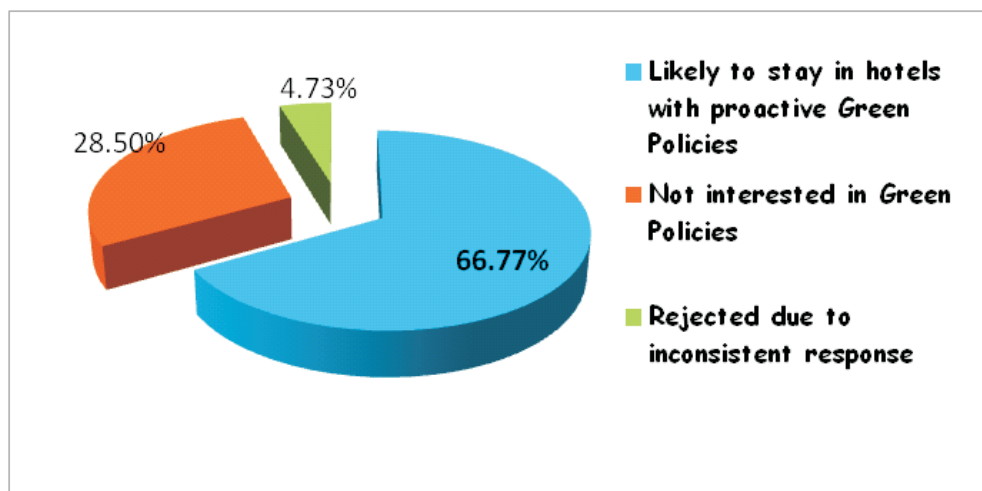


Fig. 1 Approach of Guests to Stay in Hotels with Environmental/Green Policies

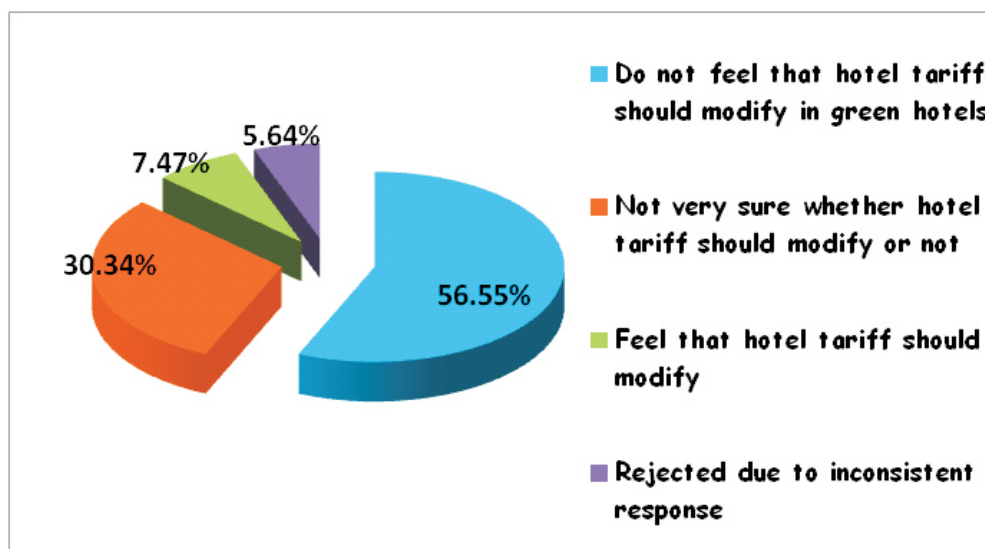


Fig. 2 Attitude of Guests towards Increase of Hotel Tariff in Environmentally-active Hotels

In a survey considering all Ecotels and non-Ecotels in India, 710 tourist guests were approached and 656 tourist responses were received. Thus 656 was considered as the final sample. Out of 656 received responses, 438 (66.77%) frequent travelers said that they are likely to stay in hotels with proactive green policies, 187 (28.50%) reported that they are not interested in green policies whereas 31 (4.73%) responses had to be rejected due to inconsistency (Fig. 1). Considering the same sample, it was found that 371 (56.55%) tourists out of 656 mentioned earlier do not feel that hotel tariff ought to modify in green hotels, 199 (30.34%) are not very sure whether hotel tariff should modify while 49 (7.47%) actually feel that the hotel tariff should modify. 37 (5.64%) responses were rejected due to inconsistent information provided (Fig. 2).

The present investigation regarding green policies and strategies in the Indian hospitality industry

divulges that certified hotels (as Ecotels) with newly constructed facilities and hotels which are part of premier chain of hotels stand better chance of being ecologically dynamic. In such hotels, from the standpoint of hotel administration, two important motivators surface in the form of diminution in cost and public relations enrichment when management of resources is concerned.

II THE GREEN ADMINISTRATION BREACH

Present study revealed that green accounting and attainment of green objectives are commonly observed as being insignificant regulation measures. In another part-survey of the present study when the management was questioned whether environmental developments ought to be identified as an important component for incentives while evaluating performance of managers, 87.5% replied that they should not. The significant forms of recognition mentioned were attainment of budget, maintenance or enhancement of revenue and consumer grievances accounting. Similar mentions were detailed for properties with and without environmental initiatives. Nevertheless, those hotels undergoing environmental/green certification system did recognize other accounting requisites as considerably more important, including green documentation and achievement of environmental objectives.

III HOTEL PERFORMANCE APPRAISAL

Indian hospitality industry does not have optimal performance appraisal and evaluation framework distinctive to itself. In current years, latest performance evaluation structures have been elaborated to meet the varying competitive needs of industries other than hospitality industry. The study finds loopholes in two areas. First, hotel information technique lacks the methodologies presently offered in other businesses. Second, regardless of the high intensity of concerns publicized in HR, present appraisal and assessment structures still appear to be inadequate. Hence it could be well debated that hotel industry needs to develop performance evaluation, especially in areas of green concern, unique to its circumstances and requirements, based on its distinctive strategy model.

DISCUSSION

Alternative Hypothesis (H1) being proved true, present study made it obvious that set of environmental strategies that could be followed by hotels of all categories and magnitude is the need of the hour in the Indian hospitality industry.

BUILDING AN EXHAUSTIVE STRATEGIC MANAGEMENT STRUCTURE

In order to flesh out hotel green strategies, effectively execute it, as well as assess its bearing on a variety of stakeholders, the set of strategies ought to be generated and controlled holistically and related to the general administration regulatory structure of the firm. The green strategies should primary be made an integral part of the business core strategies if it has to generate appeal both organizationally and environmentally. This would necessitate a consideration of employee contemplations and expectations with organizational motivations and encouragement; aiming at constructive green resource operational outcomes. Strategizing hotel environmental transformation is herein planned by using an administration structure (based on Gidden's structuration theory), which could be used as a novel organizational environmental model.

Organizational change is deterministic relationships between the structural change and exogenous (environmental) contingencies. In this case, the concept of change is not different from adaptation. Thus, change is seen as a constructive phenomenon, emerging from the aggregation and the interaction of individual strategies and performances.

In the light of the present study, idea is to ascertain environmental accountability and incorporate Efficient Management of Resources Practice in the Hospitality Industry. Manoeuvring on this concept, an attempt has been made in the present research to work on Management-Staff attitude and implant environmental resource management practices by method of creating a holistic environmental model linking it to general management regulation system of the firm.

Based on the above statement it could be said that corporate planning systems or management regulating techniques could be regarded as a component of organizational foundation having four key characters-

1. Set of basic policies referred to as Structures
2. Process of operation referred to as Concepts
3. Operation methodology adopted by management referred to as Interactions
4. Evolving process referred to as Culmination

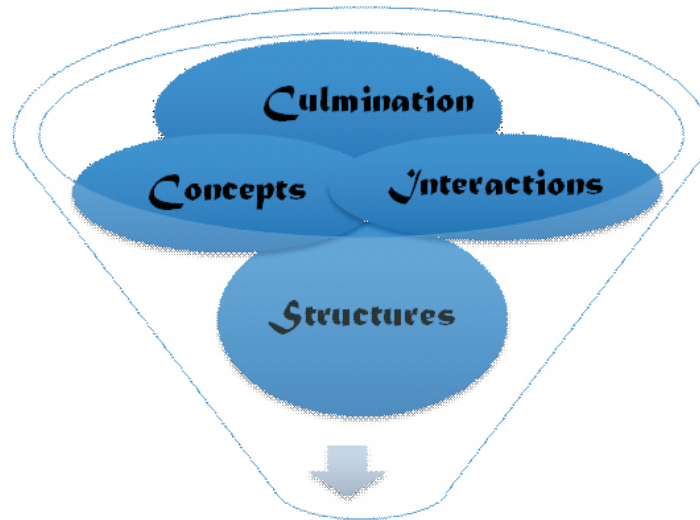


Fig. 3 Components of Organizational Environmental Working Model

Environmental strategies could reveal and be refined by business green appeal which themselves could impel enduring achievements by enunciating hotel administration and employee understanding as well as sense-building of their consumer-associated, strategic-green functions; in addition to symbolizing and validating standards of environmental accountability. They have the ability to create green policy achievements as also end-products and processes; apart from the formal administrative regulating practices that any business might build.

In order to initiate environmental strategies and associated practices, the productive green management policies and systems need transformation into green intentions. This would form an assimilated part of the overall intentions of the organization, being arranged in a general standard to sustain for long span of time, guided by environmental policies to assess performance of the associates of hotel organization. Thus, by way of Efficient Management of Resources approach, hotel environmental events and regulations could be directed by incorporating eco-values in the search of green products or processes (service).

This operation would involve green events held responsible for-

- Cultivation of encouraging green environmental status
- Constructive bearing on demands and services

CONCLUSION

The holistic and eco-integrative orientation of Efficient Management of Resources in the Hospitality Industry widens the possibility of prospective environmental management beyond short-term initiatives. The hospitality industry is extremely people oriented and causes substantial amount of resource utilization and pollution. Philosophy and framework of Efficient Management of Resources offers an understanding of the significance of an amalgamated methodology to hotel green strategies and organizational system. It proposes

the possibility of initiating enduring organizational green strategies through the formation of shared environmental values as well as principles and standards of green accountability; effortlessly incorporated into business functional values. Trailing this technique would reflect a balanced benchmark attitude, incorporate green as a significant attribute, and drive strategy development instead of being utilized purely to assess outcomes. This attitude essentially would reflect the collective interaction of hotel organizational associates and structures whereby sense-building and control between functioning and green appeal would become further noticeably decided, communicated and followed as justifiable performance standards. Such Environment strategies could address eco-issues and problems and create long lasting standards for proper management of resources.

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