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## **Colouring your employees green**

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## **Employee motivation for ecological practices at Park Inn by Radisson Leuven**

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## Introduction

These days, a public expectancy exists for hotels and other companies with considerable environmental impact to 'do the right thing' and try to lower their impact. To do this, many hotels already have some or other form of environmental programme in operation, be this a formal one or not. In doing so, these hotels try to take their responsibility for the environment, but they can have several other reasons for wanting to be more ecologically oriented as well. They have for example the possibility to achieve significant savings in water and electricity; they also have a chance to improve their image, to attract more guests and to promote environmentally friendly practices to others. The hotel where this study will be conducted, the Park Inn by Radisson Leuven, is no exception in this. It is a green hotel - certified with no less than two Green Key labels and equipped with an extensive Responsible Business plan, which originates from The Rezidor Hotel Group.

As environmental programmes seem to be so important to many hotels nowadays, it seems vital that the employees, who are the most important part of a hospitality business, support the green image of the hotel, both in mind-set and in actions. Within the academic fields of human resources and psychology, much attention has already been paid to the links between environmental initiatives and employees. These possible links range from motivation, satisfaction, involvement and engagement to knowledge, awareness and concern and even further to change management and leadership styles.

In this study, the focus will be limited to motivation, although key concepts such as knowledge, awareness and concern will also be briefly explored as possible influential factors to the motivation of employees. Furthermore, the fine line between motivation on one hand and satisfaction, involvement and engagement on the other will be touched upon as well. That these closely interlinked concepts are also taken into account in this study is crucial, as at the end of it, advice will be provided to help the management of Park Inn by Radisson Leuven improve the motivation of their employees concerning the green practices of the hotel.

The aim of this paper is to collect and analyse the possible motivation factors for green practices of the employees of Park Inn by Radisson Leuven by applying the theoretical framework provided in the literature review so that practical advice can be set up to enhance motivation and turn it into employee engagement to ensure real, tangible actions and an effective implementation of the hotel's existing environmental initiatives as well as possible evolvement of new initiatives introduced by the employees themselves.

In the literature review the concepts that are most important when considering employee motivation will be outlined. This includes defining motivation and the explanation of the most important motivational theories, but also other relevant terminology. In addition to this, two studies - one by Chan and Hawkins<sup>1</sup> and another one by Ramus and Killmer<sup>2</sup> - will also be summarized, as they form the basis of the study that will be conducted for this paper.

Following the literature review will be outlined the methodology for this study, introducing the working method and variables incorporated in the questionnaire. Data will be collected by means of a list of open questions that will be handed to each employee. Half of the questions deal with ecology at work and the other half with ecology in their private setting.

Subsequently, the actual collected data for this research will be presented, discussed and compared to previous studies and theories as mentioned above. It is important to note that this will be a qualitative study for several reasons. The first one is that the sample that can be collected in a small company such as Park Inn by Radisson Leuven does not lend itself easily to quantifiable research as the sample collected would not be large enough to be representational in further research; the second reason is that motivation is not easily measured in absolute terms.

From a thorough qualitative analysis of this collected data, it will be possible to deduct the current level of motivation with the employees of Park Inn by Radisson Leuven. These findings will be expressed in the conclusion, which will be followed by practical advice for the management of the Park Inn by Radisson Leuven hotel on how to improve the motivation of their employees concerning the green initiatives at the workplace. This advice will mainly concern motivation, but might include, depending on the outcome of the data, some links to employee engagement, involvement and satisfaction as discussed in the literature review.

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<sup>1</sup> CHAN, E.S.W., HAWKINS, R., Attitude towards EMSs in an international hotel: An exploratory case study, *International Journal of Hospitality Management*, Volume 29, December 2010, p. 641-651, Internet, consulted 21<sup>st</sup> November 2015.

<sup>2</sup> RAMUS, C.A., KILLMER, A.B.C., Corporate greening Through Prosocial Extrarole Behaviours – A Conceptual Framework for Employee Motivation, *Business Strategy and the Environment*, Volume 16, December 2007, p. 554-570, Internet, consulted 21<sup>st</sup> November 2015.

## 1. Literature review

When researching employee motivation, coming across a wide range of terminology and theories that are in various degrees related to motivation is unavoidable. These terms are of course all part of the bigger picture of human resources on how to find and/or create the most suitable employees for a company. This part of the paper will attempt to distinguish between the different terms employed in the literature and to determine their worth for this case study. It will include an overview of the different views on the central term of motivation alongside other frequently used terminology that might be useful to this paper. Moreover, the key issues of knowledge, awareness and concern will be addressed, as they would seem to play a significant part in the development of employee motivation. When these have been clarified, their relevance to this paper will be explained. In addition, an overview of two studies concerning the impact of hotels' green programmes on employees will be provided, as they form the basis for this particular case study.

### 1.1 Motivation

#### 1.1.1 Definition of motivation

Much has been written on the subject of employee motivation, but a clear definition on what motivation actually entails is key for this paper. Daniel Sachau, PhD in Psychology and a leading expert on motivation described it as a *“psychological process that directs people’s choices regarding the type and intensity of their behaviour.”*<sup>3</sup> Susan Heathfield, as a human resources expert, corroborates this in stating that motivation is an *“internal drive that causes an individual to decide to take action.”*<sup>4</sup>

It is important to note that motivation as such is an abstract psychological process that is not limited to the work environment. It is possible for individuals to be motivated for different causes. Regarding this, Heathfield points out that *“motivation about some aspect of life exists in each person’s consciousness and actions”*. Sachau likewise argues that people may not only be motivated to work hard as other motivations may be stronger for them. He continues by providing an example: an employee’s motivation to call in sick can be stronger than their motivation for wanting to finish a project early and receive a bonus as a reward.

This can be explained by the basic principle of motivation, according to Sachau, that motivation exists to obtain a pleasurable outcome<sup>5</sup>. It can then be assumed that if it is possible to direct an employee’s motivation to work, the employee will be happy doing their job. Heathfield points out that it is necessary for employers *“to figure out how to inspire employee motivation at work”*<sup>6</sup>.

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<sup>3</sup> SACHAU, D., Work Motivation, *Salem Press Encyclopedia of Health*, February 2015, p.4 Internet, consulted 20<sup>th</sup> February 2016.

<sup>4</sup> HEATHFIELD, S.M., *What is employee motivation? How does an employer encourage motivation?*, About.com, Human Resources, 18<sup>th</sup> January 2015, Internet, consulted 20<sup>th</sup> February 2016.

<sup>5</sup> SACHAU, D., Work Motivation, *Salem Press Encyclopedia of Health*, February 2015, p.4 Internet, consulted 20<sup>th</sup> February 2016.

<sup>6</sup> HEATHFIELD, S.M., *What is employee motivation? How does an employer encourage motivation?*, About.com, Human Resources, 18<sup>th</sup> January 2015, Internet, consulted 20<sup>th</sup> February 2016.

Equally important to note is that as an individual can be motivated for different causes, it is also possible to positively or negatively influence this motivation. Heathfield affirms that motivation can be influenced by different, both internal and external, factors<sup>7</sup>.

The definition of motivation can be summarised as essentially an internal process, that can be influenced both internally and externally and that leads to a certain action or behaviour of an individual that they perceive as pleasurable.

After establishing this basic definition of motivation that will be used for this paper, an overview of some motivational theories is in order. In observing the literature, two dominant types of theories concerning motivation can be distinguished. They are called cognitive theories and needs theories. Both can be assumed to be equally important in outlining an employee's motivation. This is confirmed by Heathfield when she suggests that employee motivation is *"the combination of fulfilling the employee's needs and expectations"*<sup>8</sup>. Sachau also believes that *"needs models complement the process-oriented cognitive models [...]"*<sup>9</sup> Therefore a short discussion of the most influential of each type of theory will be outlined below.

### 1.1.2 Expectancy theory

Victor Vroom was one of the founders of cognitive research into motivation. The expectancy theory that he developed is one of the most widely known and used cognitive models. It was distilled from previous psychological research in the sixties and proposes that there are three fundamental components who together form the decision-making process of individuals in determining their behaviour. These components were coined by Vroom as expectancy, instrumentality and valence<sup>10</sup>.

Ramus and Killmer, whose research will be discussed later on in the literature review, define expectancy as *"a momentary belief concerning the likelihood that a particular behaviour [] will be followed by [an] outcome [x]"*<sup>11</sup>. Sachau on the other hand, provides a much simpler definition of expectancy; he describes it as *"a person's beliefs about his or her ability to perform a behaviour"*<sup>12</sup>.

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<sup>7</sup> HEATHFIELD, S.M., *What is employee motivation? How does an employer encourage motivation?*, About.com, Human Resources, 18<sup>th</sup> January 2015, Internet, consulted 20<sup>th</sup> February 2016.

<sup>8</sup> HEATHFIELD, S.M., *What is employee motivation? How does an employer encourage motivation?*, About.com, Human Resources, 18<sup>th</sup> January 2015, Internet, consulted 20<sup>th</sup> February 2016.

<sup>9</sup> SACHAU, D., *Work Motivation*, *Salem Press Encyclopedia of Health*, February 2015, p.4 Internet, consulted 20<sup>th</sup> February 2016.

<sup>10</sup> VROOM V.H., *Work and Motivation*, 1964. In: RAMUS, C.A., KILLMER, A.B.C., *Corporate greening Through Prosocial Extrarole Behaviours – A Conceptual Framework for Employee Motivation*, *Business Strategy and the Environment*, Volume 16, December 2007, p. 554-570, Internet, consulted 21<sup>st</sup> November 2015.

<sup>11</sup> RAMUS, C.A., KILLMER, A.B.C., *Corporate greening Through Prosocial Extrarole Behaviours – A Conceptual Framework for Employee Motivation*, *Business Strategy and the Environment*, Volume 16, December 2007, p. 560, Internet, consulted 21<sup>st</sup> November 2015.

<sup>12</sup> SACHAU, D., *Work Motivation*, *Salem Press Encyclopedia of Health*, February 2015, p.4 Internet, consulted 20<sup>th</sup> February 2016.

Note here that there is a slight discordance in both definitions, the first referring to the link between behaviour and outcome, while the second focuses on an individual's ability. This difference is resolved by Behling and Starke, who, as stated in Ramus and Killmer's study, split up expectancy in two distinct parts. They distinguish what they termed 'expectancy I' as *"the individual's estimate of the likelihood that the task before him/her can be accomplished"* from what they refer to as 'expectancy II', *"the individual's estimate of the probability that the task goal attainment will lead to [a desired or incidental] outcome"*<sup>13</sup>. In providing this twofold take on expectancy, they effectively merge the definitions as specified by Ramus and Killmer on one hand and Sachau on the other. These definitions then all imply that individuals (or employees), during their decision-making process, ask themselves if they can actually achieve a given task.

Instrumentality, on the other hand, challenges the employee's beliefs about the result of their behaviour<sup>14</sup>. Ramus and Killmer define instrumentality as the *"degree to which a respondent sees outcome [x] as leading to all other outcomes"*, where outcome x is the occurrence of the behaviour chosen by the individual<sup>15</sup>. Put more plainly by Sachau, it is *"[a] person's beliefs about the likelihood that a number of outcomes will occur if the behaviour is performed"*<sup>16</sup>. It means that the individual will consider the likelihood of one or more outcomes following from their behaviour.

Valence, which is the third component of Vroom's theory, enables an individual to evaluate the desirability of a certain behaviour or outcome x<sup>17</sup>. Sachau here explicitly states that the outcome can be valued either positively or negatively<sup>18</sup>. Ramus and Killmer describe it more neutrally as the *"anticipated satisfaction from an outcome"*<sup>19</sup>. The employee at this stage evaluates the feeling they will get from performing a certain behaviour.

When looking at these three components, it can be assumed that they interrelate. It should also be noted that Ramus and Killmer list the components beginning with valence and end with expectancy, whereas Sachau explains Vroom's theory the other way round. For this case study, the order of the components is not relevant, but it can be concluded that all three components must be considered by an individual or employee to be motivated.

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<sup>13</sup> BEHLING, O., STARKE, F.A., *The postulates of expectancy theory*, 1973. In: RAMUS, C.A., KILLMER, A.B.C., Corporate greening Through Prosocial Extrarole Behaviours – A Conceptual Framework for Employee Motivation, *Business Strategy and the Environment*, Volume 16, December 2007, p. 565-566.

<sup>14</sup> VROOM V.H., *Work and Motivation*, 1964. In: RAMUS, C.A., KILLMER, A.B.C., Corporate greening Through Prosocial Extrarole Behaviours – A Conceptual Framework for Employee Motivation, *Business Strategy and the Environment*, Volume 16, December 2007, p. 565-566, Internet, consulted 21<sup>st</sup> November 2015.

<sup>15</sup> RAMUS, C.A., KILLMER, A.B.C., Corporate greening Through Prosocial Extrarole Behaviours – A Conceptual Framework for Employee Motivation, *Business Strategy and the Environment*, Volume 16, December 2007, p. 565-566, Internet, consulted 21<sup>st</sup> November 2015.

<sup>16</sup> SACHAU, D., *Work Motivation*, *Salem Press Encyclopedia of Health*, February 2015, p.4 Internet, consulted 20<sup>th</sup> February 2016.

<sup>17</sup> Idem 14

<sup>18</sup> SACHAU, D., *Work Motivation*, *Salem Press Encyclopedia of Health*, February 2015, p.4 Internet, consulted 20<sup>th</sup> February 2016.

<sup>19</sup> RAMUS, C.A., KILLMER, A.B.C., Corporate greening Through Prosocial Extrarole Behaviours – A Conceptual Framework for Employee Motivation, *Business Strategy and the Environment*, Volume 16, December 2007, p. 560, Internet, consulted 21<sup>st</sup> November 2015.

In short, the expectancy theory supposes that an employer must take into account these three components to motivate an employee; they must consider setting realistic goals that the employee can achieve; these goals must lead to clear outcome for the employee and finally, the value that the employee will attach to this outcome will be highly individual and must be anticipated and interpreted correctly by the employer to ensure maximum effect on the employee.

There have been questions about the possibility of applying this theory to situations in which there is no clear objective and that are voluntary, such as green initiatives<sup>20</sup>. But Sachau states that considering all components will lead the individual or employee to “*choose the behaviour that is most likely to lead to positive outcomes*”<sup>21</sup>. Ramus and Killmer stress that Vroom incorporated “*a person’s choice among various outcomes*”<sup>22</sup>. With this they both demonstrate that the expectancy theory takes into account the individual’s choice, which makes the theory applicable to these less clearly defined situations.

### 1.1.3 Theory of needs

A second theory that is widely known and used in the human resources circuit is the theory of needs. Maslow developed a model of needs to outline which outcomes are usually valued by individuals. With models such as these, according to Boella and Goss-Turner, it becomes possible to understand “*the basic and higher needs of humans, from biological satisfaction to social fulfilment. This latter state manifests itself in the human pursuit of status, security, power and other outward signs of success.*”<sup>23</sup> The needs model thus represents a hierarchy of five different categories of needs, or valued outcomes; physiological needs, safety needs, social needs, esteem needs and self-actualisation needs. Maslow proclaims that the more basic needs should always be fulfilled before a higher level of needs satisfaction can be considered<sup>24</sup>. Sachau, in his explanation of the needs model, proposes that, as lower level needs are satisfied, opportunities to fulfil higher needs gain value<sup>25</sup>.

It is important to note that, as Boella and Goss-Turner observe, “[*m*]any people may not be conscious of these higher needs that drive or motivate them. If however, management can recognize them, they can take appropriate steps to ensure that these driving forces can be used to the advantage of both the individual and the organization.”

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<sup>20</sup> SHAMIR B., *Meaning, self, and motivation in organizations*, 1991. In: RAMUS, C.A., KILLMER, A.B.C., Corporate greening Through Prosocial Extrarole Behaviours – A Conceptual Framework for Employee Motivation, *Business Strategy and the Environment*, Volume 16, December 2007, p. 555, Internet, consulted 21<sup>st</sup> November 2015.

<sup>21</sup> SACHAU, D., Work Motivation, *Salem Press Encyclopedia of Health*, February 2015, p.4 Internet, consulted 20<sup>th</sup> February 2016.

<sup>22</sup> RAMUS, C.A., KILLMER, A.B.C., Corporate greening Through Prosocial Extrarole Behaviours – A Conceptual Framework for Employee Motivation, *Business Strategy and the Environment*, Volume 16, December 2007, p. 560, Internet, consulted 21<sup>st</sup> November 2015.

<sup>23</sup> BOELLA, M.J., GOSS-TURNER, S., *Human resource management in the hospitality industry - A guide to best practice*, Ninth Edition, Routledge, Abingdon, 2013, p. 19.

<sup>24</sup> MASLOW, A.H., *Toward a Psychology of Being*, 1999. In: SACHAU, D., Work Motivation, *Salem Press Encyclopedia of Health*, February 2015, p.4 Internet, consulted 20<sup>th</sup> February 2016.

<sup>25</sup> SACHAU, D., Work Motivation, *Salem Press Encyclopedia of Health*, February 2015, p.4 Internet, consulted 20<sup>th</sup> February 2016.

In Maslow's theory also arises the distinction between intrinsic and extrinsic motivation, which is crucial to understanding what drives employees. Extrinsic motivation can be regarded as desirable results from work that are not the work itself; in Maslow's theory, the physiological, safety and social needs. Intrinsic motivation can then be seen as satisfaction in practising the work itself, or in the needs model the esteem and self-actualisation needs<sup>26</sup>. Both must be investigated to be able to determine the motivation of employees.

## 1.2 Other human resource terms related to motivation

When reviewing the literature on employee motivation, other terms often emerge as complements to motivation. It is important to provide a clear distinction between motivation and each of these other terms to avoid confusion, but it is equally important to determine their exact relationship with motivation as they can indeed be complements in the search for an ideal employee for a specific company.

A first term that is vitally important is employee engagement. Luis Velasquez, PhD and expert in employee engagement and organisational changes, clearly makes a difference between employee motivation and employee engagement, noting that one can perfectly exist without the other; he claims that motivated and satisfied employees can be good performers, but that this does not necessarily make them engaged. He argues that engagement measures both affiliation, or the connection that the employee has with the company and effort, or the willingness to go above and beyond what is required for the company. He distinguishes this from motivation, saying that motivation is more personal than company related. He also differentiates it from employee satisfaction, which he relates to an employee's happiness at work<sup>27</sup>.

Employee involvement may be closely linked to engagement. It is defined by Heathfield as *"creating an environment in which people have an impact on decisions and actions that affect their jobs."*<sup>28</sup> She continues by saying that it is more of a leadership style that enables employees to contribute to the success of the company. Employee involvement appears to be linked more to the company than to the individual<sup>29</sup>. Engagement and involvement may thus come down to the same thing; ensuring that the employee is involved in actions that can make a difference.

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<sup>26</sup> MASLOW, A.H., *Toward a Psychology of Being*, 1999. In: SACHAU, D., *Work Motivation*, Salem Press Encyclopedia of Health, February 2015, p.4 Internet, consulted 20th February 2016.

<sup>27</sup> VELASQUEZ, L., *Employee Engagement vs Satisfaction vs Motivation*, LinkedIn, 25th June 2014, Internet, consulted 27th February 2016.

<sup>28</sup> HEATHFIELD, S.M., *Employee Involvement - Definition and Examples of How to Involve Employees*, About.com, Human Resources, 11th March 2015, Internet, consulted 20th February 2016.

<sup>29</sup> VELASQUEZ, L., *Employee Engagement vs Satisfaction vs Motivation*, LinkedIn, 25th June 2014, Internet, consulted 27th February 2016. and HEATHFIELD, S.M., *Employee Satisfaction*, About.com, Human Resources, 3rd January 2016, Internet, consulted 20th February 2016.

A third term that is often used in the same context as employee motivation is employee satisfaction. It is “used to describe whether employees are happy and contented and fulfilling their desires and needs at work”<sup>30</sup>, as Heathfield notes. Also Velasquez mentions that satisfaction deals with happiness, but stresses that it is not the same as engagement<sup>31</sup>. Heathfield agrees that happy employees are, in general, good for the company but that it does not necessarily inspire great efforts from those employees<sup>32</sup>.

### 1.3 Environmental knowledge, awareness & concern

In this study it is necessary to look at motivation from a human resources point of view. Above has been explained that motivation can be influenced by several factors. In this part of the literature will be explained some crucial factors for influencing specifically green motivation. Obvious questions when considering green motivation may concern the awareness and knowledge of the employee about green practices both at work and at home and whether or not they actually care about the environment. Chan et al studied the effects of these green triggers on employees’ intentions to implement green practices in hotels<sup>33</sup>. Their research offers some useful help in defining these apparently key concepts in green behaviour amongst employees.

Although they briefly describe previous studies concerning the effects of environmental knowledge, they do not, however, provide a useful definition of environmental knowledge that can be used in this paper. Based on their information as well as the entry on knowledge in the Oxford Dictionary<sup>34</sup>, a definition of environmental knowledge suitable for this paper can be assumed to be the general information, facts and skills gathered by an individual concerning the environment and the possibility of change in that environment through either experience or education. It implies that an individual grasps the concept of the environment and knows about the ways in which it can be impacted.

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<sup>30</sup> HEATHFIELD, S.M., *Employee Satisfaction*, About.com, Human Resources, 3<sup>rd</sup> January 2016, Internet, consulted 20<sup>th</sup> February 2016.

<sup>31</sup> VELASQUEZ, L., *Employee Engagement vs Satisfaction vs Motivation*, LinkedIn, 25<sup>th</sup> June 2014, Internet, consulted 27<sup>th</sup> February 2016.

<sup>32</sup> HEATHFIELD, S.M., *Employee Satisfaction*, About.com, Human Resources, 3<sup>rd</sup> January 2016, Internet, consulted 20<sup>th</sup> February 2016.

<sup>33</sup> CHAN, E.S.W., HON, A.H.Y., CHAN, W., OKUMUS, F., What drives employees’ intentions to implement green practices in hotels? The role of knowledge, awareness, concern and ecological behaviour, *International Journal of Hospitality Management*, Volume 40, July 2014, p. 20-28, Internet, consulted 21<sup>th</sup> November 2015.

<sup>34</sup> SOANES, C., HAWKER, S., ELLIOTT, J., *Paperback Oxford ENGLISH Dictionary*, entry: knowledge, Sixth edition, Oxford University Press, Oxford, 2005.

Environmental awareness, then, is very closely related to this knowledge<sup>35</sup>. For this trigger factor, Chan et al do provide a definition, in citing Kollmuss and Agyeman, who defined environmental awareness as “*knowing of the impact of human behaviour on the environment*”<sup>36</sup>. This implies that the individual is conscious of the role they themselves and the human race in general, can play in the changes occurring in the environment. As these two items are so strongly connected, it can be assumed that constant interaction between them exists, and that one cannot exist without the other.

Both can then be seen as prerequisites for environmental concern. Environmental concern as used by Chan et al<sup>37</sup> is based on the definitions of Gill et al: “*a general or global attitude associated with an individual’s behavioural intentions*”<sup>38</sup> and Zimmer et al: “*a general concept that can refer to feelings about many different green issues*”<sup>39</sup>. In other words, environmental concern shows how much of the knowledge and awareness has an impact on what the individual thinks and feels (and consequently may consider to do) about their impact on the environment. Although environmental knowledge and awareness are necessary to be able to express environmental concern, they do not automatically lead to it. The possibility exists that an employee who is both knowledgeable and aware of his possible impact on the environment would not necessary express any concern for it.

These three triggers as described by Chan et al are proven to have an impact on intentions of employee behaviour, although, if there is no concern created, actions may still be intended because of a certain feeling of guilt following from the knowledge and awareness, which can be taken to be a form of motivation also. Therefore it can be assumed that it is still very important to make the employees knowledgeable and take actions to raise awareness in order to achieve maximum motivation of the employees which will in turn lead to more actions taken.

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<sup>35</sup> CHAN, E.S.W., HON, A.H.Y., CHAN, W., OKUMUS, F., What drives employees’ intentions to implement green practices in hotels? The role of knowledge, awareness, concern and ecological behaviour, *International Journal of Hospitality Management*, Volume 40, July 2014, p. 20-28, Internet, consulted 21<sup>th</sup> November 2015.

<sup>36</sup> KOLLMUSS, A., AGYEMAN, J., *Mind the gap: why do people act environmentally and what are the barriers to pro-environmental behaviour?*, 2002. In: CHAN, E.S.W., HON, A.H.Y., CHAN, W., OKUMUS, F., What drives employees’ intentions to implement green practices in hotels? The role of knowledge, awareness, concern and ecological behaviour, *International Journal of Hospitality Management*, Volume 40, July 2014, p. 22.

<sup>37</sup> CHAN, E.S.W., HON, A.H.Y., CHAN, W., OKUMUS, F., What drives employees’ intentions to implement green practices in hotels? The role of knowledge, awareness, concern and ecological behaviour, *International Journal of Hospitality Management*, Volume 40, July 2014, p. 20-28, Internet, consulted 21<sup>th</sup> November 2015.

<sup>38</sup> GILL, J.D., CROSBY, L.A., TAYLOR, J.R., *Ecological concern, attitudes, and social norms in voting behaviour*, 1986. In: CHAN, E.S.W., HON, A.H.Y., CHAN, W., OKUMUS, F., What drives employees’ intentions to implement green practices in hotels? The role of knowledge, awareness, concern and ecological behaviour, *International Journal of Hospitality Management*, Volume 40, July 2014, p. 22.

<sup>39</sup> ZIMMER, M.R., STAFFORD, T.F., STAFFORD, M.R., *Green issues: dimensions of environmental concern*, 1994. In: CHAN, E.S.W., HON, A.H.Y., CHAN, W., OKUMUS, F., What drives employees’ intentions to implement green practices in hotels? The role of knowledge, awareness, concern and ecological behaviour, *International Journal of Hospitality Management*, Volume 40, July 2014, p. 22.

## 1.4 Motivation applied to green intentions and behaviour

Ramus and Killmer observe in their study *“Corporate greening through prosocial extrarole behaviours – a conceptual framework for employee motivation”* that some might believe that *“most traditional motivation theories are not readily applicable to weak situations”*<sup>40</sup>. A weak situation is defined in the research of Ramus and Killmer as a motivational situation in which no clear objectives and goals are set. This is often the case with green initiatives as they almost always consist of strictly voluntary behaviour<sup>41</sup>. This study will however follow Ramus and Killmer’s belief that theories such as the expectancy theory can easily be adapted to suit green thinking and intentions. They argue that these theories in fact do take into account the motivational drivers that are vital to understanding green motivation in employees. For this study it will be assumed that the theories as discussed above can be adopted for green motivation as readily as for work motivation.

As already mentioned, both the needs model and the expectancy theory are complements to each other. When combined they can help to establish a holistic picture of the motivation of individuals, and consequently both can be used in this case study to determine what makes up the green motivation of the employees of Park Inn by Radisson Leuven.

## 1.5 Earlier work on the impact of hotels’ green programmes on employees

The works of both Chan and Hawkins<sup>42</sup> and Ramus and Killmer<sup>43</sup> were mentioned earlier as valuable sources of information for this study. In this regard, some of their most important research on this topic will be briefly explained below, as it forms the basis for the research conducted for this paper.

Chan and Hawkins’ study on *“Attitude towards EMSs in an international hotel: an exploratory case study”*<sup>44</sup> deals with the impact of EMS (environmental management systems) on the employees of a hotel. They assume that employees are key to the success of an EMS and that having an EMS in place will increase employee satisfaction, although they also mention a possible negative effect due to additional workload. In their research, they focussed on a large Chinese hotel that has a reputation for environmental concern, and they strived to gain responses from each level of employees in the company.

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<sup>40</sup> RAMUS, C.A., KILLMER, A.B.C., Corporate greening Through Prosocial Extrarole Behaviours – A Conceptual Framework for Employee Motivation, *Business Strategy and the Environment*, Volume 16, December 2007, p. 555, Internet, consulted 21<sup>st</sup> November 2015.

<sup>41</sup> RAMUS, C.A., KILLMER, A.B.C., Corporate greening Through Prosocial Extrarole Behaviours – A Conceptual Framework for Employee Motivation, *Business Strategy and the Environment*, Volume 16, December 2007, p. 554-570, Internet, consulted 21<sup>st</sup> November 2015.

<sup>42</sup> CHAN, E.S.W., HAWKINS, R., Attitude towards EMSs in an international hotel: An exploratory case study, *International Journal of Hospitality Management*, Volume 29, December 2010, p. 641-651, Internet, consulted 21<sup>st</sup> November 2015.

<sup>43</sup> RAMUS, C.A., KILLMER, A.B.C., Corporate greening Through Prosocial Extrarole Behaviours – A Conceptual Framework for Employee Motivation, *Business Strategy and the Environment*, Volume 16, December 2007, p. 554-570, Internet, consulted 21<sup>st</sup> November 2015.

<sup>44</sup> CHAN, E.S.W., HAWKINS, R., Attitude towards EMSs in an international hotel: An exploratory case study, *International Journal of Hospitality Management*, Volume 29, December 2010, p. 641-651, Internet, consulted 21<sup>st</sup> November 2015.

Their findings suggest that communication of a company's intentions is vital to motivation of employees, as they would like to see their own values reflected in those of their company. The employees were concerned about the meaningfulness of the EMS and were reluctant to change if they thought the company developed an EMS for financial gain or enhanced company image.

In their study, Chan and Hawkins also found that training and involvement in for example a green committee were important factors influencing green motivation of the employees. Whether this should be implemented top-down or bottom-up varies, according to Chan and Hawkins, with each culture. But either way, it was clear that more involvement had positive influence on the motivation of the employees.

Another important factor of their research concerned the resources attributed to employees for displaying green behaviour. The study shows that support from the management in both time and tangible resources can have a positive effect on the employees' motivation for green practices. Another remarkable finding was that most employees did not mind the additional workload as they thought the EMS meaningful to their jobs, contrary to the original assumption of Chan and Hawkins.

Their study concludes that training and consistent communication of the green initiatives of a company are crucial in getting employees motivated for the EMS and that the prospect of better working conditions, contribution to society and recognition made the employees proud to do their share in the green programme of the hotel.

The research of Ramus and Killmer on *"Corporate greening through prosocial extrarole behaviours – a conceptual framework for employee motivation"*<sup>45</sup> provided insight in the *"dominant factors that motivate employees to engage in ecoinitiatives"*<sup>46</sup>. They proposed that green behaviour is prosocial behaviour, *"that a member of the organization performs them with the intent to promote the welfare of the individual, group or organization toward which they are directed"*<sup>47</sup> and that this kind of behaviour typically creates value for the employee. They also note that this type of behaviour is considered extra role and as such competes directly with an employee's in role tasks for both time and attention.

Ramus and Killmer propose four drivers that determine an employee's motivation: supervisory support, social norms, personal disposition and self-efficacy. These drivers are applied by Ramus and Killmer to Vroom's expectancy theory and other theories, developing a rather mathematical framework for corporate greening. Their intention is to *"enable interested organizations to effectively motivate their employees to engage in ecoinitiatives"*<sup>48</sup>. It helps the organisations to recognize the personal views, desired outcomes and need for support of the employees to achieve an effective green motivation.

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<sup>45</sup> RAMUS, C.A., KILLMER, A.B.C., Corporate greening Through Prosocial Extrarole Behaviours – A Conceptual Framework for Employee Motivation, *Business Strategy and the Environment*, Volume 16, December 2007, p. 554-570, Internet, consulted 21<sup>st</sup> November 2015.

<sup>46</sup> Idem 45

<sup>47</sup> Idem 45

<sup>48</sup> Idem 45

## 2. Methodology

In examining the literature, several key issues for the execution of this study become clear. It is important to reveal which factors motivate employees for being green. These factors appear to be very individual, so as much data as possible should be gathered to have maximum information on the different factors that influence motivation. It can be assumed that motivation for being green at work could be different from environmental motivation at home; consequently, this study will enquire after both to try and find common ground to be able to motivate employees better.

The research that will be conducted for this paper will necessarily be qualitative. A first reason for this is that there is a relatively small number of employees at the Park Inn by Radisson Leuven, making it easier to conduct a more qualitative study rather than a quantitative one. A second reason is that motivation is hard to measure in absolute figures, as it is so very individualistic.

This hotel is considered ideal for research into this subject as it has two Green Key labels and has a strong responsible business programme. It is part of an international hotel group that sets much store by environmentally friendly and social initiatives and the group has expressed its wishes to have all its hotels worldwide ecologically labelled by this year.

Data will be gathered through a questionnaire put to all fixed employees of the Park Inn by Radisson Leuven, so that all levels and types of employees are represented in the study. This questionnaire will consist of three parts. In the first part the employee will be asked to complete some personal information. As this is in a different format to the rest of the questionnaire, the employee may not link it explicitly to the study, but this information may prove to be valuable in unveiling personal factors that may influence green motivation. The rest of the questionnaire will consist of open questions, most proposing a hypothesis and asking for an explanation. Opting for an open question format was done to encourage employees to be more personal and generate more qualitative answers.

Eight questions will be asked on green intentions and behaviour at work and eight on green intentions and behaviour at home. Enquiring after both will help in uncovering ideas and motives for green programmes that may otherwise have gone unnoticed. The employees will be asked to always motivate their answers, be they positive or negative. The questions will enquire after behaviour as well as ideas and beliefs to cover all green ground. In the questionnaire will also be provided some questions regarding the present measures taken by the hotel to determine their current knowledge of what the hotel offers.

The purpose of the questionnaire will be briefly explained to the employees, but they will not know the exact details of the research. Confidentiality will be guaranteed to allow for a more personal response. At the end of the questionnaire, the employees also have an opportunity to provide feedback on anything concerning the topic of the questionnaire.

For privacy purposes, every respondent's name has been replaced with a unique number. For analytical purposes, every level of employees was also attributed a letter, the letter A for upper management, letter B for midscale employees (lower management and mental work) and finally letter C for labourers.

The questions will be analysed following the two parts of which the questionnaire was constructed. First all answers concerning ecology at work will be reviewed and secondly the responses relating to ecology at home will be presented. The responses to the questionnaires will be analysed thoroughly to obtain qualitative information. All relevant documents to green programmes as available in the hotel will also be reviewed. The aim of this study is to achieve an in-depth understanding of how this particular set of employees may be motivated more for the green practices of the Park Inn by Radisson Leuven.

From this study and previous research, it will be expected that several different motivators will arise for ecological initiatives at work. Furthermore, from these results will be suggested improvements for the management of the Park Inn by Radisson Leuven hotel to make sure that their employees enter into more green activities, increasingly embrace the green practices of the hotel and actively engage themselves in establishing a greener work environment.

### 3. Findings

Thirty-two questionnaires went out to the employees of Park Inn by Radisson Leuven, of these nineteen were returned. Of the women to whom the questionnaire was sent, over eighty percent answered, while only half of the men responded. It was also mainly A- and B-level employees who returned the questionnaires. No significant distinction arose between the number of responses from employees according to age or period of employment. It was however remarkable that only two of the members of the Responsible Business Team cared to return their questionnaires.

The degrees to which the employees took time and effort to complete the questionnaire varied greatly, as became clear when reading the responses. At the start of the questionnaire was asked to motivate all yes or no answers, but in many cases this was not done. This in itself could already be an indicator of how motivated they might be for participation in green initiatives, although a certain degree of disinterest in the project of a trainee should also be taken into account. This questionnaire formed the basis for a picture of the motivation of the employees of Park Inn by Radisson Leuven.

Before the actual questionnaire, the employees were asked to fill out several basic questions such as age, gender, nationality, number of children and years of service at Park Inn by Radisson Leuven. These were intended to be able to make some comparisons in analysing the results. However for most parameters no significant differences arose, possibly because of the small sample. In these preliminary questions was also asked for their means and distance of transport to work; this did prove to be significant as almost half of the employees came to work by car, even if, in three cases, they lived nearer than five kilometres from work. For long distances, over twenty kilometres, train proved the most used means of transport. Those who lived very close by, meaning less than 5 kilometres, mostly preferred to use the bike or bus or to walk, except of course the three mentioned earlier.

#### *Part 1 – Ecology at work*

In this part, the first question was seemingly a simple one; did the employee take part in any ecological activity organised by the company in the last year, and why did they do so? The answers however, showed that the question was not as easy as originally thought, because the employees all appeared to have a different opinion on what these activities were. The activities referred to in the questions were amongst others the annual tree planting and RB-meetings and RB-trainings. Although eleven people answered that they did, there were also two people who attended the tree planting and did not mention this in their answer. The first simply said no, while he was in fact present at the tree planting. The other merely listed some of the measures taken by the hotel, most probably to indicate that she performs daily activities concerning the environment, but she was present at the tree planting as well.

Although some of the participants mentioned in which activity they participated, most did not clarify the reason why they took part in the activities. Those who did gave very different reasons, ranging from supporting the organisers and responsibility as RB Coordinator to thinking it important to talk about the environment, personal interest and even teambuilding.

With those who did not attend the activities there were two distinct reasons; there were those who did not seem to find the time on one hand and on the other hand those who defended themselves as working on ecology or making an effort on daily basis.

The next few questions addressed the initiatives taken by the company at this moment. Most of the employees listed various measures that the company already takes. Most commonly named are the use of rain water for the toilets, the use of recycled paper and the reduction of water and electricity usage. Only two employees refer to the option for guests to not have towels washed, only one mentions the green cards and just two refer to the fact that Park Inn by Radisson Leuven has obtained the Green Key label.

Some of the employees, especially those directly involved in this, mentioned the importance of the awareness that the company tries to generate through its actions. Some also mention the RB trainings and RB team, but it is a very small group who does so.

Most employees thought that they received sufficient information and feedback from Park Inn by Radisson Leuven on the measures that are taken, but some however would prefer more facts, practical information or training on how to be more ecological and how to combine it effectively with their job without it affecting their job too much.

Many appreciate the effort the company makes as well as the fact that Park Inn by Radisson Leuven makes continuous efforts to improve upon their being environmentally friendly. Several employees also recognise that it is not easy for a hotel to make this kind of efforts due to the nature of the business.

On the topic of possible satisfaction from being green at work, most of the employees seemed to be positive. Twelve of the employees clearly stated that they were satisfied, albeit for different reasons. They were either satisfied for personal reasons, happy to see results from their efforts or satisfied because being greener enhanced business and the image of the company.

With those who did not feel particularly satisfied, there were some who considered it just common sense to behave ecologically or to at least being made to think about it at work. Some of them agreed that they were happy that the company tried and took responsibility. One remarkable answer however stated that being ecological was not the main concern of the hotel and therefore he was not particularly satisfied with it. He seemed to get more satisfaction from being able to provide the guest with quality rather than ecology.

The following question implied a specific action from the employees, as they were asked whether or not they recommended the green practices of the hotel to their guests. In the hospitality sector contact with the guest is unavoidable and thus may be an important indicator of how motivated employees actually are to be environmentally friendly.

Nine of the nineteen employees clearly indicated that they did through a 'yes' in their answer. On top of this there were two that answered 'sometimes' and some others who were more vague still. Significantly, only one employee clearly stated that she did this out of pride for the company's efforts to be ecological.

Most of the employees, whether they themselves recommend it or not, mention that it is good for the company to do this, that it is good for business, for the image of the company and because more and more guests are aware of the environmental implications.

It is also telling that five of the employees mentioned that they did not recommend it themselves as the ecological practices of the company were displayed throughout the hotel already.

The last question in the part on ecology at work may well prove to be one of the most significant. Only one of the employees, and unfortunately the responses from this employee are a bit dubious as he only answers yes/no and completed the questionnaire incredibly fast, indicated that he had considered the ecological reputation of their company in their choice of employer. All others did not think of this when they were looking for a job. Two of the employees however had a more positive response to this question; one mentioning that should he ever change work he would indeed pay attention to the company's reputation, the other stating that she would try to convince her employer to behave in a more responsible way.

## ***Part 2 – Ecology at home***

The second part of the questionnaire dealt with the employees' motivation and behaviour concerning the environment at home.

In the first two questions, the employees were asked for what they considered to be the advantages and the disadvantages to being more ecological. Most employees considered generating less waste and being able to save on money, water and energy the most important advantages to being green. Some also thought that care for the planet was the greatest advantage and some also considered it healthier and good for the future of their children.

As for the disadvantages, the employees seemed likewise to have differentiating opinions. Common disadvantages turned out to be the investments both in money, time and effort, but also a diminished feeling of comfort and freedom were amongst the disadvantages listed by the employees.

One question amongst those concerning ecology at home included a form of self-assessment; it inquired whether the employees considered themselves as being ecologically involved. Some of these answers were quite surprising when compared to the other answers the employees gave in the questionnaire. A few of the employees who made much effort to be more ecological indicated nevertheless that they did not think themselves involved, while some who make little effort did think themselves involved. Nuances were made by some that they thought themselves involved to some extent, meaning that they did not go to the extreme but did make some efforts or that they just thought it common sense or proper upbringing to behave ecologically. Contrasted feelings arose as some added that it would be useful if everyone contributed whilst others seemed to think that their small contribution would not make a difference.

When asked about the effect of the efforts of the employee on future generations only two people did not think their efforts (or lack of efforts) would have an impact on the next generation. Most of the employees agreed that it is important to educate their children about having to take care of the planet. Some also seemed to realise that their efforts would ensure their children have better lives. Although they thought that their efforts could make a difference, some were very careful in voicing their opinion, stating that to make a big impact you should 'start somewhere' and 'set a good example' and that 'every little bit they do might help', although they believe there is still a long way ahead.

Several of the questions in the part of the questionnaire focussing on ecology at home addressed different aspects of concrete actions the employees took to be more ecological at home. A first question concerned the measures they took in general, later ones asked more specifically about saving on water and electricity and considering the ecological element when using transport, on holiday and while shopping.

Most of the employees took some measures to be more ecological, though often not out of concern for the environment as much as for being able to save money. Some however admitted that they made very little to no effort at all.

Most common measures taken were changing to energy saving lighting and turning off devices completely, using rain water, doing full loads of washing only, sorting their waste and bringing their own bags when shopping. A significant part also mention that they try to use public transport or their bike more often and looked to buy more local or seasonal produce.

The truly significant one in this set of questions was the one concerning the green element on holiday. Almost none of the employees considered the ecological element when going on holiday, either not answering this part of the questionnaire and some even clearly stating that they did not want to compromise on holidays or even behaved less ecological on holiday. A small part of the employees did consider holidays close by, walking or cycling, or relying on public transport and walking once they reached their destination.

The final question in the part on ecology at home was about government regulations on ecology. When they were asked about what they thought of the ecological measures imposed by the government, most answered that these were good or that they at least thought it good that they tried. Nevertheless, two admitted that they really were not up-to-date with the rules and expectations of the government.

Many employees added that, although they believed the intentions to be good, the measurements the government wanted to impose were not always followed through, that they were too complicated or difficult to comply with and that they asked rather a lot of investments of the citizens. One believed that the government sometimes exaggerated in their measures whilst another thought they did not do enough. Two voiced their opinion that the government was too late in imposing these measures.

The employees also indicated that the government would do good to follow its own advice and that they should support their citizens more in trying to achieve a lasting change. One of the employees even saw a bigger problem: he stated that the ideas of the government may be good, but that we live in a consumption society which makes it hard to behave more ecological.

At the end of the questionnaire, the possibility was given to all employees to write some suggestions or feedback for the company. About a third of them made one or more suggestions in this field. Some also said they did not have suggestions at the moment, but did not come with any suggestions when asked later either. One voiced feedback, saying that the hotel is always trying to become greener while the Responsible Business Coordinator indicated in this field that he was interested in the results of this study so he could act upon it.

#### 4. Discussion

These findings will be contrasted with the theories and findings from previous research in the literature review. In this part, the findings as presented above will also be reviewed for possible trends and generalisations.

The basic definition of employee motivation involved that it was a psychological, internal process but with influencing factors that might both be internal and external. From this study it can be deduced that most employees of the Park Inn by Radisson Leuven are indeed influenced by both types of factors. The most common external factor was the possibility the employees saw to make savings, while the most important internal factors seemed to be a genuine personal interest in preserving the planet for the future and the personal satisfaction they got from making the effort.

When the expectancy theory is applied to the responses of the employees, it is clear that the theory is indeed relevant for this kind of study, as Ramus and Killmer also assumed. From the responses, it becomes clear that the employees do consider all three components from Vroom's theory. Expectancy, or the belief of the employees that they can achieve something becomes very clear, both in the positive and the negative responses. Some employees believe that they can make a difference in being greener, while others do not consider their efforts enough to make a significant impact. Instrumentality was also considered and most often this was thought of in terms of time, money and space needed. The third component, valence, or the value that the employees attributed to the outcome differed greatly. Most employees seemed to value most the extrinsic factors such as their ability to make savings and the future of their children. Many however also indicated intrinsic motivating factors such as satisfaction and some even expressed feelings of guilt, which might be considered a type of motivation as well. Although many different factors were indicated, the hotel could work on the also present broad common ground.

Looking purely at the amount of responses received out of the total responses that were sent, Maslow's theory of needs can be exemplified. Most of the employees who answered were higher level, whereas only very few of the basic level employees responded. This seems to indicate that the higher level employees are in casu more concerned with the environment, as they found the time to reply to a study examining this subject. The basic level employees might then still be more concerned with lower level needs such as safety and security and social needs. However, some of the employees also indicated that participating in environmental activities helps them to fulfil social needs, as they mentioned support to the organisers and opportunities for team building.

One response to the questionnaire was particularly significant when concerning Maslow's theory of needs, especially as an overwhelming majority of the employees had the same answer to the question whether they had considered the ecological reputation of their company when choosing an employer. As they did not consider this, it is clear that environmental concerns are higher up in the hierarchy of Maslow, and that more basic ones are considered when looking for a job. This also indicates that the awareness of the employees of the need for more environmentally friendly behaviour is not apparent.

Another remarkable result from the questionnaire was that it was expected that younger employees might be more inclined to being green than older ones. The results however show that it is exactly the other way around. This can be explained by Maslow's theory of needs if it is assumed that younger employees are still lower on the hierarchical ladder, trying to fulfil more basic needs, while the older have already fulfilled these and are now trying to fulfil the higher needs. A second way of thinking might be that older people might be more concerned about the future of their children, but this was not apparent from the results of this study.

As was mentioned in the literature review, there is much terminology closely related to employee motivation. The role of satisfaction as an intrinsic factor that might contribute to the motivation of employees was key. As was apparent from the results, many of the employees of Park Inn by Radisson Leuven are already to some degree satisfied when acting green. However, only few of them actually showed true engagement. Just one employee explicitly mentioned her pride in being part of a company that takes its environmental responsibility. A few more took some steps in the right direction by actively trying to recommend the green practices of the hotel and many got involved in one of the activities that was organised by Park Inn by Radisson Leuven. The link to employee involvement was also already made in the above discussion, as it became clear that not all employees believed in the actual impact they were making in displaying ecological behaviour.

Research of Chan et al mentioned in the literature review highlights the importance of knowledge, awareness and concern in the process of motivating employees to be greener. This study partly confirms the propositions of Chan et al in that many of the employees who seemed to be motivated were also most knowledgeable of the environmental practices of the hotel. However, it is not so that all employees who were sufficiently knowledgeable displayed motivation. Some of the less motivated employees indicated that they would prefer to receive more information on being ecological, which might then improve their motivation. The key players for the environmental policy at the Park Inn by Radisson Leuven themselves raised the issue of awareness and confirmed that it is most important in trying to get the employees motivated. Most of the employees that were motivated also displayed awareness, in mentioning that the future of their children has to be safeguarded. The importance of knowledge, awareness and concern is also corroborated by the responses of the employees to the question about their opinion on government regulations, where less motivated employees did not seem so knowledgeable on the government regulations.

Ramus and Killmer's concept of green initiatives as extra-role pro-social behaviours was confirmed by this study. The extra-role element was clearly stated in the policy of the hotel that joining the RB-team and activities is on a voluntary base and is not rewarded by Park Inn by Radisson Leuven or the hotel group. The pro-social element is visible through the efforts of employees to complying with the norms set by the hotel group and by them trying to create value for the guests in offering an environmentally friendly place to stay. The employees also display this pro-social behaviour in promoting welfare, both for themselves and for their company as they mention improved business and company image.

All four motivational drivers for extra-role behaviours such as green initiatives were represented in this study. Supervisory support seemed abundant, as almost all employees perceived that they got sufficient feedback and information from their superiors. When it came to resources however, some perceived that the support was lacking in that they did not have time or that it interfered with their jobs too much. Many of the employees also referred to their common sense and education on trying to be more ecological. As well as displaying their knowledge, awareness and concern, in this way they also refer to the social norms with which they are complying. The third motivational driver, which is personal disposition, was much less apparent. Only a handful of employees seemed to have a solid personal belief concerning ecological issues. The final motivational driver of self-efficacy was clearly represented and this both positively and negatively. It is closely linked to the expectancy component of Vroom's theory and was earlier already mentioned in this discussion. It was remarkable that although the attitude of Park Inn by Radisson Leuven is 'Yes I Can', none of the employees explicitly referred to this attitude concerning the ecological practices of their hotel. They did however ask for more advice on how to be green, indicating that there is room for competence building.

Chan and Hawkins in their research underline the importance of communication in the process of getting employees involved in the green practices of a hotel. In the study conducted here, this importance of clear communication is certainly confirmed. The employees of Park Inn by Radisson Leuven in general perceive that they get enough information and feedback on the initiatives the hotel takes, and most succeed also in enumerating the actual measures taken by their company. However, from this study it also became apparent that communication might still be improved, especially for new employees and lower level employees. From the ecology at home part of the questionnaire, it became very clear that not only professionally, but also in their private lives, the employees valued information. They believed that the government should communicate better and that often the measures imposed are confusing. It then becomes clear that communication plays a vital part in motivating people – employees – to take part in the ecological measures that are necessary to preserve our planet.

The research of Chan and Hawkins also puts emphasis on the resources available to the employees to get them motivated for ecological initiatives. This study corroborated evidence that resources in the form of support from superiors is important. It was also apparent that the employees of Park Inn by Radisson Leuven found that they got sufficient support. Another element of resources, time, however seemed less readily available. For daily practices this was less the case, as most employees found that being more ecological did not affect them immediately, but for extra activities many found that they did not have sufficient time to participate. This is a major issue, as Chan and Hawkins also highlighted that participation in a green team is beneficial for the motivation of employees. As became clear from this study, many employees think that they do not have sufficient time to spare for this. Also significant on this front is that only two of the members of the RB-team actually completed the questionnaire. The others either did not find the time or did not really care about returning this questionnaire which might help Park Inn by Radisson Leuven to improve upon their Responsible Business.

One finding of Chan and Hawkins was not confirmed by this study; the one about the feelings of employees towards the reasons of the hotel for being environmentally friendly. In their research, they found that employees were less motivated for being green when they perceived that the company took ecological measures for financial gain or for the image of the company. In this study however, many employees thought it very positive that the company took measures for financial benefits or image improvement. This might be explained, as Chan and Hawkins themselves already mentioned, by a difference in culture. Their study was conducted in Asia, which is very different from this study conducted in a hotel in Western Europe.

## 5. Conclusion

From this study of employee motivation for green practices at Park Inn by Radisson Leuven it became apparent that the hotel is doing well in behaving responsibly towards the environment, as of course it is expected to do by public opinion. The hotel has an extensive Responsible Business policy and boasts two Green Key labels.

This study set out to assess the level of motivation with the employees of Park Inn by Radisson Leuven in order to provide the hotel with advice on how to heighten their employees' motivation. In analysing the responses of the employees to a whole range of questions, it became clear that the levels of motivation of employees greatly differ. Although many know the basics of the green practices, only very few can be considered truly engaged and even less are at this moment showing involvement in the environmental practices of the hotel.

This study focussed on the factors influencing motivation of the employees both at work and at home to get a larger picture of what drivers there are for the motivation of the employees. Key features that influenced the motivation of the employees of Park Inn by Radisson Leuven turned out to be the possibility of making a significant amount of savings, both at work and at home. Furthermore, they seemed to care about the future of their children most and relished the opportunities that green practices provided for team building. These findings corroborated previous research that found motivation can be influenced by both internal and external factors, and that it is a highly individual process. Unlike other research however, the employees of Park Inn by Radisson Leuven did not at all mind that the company is being green to induce cost savings or improve image, rather they thought it important and it could be seen as a motivator as well amongst the staff.

Earlier research also indicated several factors that contribute to a higher motivation in employees and most of these factors were also seen to have an influence on motivation in this study. Up-to-date information and communication of the green intentions and initiatives of the hotel was considered very important by the employees, and was found to be lacking sometimes. Supervisory support, another crucial factor to improve motivation, was however very present at Park Inn by Radisson Leuven. Although many were aware of social norms and would comply with them, only few employees seemed to possess the personal disposition towards green practices that can really make a difference.

From this case study it can be concluded that within this particular hotel, more attention should be given to informing new employees and providing real, practical tips and facts. To get the employees motivated, it would in this case do well to work on the common sense on one hand, and the pride of the employees on the other to ensure better cooperation. As team building was valued highly in this hotel, it is important to identify the most enthusiastic employees for green initiatives and get them involved, so they will carry out and inspire the other employees.

## 6. Advice for Park Inn by Radisson Leuven

In the following section advice will be given to Park Inn by Radisson Leuven on how they might improve their employees' motivation for the many ecological initiatives that they already take. With this they also might improve upon the actual participation and perhaps even the satisfaction of the employees. The advice is based upon the results from the study reported above.

For this study the employees of Park Inn by Radisson Leuven were given the possibility of providing feedback and making suggestions on the ecological practices of their company at this moment. Although not everyone did so, several suggestions were voiced. These will be presented below and additional advice will be given on how these issues raised by the employees can be addressed by Park Inn by Radisson Leuven. That this takes up such a large part in this advice is because it is vital for a company to listen to the suggestions of its employees in trying to obtain more motivation and participation for these kinds of practices.

Some of the suggestions that were provided are in fact projects that are already being considered by Park Inn by Radisson Leuven. That the employees mention these is not out of unawareness of the ongoing projects, but to show to the company that they support these projects and would really like to see them become reality. The projects mentioned were the grey water recuperation system, the bottling system and the installation of LED lighting.

Concerning electricity, a first suggestion was to close the floors more often in quiet periods. Although this is already done at times, my advice would be to assign rooms to the guests as much as possible on the same floors, making it easier to close entire floors.

A second suggestion on electricity and water usage was directed more towards new hotels; it proposed to install more meters to follow up closely on consumption. Although it is not that easy to implement in an existing hotel building, it might be useful to gain more knowledge in order to control the use and possible waste of energy and water. For existing hotels such as Park Inn by Radisson Leuven a possible solution would be to change or add meters when routine checks or reparations are being done. In this way both the level of hindrance and cost can be minimized. It should be noted that when the meters are added the work is not done, but is only just beginning. The information from these meters should be analysed regularly in order to determine working points for improvement.

A more playful suggestion was that employees could be equipped with electric cars, but there might be some truth in this suggestion after all. If the current company cars could be replaced with electric cars in the future, this could make a significant difference. The cars could be charged at work with solar panels installed for this purpose. It would also be beneficial to the presentation of Park Inn by Radisson Leuven as an environmentally responsible hotel. This would however be a significant investment, and technology might have to develop further in order for this to be implemented, but it should surely be attempted in the future to develop a sustainable environment.

On the minds of several of the employees seemed to be the waste of food at Park Inn by Radisson Leuven. Although currently some measures are already taken, there is still a significant amount of food wasted and this seems a very sensitive point to the employees.

They suggest to be more creative with food leftovers in order to reduce the waste. Advice on this front includes getting the kitchen team together to have regular creative brainstorming sessions on how to (re)use the leftovers from breakfast. There are already some excellent examples such as the “boddings” made from leftover breakfast croissants, but still more can be done. Encouraging all the team, and possibly also other employees, to come up with innovative recipes and as a way of teambuilding this can even be incorporated in a tasting session by the other employees before the new dishes are put to the guests. These initiatives all call upon the employees to make contributions and will force them to think about alternatives. They will be able to express themselves creatively and might enjoy the challenges being set to them, which might prove vital to getting them on board.

Another measure that can be taken to reduce food spillage at Park Inn by Radisson Leuven is to regularly review the buffet and menu options to filter out the unpopular ones and to alter the sizes of individual portions. In the long term, the food and drinks department should also take into account a more drastic change in how they think about food. As much as possible, biological, local and seasonal alternatives should be chosen for the menu, all fish should be from sustainable fishing and the portions of meat should be reduced. Original full vegetarian meals should be available as well. These measures should not only apply to the guest menu, but to employee meals as well. The employees should be well-informed about these options, as some perceive being more ecological to be linked with being more healthy. When Park Inn by Radisson Leuven is seen to make these alterations on all fronts, the employees will be more likely to not only put up with them, but also to actively contribute to them.

The Rezidor Hotel Group encourages its hotels to work with ethically responsible suppliers, but several employees suggested more cooperation with different external companies, such as local and biological suppliers for all kinds of products and working together with ecologically involved partners, events and organisations. If Park Inn by Radisson Leuven is already using these kinds of suppliers, better communication of this would be necessary as the employees do not seem to feel that the hotel already works sufficiently with this type of suppliers. For those suppliers that are not yet the most ethical, regular reviews should be made to be able to either consider changing supplier or put some pressure on the supplier to behave more ethically.

Other suggestions of the employees to further reduce the impact of the hotel on the environment included switching to ecologically produced linen, relying solely on soap dispensers and thus abandoning the small soaps and shampoos completely, putting sorting bins in the offices and further reducing the use of paper through the use of e-invoicing.

One suggestion that would take up some time and effort but might certainly be worth it was that of a vegetable patch on the roof that is already being used as green roof at the moment. Although this might not be an easy thing to do, Park Inn by Radisson Leuven should consider it as other hotels have already done this. There are several reasons that installing this garden might help to motivate the employees of the Park Inn by Radisson Leuven. The employee in question himself mentions them already. A first reason that he gives is that it would be cool for the hotel to be able to say that some vegetables or herbs are 'home grown'. He also states that some employees might even want to help maintain the garden before or after their shifts. This could indeed be a great way to get employees involved, and when they are involved, they will be proud to mention these efforts to the hotel guests as well. It would also provide a nice alternative for a little break for non-smokers, as they now do not have any place outside to let of some steam if needed. On top of this, it can be a form of team building if employees maintain the garden together.

Although many employees found they got enough feedback and information, it is rather important to note that several employees nevertheless suggested more training, practical information and facts on the ecological initiatives of the hotel. My advice would be to give more information, certainly to the new employees. This could be done firstly in the brand new welcome booklet that every employee receives. The information on Responsible Business in there at the moment is very limited, but it can be expanded to include some basic actions the new employees can perform to be more ecological. The entry in the booklet could also include a small explanation of the Responsible Business pillars of The Rezidor Hotel Group. An example of what the entry could look like is presented below.

### ***Responsible business***<sup>49</sup>

*The Rezidor Hotel Group attaches a lot of importance to Responsible Business. Every employee is expected to follow the Living Responsible Business training and to live RB on the work floor. We would like to ask you to comply with the basic measures we take here at Park Inn by Radisson Leuven to be more responsible, such as using recycled paper and recycling paper as much as we can. We also turn off the lights when we leave a room and turn off our computers completely at night and we sort our waste as much as possible in our offices.*

*The Rezidor Hotel Group has three pillars on which their Responsible Business programme relies. These are: think people, think planet and think together.*

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<sup>49</sup> THE REZIDOR HOTEL GROUP, *Responsible business, The 3 pillars of responsible business*, Internet, consulted 22<sup>nd</sup> March 2016.



*Think people focuses on the safety and well-being of guests and staff and tries to involve them in making our hotel a happy place to be. We let our employees realize their full potential and strive to offer fair trade products, environmentally friendly amenities and seasonal produce.*



*Think planet was designed to be able to lower energy and water consumption and to reduce the waste we generate. The focus lies not only on developing environmentally friendly technologies and practices, but in large part also works on awareness.*



*Think together promotes the hotels' links with their local communities as each year in September an RB Action Month is organised during which the hotels set up projects to support their local community.*

*We at Park Inn by Radisson Leuven have our own RB-team which you can join if you are interested in getting involved in the Responsible Business activities. Vincent Marteau, who is our RB Coordinator, is always happy to get any feedback, questions or remarks regarding our Responsible Business. Together we can start to make a difference to make our environment much more agreeable. If you have any ideas on Responsible Business, please let us know!*

As the employees mentioned, there is only one RB-training per year, but I would advise to organise several other, smaller, trainings per year specifically for new employees. As was pointed out in the study above, knowledge is a vital first step to be able to make the employees aware and instigate concern for the environment. If Park Inn by Radisson Leuven would offer more information on their ecological practices, the new employees will be more likely to participate. In line with common human resources practices, these trainings and information sessions should be kept brief and as interactive as possible.

For all employees it is important that they are kept up-to-date, as became clear from several of their suggestions. The advice here would be to regularly provide the employees with the latest facts and figures. This is already partly communicated through the RB-tree in the lobby, but it can be assumed that most employees do not pay a lot of attention to this medium. It is also hard to follow the entire presentation during work as it is read aloud. For the employees, the newsletter may be a more useful medium to make this information accessible. It would also be a good thing to communicate achieved goals concerning ecological practices in this newsletter. Another way of providing all facts, figures and goals to the employees is by using the new suggestion board.

In doing the research on the policies of Park Inn by Leuven, I asked several people to locate the official documents of the environmental practices of the hotel, but they could not readily answer where they were located. However, the RB Coordinator directed me towards the preparation files for the Green Key labels. These preparations for obtaining the labels are neatly documented and amongst them were found the environmental policy statement of the hotel and the action plan devised to obtain the Green Key labels. Unfortunately, these proved to be very limited and had not been updated since 2011. The environmental domestic code of the hotels was displayed on the notice board in the staff canteen. Again, this was a rather old version, all faded and tucked away in a corner.

Suggestions here would be to update the environmental policy statement and make it clearly visible for all employees. The action plan that was then established should also be accessible to all employees at all times. For this again, an update is in order first. For maximum impact, the action plan should be designed together with all employees (or at least with the RB- team) and it should be a work in progress. If all employees can consult the action plan, they might also become more involved and may even want to add their ideas<sup>50</sup>.

The recommendation would be to update the environmental policy statement and environmental domestic code and to communicate this to all employees. Although these are formal documents, an effort should be put in making them seem more attractive through appropriate and enthusiastic wording and clear facts, points and goals.

The at this moment rather limited action plan should be substituted by a new action plan for ecology, that could be drafted for various sub-categories such as water waste reduction, waste reduction, energy waste reduction, food waste reduction and transport. For each front there should be a clear timeline with end goals as well as milestones. For each of the fronts, the timeline should be hung out on the brand new suggestion board. To get more employees interested, it should be a simple and visual layout, so that it appeals to them. It is also important that this timeline is not regarded as static; it should be possible for all employees to suggest additions or modifications to the goals. In setting these clear and simple goals, employees are likely to be more motivated, especially when they have helped set the goals which they think are important. This plays on the individuals interests as well as on team-building and alignment with company goals.

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<sup>50</sup> VAN DE VELDE, R., *Duurzaamheid implementeren op de werkvloer*, lezing, Voka Management Assistant Day 2016, Ghent, 28<sup>th</sup> April 2016.

That Park Inn by Radisson Leuven has its own Responsible Business Coordinator is already an important step in the right direction. However, employee motivation may be increased by finding, in addition to the very committed RB Coordinator, a small but extremely enthusiastic team who could carry out the environmental message to both their colleagues and their guests. The advice to both the Coordinator and the team would be to continuously keep everyone informed. They should try to organise as many awareness activities as possible and make sure that no employee could ever forget about the environmental responsibility that the hotel is trying to take. As more information is available and as people see others who are so enthusiastic about it, they will eventually be persuaded to take part as well. To achieve this, and because attitude is a hard thing to change, in future hiring, some emphasis might be put on the candidates' attitudes towards green practices as well as their in-role competencies.

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## Annex

### Annex 1 – Questionnaire

Dear employee of Park Inn by Radisson Leuven

With regard to my graduation project I am researching the motivation of employees concerning ecology and the environment. This is why I want to ask you to take some time to answer these question. The questionnaire consists of 2 parts: the first one polls ecologic measures at work, the second part is about ecology at home.

I want to thank you in advance for your cooperation. You only have to fill out your name if you agree to the possibility that I will ask you some more information. Your answers will be treated strictly confidential. General findings will be communicated to the management, but names and individual opinions will be withheld.

All questions may be answered freely. I would like to ask you however, to always motivate your answers. If any questions arise during the completion of this questionnaire, you can always contact me on the HR phone number.

Name (optional):	Number of children:
Sexe: M/F	Years of service at Park Inn by Radisson Leuven:
Age:	Transport to work:
Nationality:	Distance to work:

#### Part 1 – Ecology at work

1. Have you taken part in any activities concerning ecology organised by your company during the last 12 months? Why (not)?
2. Which measures does your company take to make you/the company more ecological?
3. Do you receive sufficient information and feedback on how to be more ecological at work?
4. What do you think of the measures already taken by your company? (are they sufficient, the right ones, how do they affect you, ...)

5. What can your company do more to you make you (want to) work more ecological?

6. Do you get any satisfaction from being ecological at work? Why (not)?

7. Do you recommend the ecological practices of your company to the guest? Why (not)?

8. Has the ecological reputation of your company played a role in your choice of employer?

## **Part 2 – Ecology at home**

1. A) What advantages are there to being more ecological for you?

1. B) What disadvantages are there to being more ecological for you?

2. Which measures do you take to be more ecological at home and why?

3. Do you believe yourself to be ecologically involved? What are the reasons for this?

4. Do you think your efforts affect future generations/your children and how?

5. How do you consider the ecological element for your transport and holidays?

6. What do you think about the ecological measures imposed by the government (insulation, standards for electronic devices, ...)?

7. How do you save on water and electricity and why (not)?

8. Will you consider the ecological element when shopping (less packaging, reusable bags, biological products, land of origin, ...)?

I also want to ask you if you have any suggestions for your company concerning ecology (this can be initiatives, information, motivation, feedback, ...)

Thank you again for your cooperation!

## Annex 2 – Documents from Park Inn by Radisson Leuven



! Bij de receptie!

KOPIE



### Milieubeleidsverklaring (voor het behalen van De Groene Sleutel)

Zowel het management als alle medewerkers van het Park Inn by Radisson Leuven nemen de taak op zich om de milieubelasting te beheersen en de milieurisico's te beperken. De zorg voor het milieu is een structureel onderdeel van de bedrijfsdoelstellingen.

Alle medewerkers voeren hun taken uit in overeenstemming met de vastgestelde procedures en het beleid van de onderneming.

Het Park Inn by Radisson Leuven voldoet aan de Vlaamse milieuwetten en –voorschriften, maar wil ook een stap verder gaan. Ons bedrijf registreert water- en energieverbruik om op basis van deze gegevens zowel de infrastructuur als het beleid continu te verbeteren en zuiniger te maken.

We zetten ons in om afval te minimaliseren en de impact op lucht, water en bodem als gevolg van onze bedrijfsvoering te beperken door middel van een effectief milieuzorgsysteem. We leiden onze medewerkers op om mee zorg te dragen voor het milieu.

Om ons beleid consequent en overal in de organisatie toe te passen, heeft het park Inn by Radisson Leuven besloten om de vereiste maatregelen in het kader van De Groene Sleutel in te voeren.

Het Park Inn by Radisson Leuven zal dit milieubeleid uitdragen aan onze medewerkers en onze bezoekers.

Willem Overakker  
Restaurant Manager

Leuven, 7 december 2012



### Milieuvriendelijk huishoudelijk reglement Park Inn by Radisson Leuven

De Groene Sleutel is een internationaal keurmerk voor milieuvriendelijke toeristische bedrijven, waaronder hotels. Met het behalen van de Groene Sleutel engageert een bedrijf zich om op een duurzame manier te werk te gaan. Er wordt zorgvuldig omgesprongen met water, energie en afval, zonder toe te geven op vlak van comfort.

Al vele hotels van The Rezidor Group zijn ons voor gegaan om dit milieuvriendelijke label te behalen. Wij willen ons, als gloednieuw hotel, aansluiten bij deze lijst van milieuvriendelijke hotels, en zo het eerste hotel in Leuven worden met een Groene Sleutel.

Om dit doel te bereiken vergt veel inzet van onze medewerkers, maar natuurlijk zouden wij dit nooit kunnen bereiken zonder de hulp van onze gasten.

Wij vragen u hierbij dan ook om onderstaande regels te respecteren, zodat wij samen met u kunnen strijden voor een schonere wereld.

Punt 1; Wij proberen ons afval zoveel als mogelijk te scheiden en laten dit ook apart ophalen. Wij zouden u willen vragen om hier rekening mee te houden, bijvoorbeeld bij een bezoek aan ons restaurant, waar wij bijvoorbeeld GFT-afval scheiden van het overige afval.

Punt 2; Onze ligging, langs het station van Leuven, maakt ons hotel uitermate geschikt om per trein, bus of fiets te bereiken. Naast onze medewerkers zouden we ook u willen vragen om zo vaak mogelijk de auto thuis te laten staan en voor een milieuvriendelijke oplossing te kiezen.

Punt 3; Veel van onze gasten komen naar ons hotel om te kunnen ontspannen na het werk of een toeristische activiteit. Wij zouden u dan ook willen vragen om de rust op het logies te willen respecteren.

Punt 4; Tot slot zouden we u willen vragen om zuinig met water en energie om te gaan.

Voor vragen en of suggesties kunt u te allen tijden een van onze medewerkers benaderen, wij staan u altijd graag te woord!

Dank voor uw keuze voor ons hotel en graag tot ziens,

Willem Overakker  
Milieu verantwoordelijke Park Inn by Radisson Leuven

- Het hotel beschikt over LED lampen, het is belangrijk dat wanneer ruimtes niet worden gebruikt dat het licht in deze ruimte uit is. In vele ruimtes wordt het licht geregeld door een sensor. Echter in sommige ruimtes niet, zoals de kleedruimtes, stores, back office. Controleer na het vertrek, uit een ruimte altijd goed of de lichten uit zijn!!
- Bij de receptie zijn verschillende wandel- en fiets routes verkrijgbaar voor gasten. Ook is hier informatie te verkrijgen over fietsverhuur, parken en natuurgebieden, bezienswaardigheden etc.

Mochten er vragen zijn, dan kunnen jullie altijd bij mij terecht!

Met vriendelijke groet,

Willem

**Actieplan met milieumaatregelen 2012 -2014  
Park Inn by Radisson Leuven**

**2011**

Het afwerken van alle ontbrekende punten voor het behalen van ons Groene Sleutel Label. Voorbeelden hiervan zijn het opvragen van alle veiligheidsfiches van onze schoonmaakproducten en Viessmann vragen om het label van onze CV-ketel.

**2012**

Voor 6 januari 2012; Alle punten voor de Groene Sleutel afwerken.

6 januari 2012; Jury bezoek van de Groene Sleutel

9 tot en met 12 januari; Willem bezoekt de Horecava in Amsterdam en volgt de milieuvriendelijke infosessies.

Maart 2012; 21 maart, uitreiking Groene Sleutel in Gent;)

Alle documentatie blijven aanvullen in onze Groene Sleutel mappen.

September; Responsible Business maand, invulling volgt.

Half september; Responsible Business actie ten behoeve van het goede doel.

**2013**

Half september; Responsible Business actie ten behoeve van het goede doel.

September; Responsible Business maand, invulling volgt.

Alle documentatie blijven aanvullen in onze Groene Sleutel mappen.

**2014**

Half september; Responsible Business actie ten behoeve van het goede doel.

September; Responsible Business maand, invulling volgt.

Alle documentatie blijven aanvullen in onze Groene Sleutel mappen.

PS; Verder blijven we deze lijst steeds aanvullen/bijwerken. Onze belangrijkste doelstelling is op dit moment het behalen van het Groene Sleutel Label! Naar mijn mening is dit al ambitieus genoeg voor een hotel wat net haar deuren geopend heeft.